The mission of the Naval Reserve Officers Training Corps is:

To develop midshipmen mentally, morally, and physically and to imbue them with the highest ideals of duty, honor, and loyalty in order to commission college graduates as naval officers who possess a basic professional background, are motivated toward careers in the naval service, and have a potential for future development in mind and character so as to assume the highest responsibilities of command, citizenship, and government.

The objective of this handbook is to provide midshipmen with useful information regarding orientation as well as proper uniform wear, academic expectations, physical training requirements, unit structure, activities, and clubs. Thorough knowledge of the material in this handbook will set midshipmen up for success. Continued reference to this handbook will help guide midshipmen throughout their time at the Yale NROTC Unit. This is an unofficial document and is not intended to completely cover all NROTC policies or requirements. Consult the proper orders and/or directives for specific information and clarification.
# Table of Contents

- History of the Yale NROTC Unit ................................................................. 3
- Unit Organization and General Information ........................................... 4
- Special Events, Sports, Activities, and Clubs .......................................... 8
- Academics .................................................................................................. 9
- Professional Development ....................................................................... 10
- Physical Training .................................................................................... 11
- Midshipman Evaluations ....................................................................... 12
- Standards of Conduct ........................................................................... 13
- Internal Correspondence ........................................................................ 14
  - Memorandum Format ........................................................................ 14
  - Proper Envelope Format ................................................................. 15
- Knowledge ............................................................................................... 16
  - The Sailor’s Creed ........................................................................... 16
  - General Orders.................................................................................. 16
  - Leadership Principles ....................................................................... 17
  - Leadership Traits ............................................................................. 17
  - Basic Knowledge ............................................................................. 17
  - Chain of Command .......................................................................... 18
  - Navy Core Values ............................................................................ 18
  - United States Military Rank Structure ........................................... 19
  - United States Military Officer Insignia ............................................ 20
  - US Navy and Marine Corps Warrant Officer Insignia ..................... 21
  - US Navy Unrestricted Line Warfare Pins ........................................ 21
  - US Navy Line/Staff/Warfare Officer Insignia ................................... 22
  - US Navy and Marine Corps Enlisted Insignia ................................. 23
  - US Navy Enlisted Ratings Insignia ................................................... 24
  - US Marine Corps Military Occupational Specialties (MOS) .......... 26
  - Code of Conduct .............................................................................. 27
  - Service Songs .................................................................................... 28
- Customs and Etiquette .......................................................................... 30
- Midshipman Uniforms and Insignia ....................................................... 31
  - Standard Uniform Items ................................................................... 31
  - Nonsensitive Uniform Items ............................................................. 33
  - Awards and Insignia ........................................................................ 34
- Preparing for an Inspection .................................................................... 40
HISTORY OF THE YALE NROTC UNIT

Pride in one’s unit is a large part of the Naval Reserve Officers Training Corps (NROTC) experience. It is fostered through inter-unit competitions as well as through an awareness of the one’s history. The Yale NROTC Unit, and the NROTC program in general, have a proud tradition and history of training and providing high quality leaders to our nation’s Navy and Marine Corps.

The Naval Reserve Officers Training Corps program was established in 1926 to offer certain college students the necessary naval science courses required to qualify them for commissions in the Naval Reserve. Yale was of the original 6 institutions to establish an NROTC Unit on campus. The original institutions to house NROTC Units were the University of California, Georgia Institute of Technology, Harvard University, Northwestern University, the University of Washington, and Yale University. The NROTC program proved highly successful and subsequently was expanded to include additional colleges and universities with the onset of World War II.

Days before the U.S. entered World War I, Yale’s Emergency War Council voted to support the interruption of undergraduate education for voluntary military service. Any student that had advanced to at least their junior year would be given due credit for satisfactory work in the Army or Navy. Prior to World War II, nearly twenty other colleges and universities hosted NROTC units. During the War, Yale educated thousands of students enrolled in the Navy V-12 program which provided students a Yale undergraduate education while preparing them for active duty service. The Yale NROTC unit operated continuously through 1972, when the U.S. Navy and Yale did not renew their contract.

On May 26, 2011 a contact signed by Secretary of the Navy Ray Mabus and Yale President Richard Levin re-established the Yale NROTC unit. The first year of enrollment for students was the 2012-2013 academic year. The Yale NROTC unit is established in consortium with the Holy Cross NROTC Unit which includes two other cross-town schools: Worcester Polytechnic Institute and Worcester State University. The Holy Cross-Yale NROTC Consortium will share a Commanding Officer, Executive Officer, Marine Officer Instructor, Assistant Marine Officer Instructor, as well as a supporting staff but each has their own Naval Science Instructors. Yale NROTC students will attend Naval Science class and lab at Yale, and conduct most activities in and around New Haven.
1. **Staff Organization:** The Yale NROTC Unit exists as a consortium composed of three staffs: The Holy Cross staff, the Yale Unit staff and the Yale Midshipmen staff. Each Unit Staff is made up of active duty Navy and Marine Corps personnel and supporting civilian personnel. The Holy Cross Unit staff consists of: the Commanding Officer (CO), Executive Officer (XO), three Navy Lieutenants, Marine Officer Instructor (MOI), Assistant Marine Officer Instructor (AMOI), a government human resources technician, a supply officer, and an administrative assistant. The CO, XO, MOI, AMOI, and supply officer are members of both the Holy Cross and Yale Unit staffs. The Holy Cross-Yale Unit Commanding Officer is Captain Calvin Slocumb. Commander James Godwin is the Executive Officer. Captain Jeff Hart is the Marine Officer Instructor. **Staff Sergeant Brian Long** is the Assistant Marine Officer Instructor and the Assistant Platoon Advisor. **Mr. Dominic DiLorenzo** serves as the main Supply Officer for the Holy Cross-Yale NROTC Unit. **Mr. John Bishop** is the government human resources technician. **Ms. Cindy Hayes** is the Holy Cross Naval Science program administrative assistant.

The Yale Unit staff includes two Navy Lieutenants and two civilian assistants. **Lieutenant Daniel Kohnen** is the Director of Undergraduate studies, the freshmen class advisor, and nuclear power officer (NPO). **Lieutenant Joshua Parsons** is the aviation warfare officer (AWO), platoon advisor, sophomore, and junior class advisor. **Tracy Bloomquist** serves as the government human resources technician/on-site supply officer for the Yale NROTC Unit. The Yale Naval Science program administrative assistant is **Ms. Margaret McNulty**.

The Yale midshipmen (MIDN) staff is currently organized to resemble a Marine Corps rifle platoon. It consists of: a platoon commander (PC), platoon sergeant (PS), two squad leaders (SL 1&2), a public affairs officer (PAO), and the headquarters element. The headquarters element includes three “shops:” adjutant (S-1), operations (S-3), and logistics (S-4). The PC is **MIDN 3/C Bravin**, the PS is **MIDN 3/C Overhauser**, **MIDN 3/C Smith** is SL1, and **MIDN 3/C Fong** is SL2. **MIDN 2/C Heymann** is the S-1, **MIDN 2/C Cohen** is the S-3, **MIDN 3/C Birdsall** is the S-4, and **MIDN 3/C Clapper** is the PAO.

2. **Unit Staff Responsibilities:** All of the Unit staff officers instruct and advise midshipmen, as well as coordinate the NROTC program’s many functions. Although all class advisors have an open door policy, midshipmen shall make regular appointments to see their class advisor. Midshipmen who desire to speak with the Commanding Officer and/or Executive Officer must inform their class advisor of their intention and wait until their advisor makes an appointment. **All midshipmen are responsible for keeping their class advisors informed of all matters that affect their academic performance and/or future participation in the NROTC program including:**

   (a) Any major or minor medical issues  
   (b) Any elective surgery  
   (c) Class attendance  
   (d) Course load (drops/adds) or a desired change of major  
   (e) Any personal problems that may be affecting their academic performance

In addition, the AWO is the Platoon Advisor. The Platoon Advisor provides guidance and counsel to the Midshipman Staff and assists with planning events or activities when needed, but it is important to understand that the midshipmen are charged with leading and running the platoon on a daily basis. Only direct “hands-on” leadership by the midshipmen will give graduates the proper experience and confidence to successfully lead men and women in their first
fleet assignments. Accordingly, one should seek every opportunity to step up and lead during his or her time in the Unit.

3. **Midshipman Staff:** When four classes are represented within the unit, the Midshipman Staff will be organized to loosely resemble a U.S. Marine Corps Rifle Battalion. There is a Battalion Commander, Battalion Executive Officer, and two companies, Alpha and Bravo, each of which consists of two to three squads. A separate element, Headquarters, contains three divisions, or “shops”, which are responsible for the day to day function of the battalion and the execution of battalion events. The three shops are: Administration (S-1), Operations (S-3), and Logistics (S-4), each of which has a number of midshipmen assigned to assist the Shop Head.

Eventually, appointment to a leadership position will be based upon academic standing, physical fitness, aptitude, Unit involvement, and leadership aptitude. While all of these factors are serious considerations for us now, the size of the platoon dictates that we distribute leadership opportunities and rotate positions so as to ensure a leadership experience for all the midshipmen.

4. **Yale Midshipmen Staff Positions and Responsibilities:**

The first years of enrollment in the Yale NROTC program present a challenge to the normal midshipmen staff organization. The size of the student enrollment for the 2013-2014 academic is more fitting of a platoon. There will be a Platoon Commander, Platoon Sergeant, and two squads, First and Second. Collateral duties such as Admin Chief, Operations Chief, Public Affairs, and Logistics Chief, will be assigned to select midshipmen. As the size of the unit grows, consideration will be given to increasing the number of squads, or creating a company within which there are two platoons each with a number of squads.

**Platoon Commander** is the senior ranking midshipman in the platoon and reports to the Platoon Advisor (AWO) on the overall performance and conduct of the platoon. Additionally, the PC will be charged with carrying out the orders given to him or her from the Commanding Officer and all other officers. The platoon commander’s current rank is Midshipman Third Class.

**Platoon Sergeant** is the senior member of the platoon and second in the chain of command. The Platoon Sergeant assumes responsibility for the platoon in the PC’s absence and has oversight of the squad leaders as well as the execution of daily operations. The Platoon Sergeant is responsible for overseeing drill and ceremonies, coordinating Midshipman of the Month boards, and ensuring proper adherence to uniform and appearance standards. The Platoon Sergeant’s rank is Midshipman Third Class.

**Squad Leaders** are responsible for the performance, conduct, and welfare of their squad members. Squad leaders are valuable sources of information and assistance. They are one of the most important links in the chain of command and help their squad members deal with problems that they may be having within as well as outside of the Platoon. A squad leader’s rank is Midshipman Third Class.

**Headquarters Positions** deal with the specific duties within their particular charge. Such duties include: organizing events, distributing newsletters, handling the website, etc…

5. **Battalion Staff Positions and Responsibilities (Future Organization with four classes):**
**Battalion Commander (BNCO)** is the senior ranking midshipman in the battalion and reports to the Commanding Officer on the overall performance and conduct of the battalion. A senior always holds this position. The BNCO’s rank is Midshipman Commander.

**Battalion Executive Officer (BNXO)** is second in the chain of command. The BNXO assumes responsibility for the Battalion in the BNCO’s absence and has oversight on the Battalion Staff as well as the regular execution of daily operations. The BNXO is also the senior member of Battalion level Performance Review Boards (PRBs). A senior also fills this position. The BNXO’s rank is Midshipman Lieutenant Commander.

**Battalion Sergeant Major (BnSgtMaj)** is the senior member of the battalion who is not a midshipmen officer, and is responsible for overseeing drill and ceremonies, coordinating Midshipman of the Month boards, and ensuring proper adherence to uniform and appearance standards. The BnSgtMaj’s rank is Midshipman Second Class.

**Battalion Operations Officer (S-3)** is at the same level in the chain of command as the BNXO and is charged with planning and organizing all of the battalion’s events. The Operations Officer is also in charge of all battalion training such as PT or battalion labs. The S-3 is a Midshipman Lieutenant Commander.

**Battalion Headquarters** is comprised of three divisions or **Shops**. All three **Shop Heads** are accountable to the Battalion Executive Officer for the proper administration of their respective shops’ duties. The **Operations Officer (S-3)** is directly responsible for scheduling, planning, and coordinating all training events and any other special events or activities. The **Adjutant (S-1)** is responsible for battalion administrative functions, including academic appraisals, public affairs, administration of awards, midshipman evaluations (Fitness Reports) and clerical duties. The **Logistics Officer (S-4)** is responsible for battalion supply and fiscal functions.

**Company Commanders (ACO and BCO)** are responsible for the performance, conduct, and welfare of their respective companies. A Company CO’s rank is Midshipman Lieutenant.

**Company First Sergeants** assist their Company Commander with the operation and administration of the company and assume responsibility for the company in the Company Commander’s absence. A Company First Sergeant’s rank is Midshipman Second Class.

**Squad Leaders** are responsible for the performance, conduct, and welfare of their squad members. Squad leaders are valuable sources of information and assistance. They are one of the most important links in the chain of command and help their squad members deal with problems that they may be having, both within and outside of the Battalion. A squad leader’s rank is Midshipman Ensign.

It is each midshipman’s responsibility to keep his/her chain of command informed of problems that may be affecting his/her performance in the NROTC program.

5. **Platoon Chain of Command**: All squad members are **personally responsible** for contacting their squad leaders regarding all matters concerning:

   (a) Absence from any unit activity
   (b) Restriction from physical activity due to illness or physical injury
   (c) Any other problems that may be affecting their performance (e.g. academics, physical fitness)
**Communication:** In order for the Midshipman organization to function effectively, there must be open and honest communication at all levels of the chain of command. Communication is exercised primarily through personal contact, memos, and email. Plans and orders originate at the staff level and appropriate responsibilities are delegated through the chain of command. In a similar manner, constructive comments and creative ideas from the ranks are communicated to the staff through the chain of command. Each midshipman is responsible for being familiar with the Plan of the Day (POD) and the training schedule, which will be distributed via email. For midshipmen, the first point of contact in platoon matters should always be the person immediately above or below them in the chain of command. For example, as a Fourth Class Midshipman-In-Ranks (MIR) in Second squad, one’s chain of command would be as follows: Second Squad Leader → Platoon Sergeant → Platoon Commander → Unit Advisor (For instance: AWO) → Unit XO → Unit CO.

**Unit Staff:** All members of the Unit Staff are ready to assist in the development of midshipmen as Naval Officers. However, matters should be handled at the lowest level possible and matters pertaining to the battalion should be dealt with by the battalion chain of command. Class advisors are not in a student’s direct chain of command and thus can be contacted directly when appropriate.

6. **General Information** All midshipmen are required to attend Naval Science Lab, their Naval Science Classes, Physical Training and maintain a full course load.

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<thead>
<tr>
<th>Fall Semester</th>
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<tbody>
<tr>
<td>0900-1015</td>
<td>Monday and Friday: Introduction to Naval Science (Freshmen)</td>
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<tr>
<td>0700-0800</td>
<td>Physical Training (All)</td>
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<tr>
<td>1030-1120</td>
<td>Tuesday and Thursday: Sea Power – Military History of the West (Sophomores)</td>
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<tr>
<td>0700-0800</td>
<td>Fitness Enhancement Program (FEP) (Select Midshipmen)</td>
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<tr>
<td>1530-1730</td>
<td>Wednesday: Naval Science Lab (All Midshipmen)</td>
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<th>Spring Semester</th>
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<tr>
<td>0900-1015</td>
<td>Monday and Friday: Navigation (Freshmen)</td>
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<tr>
<td>0900-1015</td>
<td>Monday and Friday: Leadership and Management (Sophomores)</td>
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<tr>
<td>0700-0800</td>
<td>Physical Training (All)</td>
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<tr>
<td>1530-1730</td>
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<td>Fitness Enhancement Program (FEP) (Select Midshipmen)</td>
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Midshipmen are required to wear the uniform of the day to classes on Mondays and sometimes on Fridays. Midshipmen are required to wear the uniform of the day Wednesday only to Naval Science Lab, during which students receive training in a variety of topics, including, but not limited to, general military training (GMTs), professional military education, and leadership. During warm weather months, Thursday afternoons will be used for sailing instruction. Midshipmen will meet at Phelps Gate at 1430 on Thursdays to catch the shuttle to the Sailing Center.

Throughout the school year, there will be uniform inspections, two physical fitness assessments, and inter-squad drill competitions.

The physical fitness assessment (PHA) is the method by which the midshipmen will be able to demonstrate that they are upholding their physical health standards in accordance with the Navy direction. The physical health assessment will consist of a physical activity risk factor questionnaire (PARFQ), a body composition assessment (BCA) based on height and weight.
standards or neck and abdomen measurements, and the \textit{physical readiness test} (PRT). The physical readiness test will consist of a 1.5 mile run, 2 minutes of pushups, 2 minutes of sit-ups, and a flexibility demonstration (commonly referred to as the “sit and reach”) where one will demonstrate the ability to touch their toes with their legs outstretched in front of them. To see a more detailed explanation of the PHA follow this \textcolor{blue}{link}.

Midshipmen are also required to participate in \textit{Platoon Physical Training (PT)}. PT consists of a variety of activities including calisthenics, aerobic exercise, and sporting competitions. It is designed to foster camaraderie, esprit de corps, and to help develop a lifelong commitment to physical readiness. PT takes place at 0700 on Tuesday mornings for all midshipmen. It will be held outdoors to the maximum extent practical, meeting first at Payne Whitney Gymnasium. If forced indoors, Tuesday morning PT will take place in the Lanman Center inside Payne Whitney Gymnasium. The Plan of the Day will list any changes to the time or location. Additionally, there is a remedial PT session on Thursday (same location) for those students who fail any portion of the PFA (scoring below 44 on any one event and/or an average of less than 180 overall) or any midshipmen who scored more than 30 points lower than their previous PFA, and any midshipmen who fail the Body Composition Assessment.

\begin{center}
\textbf{SPECIAL EVENTS, SPORTS, ACTIVITIES, AND CLUBS}
\end{center}

\textbf{1. Special events} include: Reach the Beach, the Marine Corps Marathon in Washington D.C. (alternating years), local 5K runs, the Navy and Marine Corps Birthday Ball, Military Excellence Competitions with other ROTC units, Joint Awards Ceremony, and sailing the USCGC Eagle. Volunteering to help plan and coordinate these events is an excellent way to become more involved in the unit operations. Attendance and active participation in all of these events is also a great way to get to know fellow midshipmen and to better enjoy the NROTC experience. A successful midshipman is one who can successfully balance participation in unit activities while maintaining their academic course load, physical fitness, extracurricular activities, and his/her social life.

\textbf{2.} In addition to NROTC activities, midshipmen are encouraged to participate in as many campus activities as their academic schedules permit. Participation in varsity sports, campus activities, and student government further enhances a student’s college experience and professional growth. Every attempt will be made to accommodate these types of activities. However, NROTC program requirements generally take precedence over non-NROTC events.

\textbf{3.} The unit has a variety of intramural activities available for midshipmen, some of which are listed below:

The \textit{Military Excellence Competition Team} competes against teams from other ROTC units at Holy Cross. This event normally consists of over 100 students from other ROTC units around the Northeast competing in basketball, swimming, drill and the warrior challenge. Participation in drill is both mentally and physically challenging. Proper execution of the manual of arms requires precision teamwork and attention to detail from every member of the squad. Any interested midshipman must be dedicated and willing to practice to be successful on this team, but the sense of pride and accomplishment is well worth the time invested. The drill team may travel to competitions throughout the year. The warrior challenge incorporates several different stations which test a midshipmen’s strength of will as well as physical endurance. This year’s
Military Excellence Competition (MEC) will take place at the College of the Holy Cross on 27SEPT13.

The Color Guard will have the opportunity to participate in ceremonies on campus as well as throughout the greater New Haven area. These range from the presentation of colors at the beginning of unit events to local parades and memorial services, to local professional sporting events. Additionally, the Color Guard team may travel to other colleges to participate in competitions.

**ACADEMICS**

**Academics are each midshipman’s highest priority.** Academics are essential to a leader’s development. In order to continue in the program, one must maintain a minimum level of academic achievement. Academic performance plays a major role in service selection and future opportunities in our Navy and Marine Corps as well as in personal life; thus, each midshipman should strive for academic excellence and aim to far exceed these minimums. Each class will be assigned a class advisor that will meet with them periodically. The freshman class advisor will be LT Kohnen whereas the sophomore and junior class advisor will be LT Parsons.

**Requirements:** Midshipmen are expected to maintain satisfactory grades in all courses. If a student is considered to be academically deficient (< 2.5 Term/Semester or Cumulative GPA or a failed class in a semester) he/she will be placed on academic warning or probation. Continued academic deficiency will result in being placed on Leave of Absence (which removes all NROTC related financial benefits) or be disenrolled from the NROTC program.

**Mandatory Study Program:** Students who demonstrate academic deficiency or fail to meet the academic minimums will be assigned to the mandatory study program. The program is designed to help develop good study habits and help students manage their studies by allocating specific time periods dedicated to schoolwork. Class advisors may place any midshipman on mandatory study if the advisor feels the midshipman’s grades are placing him/her in jeopardy of academic probation. However, any midshipman who receives a grade point average of 2.50 or below will automatically be placed on mandatory study.

**Tutoring:** Academic help is always available for NROTC midshipmen. The platoon may hire a Calculus and Physics tutor, whose services are available free of charge to midshipmen. The NROTC program also has midshipmen in who are willing to offer assistance to fellow students. Finally, Yale offers a tutoring program as well; all NROTC midshipmen who are interested in utilizing the Yale tutoring system, vice the NROTC provided tutoring system, should consult their Yale College academic advisor. It is highly advisable that any midshipman requiring extra academic help seeks it expeditiously and as frequently as needed.

**Class Attendance:** Midshipmen are expected to attend all of their classes. Instructors and academic advisors must be made aware of any legitimate excuses for class absence ahead of time.

**Unit Advising:** Class advisors will keep midshipmen academic and aptitude records. Midshipmen are required to meet with their class advisor at least twice a semester to discuss their progress towards their degree and commissioning. The advisor can also recommend possible sources of academic assistance.
**PROFESSIONAL DEVELOPMENT**

*Swim Qualification:* Each year, a swim qualification test will be administered to midshipmen. There will be three classifications that the midshipmen may attain: third class (least difficult) second class, and first class. All midshipmen must qualify as “Third Class” swimmers prior to their sophomore year. Midshipmen that qualify as “First Class” or “Second Class” swimmers are not required to re-qualify, though they are encouraged to retake the test to further refine and improve their skills in the water.

*Close Order Drill:* All midshipmen will participate in close order drill. Close order drill emphasizes unit cohesion, self-discipline, and esprit de corps. The AMOI is the primary instructor of close order drill. Unit leaders are responsible for their unit’s performance, which is evaluated at the drill competition at the end of each semester. Both semesters focus on squad level drill.

*Inspections:* Inspections are a way of maintaining unit readiness and proper maintenance of personnel and equipment. All midshipmen participate in two inspections per semester - the Platoon Commander’s Inspection and the Professor of Naval Science’s Inspection. If necessary, additional inspections may also be required by the chain of command. Individuals are inspected on personal appearance, proper uniform wear, professional development, and general military knowledge. See page 43 for tips and advice on preparing for inspections. All midshipmen should strive to maintain an inspection-ready appearance at all times when in uniform.

*Naval Science Lab:* Lab is held on Wednesday afternoons from 1530-1730. The location and uniform will be disseminated in the Plan of the Week and Plan of the Day emails, as several different locations on campus will be utilized. Midshipmen are responsible to ensure they have the proper materials and uniforms required for Naval Science Lab. Midshipmen must enroll in the course just like any other course in Yale College. In the event that any midshipman experiences a class conflict or must miss a lab for any reason, it is his/her personal responsibility to immediately inform his/her chain of command.

**PHYSICAL TRAINING**

An important part of the NROTC mission is to ensure that midshipmen are maintaining a satisfactory level of physical conditioning and are aware of the benefits of an ongoing personal physical training program. Accordingly, midshipmen are required to establish individual programs aimed at achieving increasing levels of endurance and general physical fitness.

*Navy PFA and Screening Requirements:* The Physical Fitness Assessment (PFA) is administered twice a year for Navy Option midshipmen. It consists of six parts to be completed in the following sequence: the PARFQ, BCA, sit and reach flexibility test, curl-ups, push-ups, and a 1.5 mile run. Although midshipmen are not required to achieve an overall score of “Good” (see previous link for the actual Navy standards) on each portion of the PFA until the beginning of their senior year they are required to score an overall “Good” on all three events combined, which is a total score of 180. Failure to score a 180 will result in placement on the remedial PT program (see below) and a possible Performance Review Board (PRB). It is paramount that students attain this minimum score every semester in order to remain in good standing with the NROTC program. Additionally, as potentially future leaders of Sailors and Marines, midshipmen should strive to a level above simply “Good” and aim for maximum.
All Navy option midshipmen are required to have a current physical, complete a risk factor questionnaire, and complete a body composition analysis to determine if they are within the Navy height/weight standards. Midshipmen who fail to meet their height/weight or body fat measurement standard will be placed on the remedial PT program. Once again, the PFA scoring chart, height/weight standards, and body-fat standards can be found at the following link.

**Remedial PT:** Midshipmen who fail the Physical Fitness Assessment (PFA) or fail to meet their height/weight or body fat standards will be assigned to a Remedial Physical Fitness program as prescribed by the *Unit Command Fitness Coordinator, LT Parsons*. Continual difficulty achieving or maintaining the required standard may result in disenrollment from the program. *Failure of three (3) official PFAs and/or body composition measurements will result in disenrollment.*

**Marine PT, PFT, and CFT:** Marine Option midshipmen attend an additional PT session each week. Any Navy Option midshipmen interested in attending are encouraged to do so and must speak with the *Marine Option Training Officer (MOTO)* prior to attending Marine PT. The Marine Corps Physical Fitness Test (PFT) is administered once a semester under the supervision of the MOI and AMOI. The PFT consists of a pull-up test, curl-up test, and a 3-mile run. The Marine Corps Combat Fitness Test (CFT) consists of a movement to contact, ammo can press, and maneuver under fire. Marine Option midshipmen who score below a 225 on either the PFT or CFT will result in placement on the remedial PT program (see above) and a possible Performance Review Board (PRB). Questions about how either test is administered and scored should be referred to the *MOTO*. The Marine Corps PFT scoring chart, height/weight standards, and body-fat standards can be found at [http://usmilitary.about.com/od/marines/l/blfitmale.htm](http://usmilitary.about.com/od/marines/l/blfitmale.htm).

**Midshipman Evaluations**

NROTC midshipmen are formally evaluated once each semester. The evaluation measures military aptitude and serves as a progress report.

Every midshipman in the battalion is graded based upon the following seven performance traits:

- Equal Opportunity, Fairness, Respect for Human Worth
- Organizational Support: Contributions towards team building and team results.
- Communication skills
- Military Bearing, Appearance, Physical Fitness
- Character, Conduct: Adherence to Navy Core Values: Honor, Courage, and Commitment
- Leadership, Followership, Management: Organizing, Motivating and Developing others to accomplish goals

All grading is on a five point scale (1.0-Below Standards, 2.0-Progressing, 3.0-Meets Standards, 4.0-Above Standards, 5.0-Greatly Exceeds Standards).

Midshipmen are also graded on growth potential. Additionally, a billet recommendation is made for the following semester.
In the Comments section, the evaluator writes brief comments on specific aspects of the midshipman’s performance that directly relate to the grades.

The main purpose of the evaluation is to provide feedback for continual improvement. The contents of the evaluation, however, should never be a surprise to the midshipman being evaluated. Good performers should be recognized and marginal performers should be counseled regularly before evaluations are due. Comments on any evaluation must be constructive.

**STANDARDS OF CONDUCT**

As representatives of the naval service, midshipmen are to behave as ladies and gentlemen at all times (in and out of uniform). They are to conduct their personal affairs in a manner that reflects well upon themselves and on the service. Midshipmen are held to a higher standard than the average college student because they are being educated and trained to lead Sailors and Marines, a job that demands high amounts of personal responsibility during and outside of NROTC activities.

Major performance violations require a Performance Review Board (PRB). The board may recommend no action, warning, probation, a leave of absence, or disenrollment from the program. **PRBs can be held at both the Unit (staff) and/or the platoon (midshipmen) level depending on the severity of the situation.**

Major violations of performance standards may include but are not limited to:

- Misuse of government property
- Failure to obey a lawful order
- Disrespect for a senior officer
- Making a false official statement, written or verbal
- Drug or alcohol abuse, including driving under the influence of alcohol and use of false identification
- Fraud of any kind, including cheating or plagiarism
- Assault or hazing
- Theft or vandalism
- Moral offenses, including obscenity
- Breaking of civil laws
- Behavior unbecoming a future Naval Officer

Offenses of a less serious nature will normally result in formal or informal counseling or a Platoon-level PRB. Counseling will be conducted to instruct the offending midshipman and to ensure that he/she understands why the session is being conducted. The midshipman will also be advised of the appropriate corrective actions to be taken. Minor offenses include:

- Unauthorized absence or tardiness for duty, drill or class
- Dereliction of duty, or carelessness in performance of duty
- Failure to meet standards for dress, grooming, behavior or neatness
- Failure to render appropriate military courtesies
While midshipmen are only officially governed by the Uniform Code of Military Justice (UCMJ) while on summer cruise, they are expected to hold themselves to the standards and policies outlined within it at all times. A midshipman’s conduct will be judged by the Unit Staff as if he/she was subject to the UCMJ at all times. The UCMJ can be found in its entirety at http://www.military-network.com/main_UCMJ/main_UCMJ.htm.

**INTERNAL CORRESPONDENCE**

**Memorandum Format**

A memorandum provides a formal way to correspond within a unit. We will use the Plain-Paper “From-To” format (see example below). For information on other forms of correspondence refer to the Naval Correspondence Manual.

```
MEMORANDUM

From: MIDN 1/C John Doe, Battalion Commanding Officer
To: Captain Smith, Marine Officer Instructor, Holy Cross NROTCU
Via: Name, Title

Subj: PLAIN-PAPER MEMORANDUM FORMAT

Encl: (1) Subj of enclosed attachment (if applicable)

1. The memorandum must have 1-inch margins (top, bottom, left, right). All memorandums will be typed in 12-pitch Courier New font, start flush to left margin and single-spaced unless otherwise indicated.

2. The date will be flush to the right margin and include day, month, and year (ex: 13 OCT 10). The word MEMORANDUM will be in all caps and be placed on the third line.

3. The subject will be written in ALL CAPS and indicate the purpose or a brief description of the Memorandum.

4. Only include via and encl lines if there is text to be typed in the respective lines.

5. Prepare memorandum on white bond paper. The signature block will begin four lines down from the last line of the text at the center of the page and continue to the right hand side of the page. This line will include first initial, middle initial and full last name in **all caps**.

   J.B. DOE
```

**Proper Envelope Format**

(Upper Left Hand Corner of Envelope)

```
FROM: MIDN 3/C Jones
TO: S-4
SUBJ: Birthday Ball Payment
ENCL: $50 Check/Cash
```
Email Format

Much of the communication between the unit staff and midshipmen is done via email. Even though email may seem informal, it is important to maintain the proper courtesies when addressing a superior.

Title (i.e. CO, XO), Rank and Name (i.e. LT Kohnen), or Sir/Ma’am,

Emails will be written using complete sentences and correct punctuation. You should check your email account no less than three times per day. Respond to emails in a timely manner.

Very respectfully,

MIDN 4/C Smith
KNOWLEDGE

All military officers should possess a sound working knowledge of the customs and principles of their branch of service, as well as the ability to exhibit and employ it practically. This knowledge is fundamental to the development of a successful officer. Midshipmen must know the following information, what it means, and be able to reproduce it from memory.

The Sailor's Creed

I am a United States Sailor.
I will support and defend the Constitution of the United States of America, and I will obey the orders of those appointed over me. I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world. I proudly serve my country's Navy combat team with honor, courage, and commitment. I am committed to excellence and the fair treatment of all.

General Orders

1. To take charge of my post and all government property in view.
2. To walk my post in a military manner, keeping always on the alert and observing everything that takes place within sight or hearing.
3. To report all violations of orders I am instructed to enforce.
4. To repeat all calls from posts more distant from the guardhouse than my own.
5. To quit my post only when properly relieved.
6. (Marine Corps) To receive, obey, and pass on to the sentry who relieves me all orders from the Commanding Officer, Field Officer of the Day, Officer of the Day, and officers and noncommissioned officers of the guard only.
   (Navy) To receive, obey and pass on to the sentry who relieves me all orders from the Commanding Officer, Command Duty Officer, Officer of the Deck, and all officers and petty officers of the watch only.
7. To talk to no one except in the line of duty.
8. To give the alarm in case of fire or disorder.
9. (Marine Corps) To call the Corporal of the Guard in any case not covered by instructions.
   (Navy) To call the Officer of the Deck in any case not covered by instructions.
10. To salute all officers and colors and standards not cased.
11. To be especially watchful at night and, during the time of challenging, to challenge all persons on or near my post and to allow no one to pass without proper authority.
Leadership Principles

1. Be technically and tactically proficient.
2. Know yourself and seek self-improvement.
3. Know your men and look out for their welfare.
5. Set the example.
6. Ensure that the task is understood, supervised, and accomplished.
7. Train your men as a team.
8. Make sound and timely decisions.
9. Develop a sense of responsibility among your subordinates.
10. Employ your command in accordance with its capabilities.
11. Seek responsibility and take responsibility for your actions.

Leadership Traits

Bearing
Courage
Decisiveness
Dependability
Endurance
Enthusiasm
Initiative
Integrity
Judgment
Justice
Knowledge
Loyalty
Tact
Unselfishness

Basic Knowledge

The Naval Reserve Officers Training Corps was first established in 1926. Yale University was one of the original six colleges and universities to host an NROTC program.

The birthday of the United States Navy is 13 October 1775.

The birthday of the United States Marine Corps is 10 November 1775.
Chain of Command

National:
President: Barack H. Obama
Secretary of Defense: The Honorable Mr. Charles T. Hagel
Secretary of the Navy: The Honorable Mr. Ray E. Mabus
Chief of Naval Operations: Admiral Jonathan W. Greenert
Commandant of the Marine Corps: General James F. Amos
Naval Education and Training Command: Rear Admiral Donald P. Quinn
Naval Service Training Command: Rear Admiral Dee L. Mewbourne

Unit:
Unit CO: CAPT Calvin B. Slocumb, USN
Unit XO: Commander James Godwin, USN
Platoon Advisor/Junior and Sophomore Advisor: LT Parsons, USN
Freshman Advisor: LT Daniel Kohnen, USN
Platoon Commander: MIDN 3/C Bravin
Platoon Sergeant: MIDN 3/C Overhauser
Squad Leader: MIDN3/C Smith or Fong

*****Between the midshipman and the Unit XO, without regard to the Midshipman chain of command, is the midshipman’s class advisor*****

Navy Core Values

Honor  Honesty, integrity, and responsibility
Courage  The strength to do what is right without regard for personal consequences
Commitment  Dedication, responsibility to your job, subordinates and superiors
**United States Military Rank Structure**

<table>
<thead>
<tr>
<th>Officer Rank Structure (Navy/Coast Guard)</th>
<th>Officer Rank Structure (Marine Corps, Army, Air Force)</th>
</tr>
</thead>
<tbody>
<tr>
<td>O-10 Admiral (ADM)</td>
<td>General (Gen)</td>
</tr>
<tr>
<td>O-9 Vice Admiral (VADM)</td>
<td>Lieutenant General (LtGen)</td>
</tr>
<tr>
<td>O-8 Rear Admiral Upper Half (RADM)</td>
<td>Major General (MajGen)</td>
</tr>
<tr>
<td>O-7 Rear Admiral Lower Half (RDML)</td>
<td>Brigadier General (BGen)</td>
</tr>
<tr>
<td>O-6 Captain (CAPT)</td>
<td>Colonel (Col)</td>
</tr>
<tr>
<td>O-5 Commander (CDR)</td>
<td>Lieutenant Colonel (LtCol)</td>
</tr>
<tr>
<td>O-4 Lieutenant Commander (LCDR)</td>
<td>Major (Maj)</td>
</tr>
<tr>
<td>O-3 Lieutenant (LT)</td>
<td>Captain (Capt)</td>
</tr>
<tr>
<td>O-2 Lieutenant Junior Grade (LTJG)</td>
<td>First Lieutenant (1Lt)</td>
</tr>
<tr>
<td>O-1 Ensign (ENS)</td>
<td>Second Lieutenant (2Lt)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enlisted Rank Structure (Navy, Coast Guard)</th>
<th>Enlisted Rank Structure (Marine Corps)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-9 Master Chief Petty Officer (MCPO)</td>
<td>Sergeant Major/Master Gunnery Sergeant (SgtMaj/MGySgt)</td>
</tr>
<tr>
<td>E-8 Senior Chief Petty Officer (SCPO)</td>
<td>First Sergeant / Master Sergeant (1stSgt/MSgt)</td>
</tr>
<tr>
<td>E-7 Chief Petty Officer (CPO)</td>
<td>Gunnery Sergeant (GySgt)</td>
</tr>
<tr>
<td>E-6 Petty Officer First Class (PO1)</td>
<td>Staff Sergeant (SSgt)</td>
</tr>
<tr>
<td>E-5 Petty Officer Second Class (PO2)</td>
<td>Sergeant (Sgt)</td>
</tr>
<tr>
<td>E-4 Petty Officer Third Class (PO3)</td>
<td>Corporal (Cpl)</td>
</tr>
<tr>
<td>E-3 Seaman (SN)</td>
<td>Lance Corporal (LCpl)</td>
</tr>
<tr>
<td>E-2 Seaman Apprentice (SA)</td>
<td>Private First Class (PFC)</td>
</tr>
<tr>
<td>E-1 Seaman Recruit (SR)</td>
<td>Private (Pvt)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enlisted Rank Structure (Army)</th>
<th>Enlisted Rank Structure (Air Force)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-9 Sergeant Major (SGM)</td>
<td>Chief Master Sergeant/First Sergeant (CMSgt/1Sgt)</td>
</tr>
<tr>
<td>E-8 Master Sergeant/First Sergeant (MSG, 1SG)</td>
<td>Senior Master Sergeant (SMSgt)</td>
</tr>
<tr>
<td>E-7 Sergeant First Class (SFC)</td>
<td>Master Sergeant/First Sergeant (MSgt/1Sgt)</td>
</tr>
<tr>
<td>E-6 Staff Sergeant (SSG)</td>
<td>Technical Sergeant (TSgt)</td>
</tr>
<tr>
<td>E-5 Sergeant (SGT)</td>
<td>Staff Sergeant (SSgt)</td>
</tr>
<tr>
<td>E-4 Specialist/Corporal (SPC/CPL)</td>
<td>Senior Airman (SrA)</td>
</tr>
<tr>
<td>E-3 Private First Class (PFC)</td>
<td>Airman First Class (A1C)</td>
</tr>
<tr>
<td>E-2 Private (PV2)</td>
<td>Airman (Amn)</td>
</tr>
<tr>
<td>E-1 Private (PV1)</td>
<td>Airman Basic (AB)</td>
</tr>
</tbody>
</table>
### United States Military Officer Insignia

Hat/Shoulder/Collar Insignia for all services; shoulder boards and sleeve insignia for Navy and Coast Guard only.

<table>
<thead>
<tr>
<th>Commissioned Officers</th>
<th>Hat/Shoulder/Collar Device</th>
<th>Shoulder Boards</th>
<th>Sleeve</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>O-1: Ensign, Second Lieutenant</strong>&lt;br&gt;Abbr. ENS/2nd Lt</td>
<td><img src="image1.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image2.png" alt="Shoulder Boards" /></td>
<td><img src="image3.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-2: Lieutenant Junior Grade, First Lieutenant</strong>&lt;br&gt;Abbr. Ltjg/1st Lt</td>
<td><img src="image4.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image5.png" alt="Shoulder Boards" /></td>
<td><img src="image6.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-3: Lieutenant, Captain</strong>&lt;br&gt;Abbr. LT/Capt</td>
<td><img src="image7.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image8.png" alt="Shoulder Boards" /></td>
<td><img src="image9.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-4: Lieutenant Commander, Major</strong>&lt;br&gt;Abbr. LCDR/MAJ</td>
<td><img src="image10.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image11.png" alt="Shoulder Boards" /></td>
<td><img src="image12.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-5: Commander, Lieutenant Colonel</strong>&lt;br&gt;Abbr. CDR/LtCol</td>
<td><img src="image13.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image14.png" alt="Shoulder Boards" /></td>
<td><img src="image15.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-6: Captain, Colonel</strong>&lt;br&gt;Abbr. CAPT/Col</td>
<td><img src="image16.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image17.png" alt="Shoulder Boards" /></td>
<td><img src="image18.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-7: Rear Admiral (Lower Half), Brigadier General</strong>&lt;br&gt;Abbr. RDML/BGen</td>
<td><img src="image19.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image20.png" alt="Shoulder Boards" /></td>
<td><img src="image21.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-8: Rear Admiral (Upper Half), Major General</strong>&lt;br&gt;Abbr. RADM/MajGen</td>
<td><img src="image22.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image23.png" alt="Shoulder Boards" /></td>
<td><img src="image24.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-9: Vice Admiral, Lieutenant General</strong>&lt;br&gt;Abbr. VADM/LtGen</td>
<td><img src="image25.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image26.png" alt="Shoulder Boards" /></td>
<td><img src="image27.png" alt="Sleeve" /></td>
</tr>
<tr>
<td><strong>O-10: Admiral, General</strong>&lt;br&gt;Abbr. ADM/Gen</td>
<td><img src="image28.png" alt="Hat/Shoulder/Collar Device" /></td>
<td><img src="image29.png" alt="Shoulder Boards" /></td>
<td><img src="image30.png" alt="Sleeve" /></td>
</tr>
</tbody>
</table>
### US Navy and Marine Corps Warrant Officer Insignia

<table>
<thead>
<tr>
<th>Warrant Officers</th>
<th>Navy Hat/Shoulder/Collar Device</th>
<th>Navy Sleeve Insignia</th>
<th>Marines Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Warrant Officer 1 (CWO1)</td>
<td><img src="image1" alt="CWO1 Insignia" /></td>
<td><img src="image2" alt="CWO1 Insignia" /></td>
<td><img src="image3" alt="CWO1 Insignia" /></td>
</tr>
<tr>
<td>Chief Warrant Officer 2 (CWO2)</td>
<td><img src="image4" alt="CWO2 Insignia" /></td>
<td><img src="image5" alt="CWO2 Insignia" /></td>
<td><img src="image6" alt="CWO2 Insignia" /></td>
</tr>
<tr>
<td>Chief Warrant Officer 3 (CWO3)</td>
<td><img src="image7" alt="CWO3 Insignia" /></td>
<td><img src="image8" alt="CWO3 Insignia" /></td>
<td><img src="image9" alt="CWO3 Insignia" /></td>
</tr>
<tr>
<td>Chief Warrant Officer 4 (CWO4)</td>
<td><img src="image10" alt="CWO4 Insignia" /></td>
<td><img src="image11" alt="CWO4 Insignia" /></td>
<td><img src="image12" alt="CWO4 Insignia" /></td>
</tr>
<tr>
<td>Chief Warrant Officer 5 (CWO5)</td>
<td><img src="image13" alt="CWO5 Insignia" /></td>
<td><img src="image14" alt="CWO5 Insignia" /></td>
<td><img src="image15" alt="CWO5 Insignia" /></td>
</tr>
</tbody>
</table>

### US Navy Unrestricted Line Warfare Pins

- **Surface Warfare Officer**
- **Naval Aviator**
- **Submarine Warfare Officer**
- **Naval Flight Officer**
- **Explosive Ordnance Disposal Officer**
- **Special Warfare Officer**
US Navy Line/Staff/Warfare Officer Insignia

The specialties of Naval officers can be identified by devices worn on the sleeve, shoulder board and collar of certain uniforms.

- Line
- Cryptologic Technician
- Supply Corps
- Repair Technician
- Medical Corps
- Intelligence Technician
- Nurse Corps
- Boatswain
- Medical Service Corps
- Data Processing Technician
- Dental Corps
- Engineering/Nuclear Power Technician
- Physician’s Assistant
- Judge Advocate General Corps
- Law Community
- Explosive Ordnance Disposal
- Aviation Electronics Technician
- Aviation Boatswain
- Air Traffic Controller
- Aerographer
- Chaplain (Christian)
- Chaplain (Jewish)
- Chaplain (Muslim)
- Ordnance Technician
- Civil Engineer Corps
- Band Master
- Aviation Ordnance Technician
- Ship’s Clerk
## US Navy and Marine Corps Enlisted Insignia

<table>
<thead>
<tr>
<th>Hat/Collar/Shoulder Device</th>
<th>Sleeve Insignia</th>
<th>Rank</th>
<th>GRADE</th>
<th>Rank (Marine Corps)</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>Seaman Recruit (SR)</td>
<td>E-1</td>
<td>Private</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>Seaman Apprentice (SA)</td>
<td>E-2</td>
<td>Private First Class (PFC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>Seaman (SN)</td>
<td>E-3</td>
<td>Lance Corporal (LCpl)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Third Class Petty Officer (PO3 or Rating followed by 3 ex. HM3)</td>
<td>E-4</td>
<td>Corporal (Cpl)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Second Class Petty Officer (PO2 or HM2)</td>
<td>E-5</td>
<td>Sergeant (Sgt)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>First Class Petty Officer (PO1 or HM1)</td>
<td>E-6</td>
<td>Staff Sergeant (SSgt)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chief Petty Officer (CPO or HMC)</td>
<td>E-7</td>
<td>Gunnery Sergeant (GySgt)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Senior Chief Petty Officer (SCPO or HMCS)</td>
<td>E-8</td>
<td>Master Sergeant (MSgt)/First Sergeant (1stSgt)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Master Chief Petty Officer (MCPO or HMCM)</td>
<td>E-9</td>
<td>Master Gunnery Sergeant (MGySgt)/Sergeant Major (SgtMaj)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Master Chief Petty Officer of the Navy (MCPON)</td>
<td>E-9</td>
<td>Sergeant Major of the Marine Corps (SgtMajMarCor)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
US Navy Enlisted Ratings Insignia
US Marine Corps Military Occupational Specialties (MOS)

The MOS specifies the training of Marines and their qualifications for certain billets. They are four digit numbers; the first two digits define the specialty group (e.g. 01 = Personnel and Administration) while the second two digits detail a specific qualification (e.g. 0161 = Postal Clerk). Only the first two digits are listed below, with some examples of qualifications listed.

01 PERSONNEL AND ADMINISTRATION
02 INTELLIGENCE
03 INFANTRY
04 LOGISTICS
05 MARINE AIR-GROUND TASK FORCE PLANNING
06 COMMUNICATIONS
08 ARTILLERY
11 UTILITIES
13 ENGINEER, CONSTRUCTION AND EQUIPMENT
18 TANK AND Assault AMPHIBIOUS VEHICLE
21 ORDNANCE
23 AMMUNITION AND EXPLOSIVE ORDNANCE DISPOSAL
25 OPERATIONAL COMMUNICATIONS (Network Management, Wire Chief, Radio)
26 SIGNALS INTELLIGENCE/GROUND ELECTRONIC WARFARE (Cryptology)
28 DATA/COMMUNICATIONS MAINTENANCE (Telephones, Cable, Satellite, Radar Repair)
30 SUPPLY ADMINISTRATION AND OPERATIONS
31 TRAFFIC MANAGEMENT (transportation)
33 FOOD SERVICE
34 AUDITING, FINANCE AND ACCOUNTING
35 MOTOR TRANSPORT (maintenance, mechanics, refuelers)
40 DATA SYSTEMS (network, computers)
41 MARINE CORPS EXCHANGE (and MWR)
43 PUBLIC AFFAIRS
44 LEGAL SERVICES
46 TRAINING AND AUDIOVISUAL SUPPORT
55 MUSIC (band leaders, drum majors, musicians)
57 NUCLEAR, BIOLOGICAL AND CHEMICAL
58 MILITARY POLICE AND CORRECTIONS
59 ELECTRONICS MAINTENANCE
60-61 AIRCRAFT MAINTENANCE
63-64 AVIONICS
65 AVIATION ORDNANCE
66 AVIATION SUPPLY
68 WEATHER SERVICE
70 AIRFIELD SERVICES
72 AIR CONTROL/AIR SUPPORT/ANTIAIR WARFARE
73 AIR TRAFFIC CONTROL
75 PILOTS/NAVAL FLIGHT OFFICERS
80-95 CATEGORY “B” MOSs (Recruiter and Career Planner, Drill Instructor, Firefighter)
96 SPECIAL EDUCATION PROGRAM (Engineers)
97-99 IDENTIFYING MOSs AND REPORTING MOSs (Sergeant Major, 1st Sergeant)
Code of Conduct

ARTICLE I.

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

ARTICLE II.

I will never surrender of my own free will. If in command, I will never surrender my men while they still have the means to resist.

ARTICLE III.

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

ARTICLE IV.

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

ARTICLE V.

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering other questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

ARTICLE VI.

I will never forget that I am an American, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and the United States of America.
Service Songs

ANCHORS AWEIGH
Traditionally only the second verse is sung at ceremonies

Stand, Navy, out to sea, Fight our battle cry;
We'll never change our course, So vicious foe steer shy-y-y-y.
Roll out the TNT, Anchors Aweigh.
Sail on to victory and sink their bones to Davy Jones, hooray!

Anchors Aweigh my boys, Anchors Aweigh.
Farewell to college joys, we sail at break of day-ay-ay.
Through our last night on shore, drink to the foam,
Until we meet once more. Here’s wishing you a happy voyage home.

THE MARINES’ HYMN
Traditionally only the first verse is sung at ceremonies

From the halls of Montezuma
To the shores of Tripoli,
We fight our country’s battles
In the air, on land, and sea.
First to fight for right and freedom,
And to keep our honor clean,
We are proud to claim the title
Of United States Marines.

Our flag’s unfurl’d to every breeze
From dawn to setting sun;
We have fought in every clime and place
Where we could take a gun.
In the snow of far-off northern lands
And in sunny tropic scenes,
You will find us always on the job-
The United States Marines.

Here’s health to you and to our Corps
Which we are proud to serve;
In many a strife we’ve fought for life
And never lost our nerve.
If the Army and the Navy
Ever gaze on Heaven's scenes,
They will find the streets are guarded
By United States Marines.
THE NAVY HYMN

Eternal Father, strong to save,
Whose arm hath bound the restless wave,
Who bidd’st the mighty ocean deep,
   Its own appointed limits keep.
O’ hear us when we cry for thee,
   For those in peril on the sea!

Eternal Father, grant we pray,
To all Marines, both night and day,
The courage, honor, strength, and skill
   Their land to serve, thy law fulfill;
Be thou the shield forevermore
   From every peril to the Corps.

_The Navy Hymn_ (also known as _Eternal Father_) is usually performed at ceremonies and/or religious services.
CUSTOMS AND ETIQUETTE

The *salute* is a custom among military personnel that serves as a mutual acknowledgment of camaraderie in the profession of arms. In the Navy and Marine Corps, salutes are rendered only when in uniform and covered. The salute should be rendered with the right hand, unless an injury prevents the use of the right hand, in which case the left hand is used. To execute a proper salute, bring the tip of the right index finger to the front right edge of the brim of the cover (or to the outside edge of the right eyebrow if wearing the Garrison cover). Keep the upper arm parallel to the deck while creating a $45^\circ$ angle with the lower arm. Keep the hand flat and straight, fingers and thumb together, with the palm facing slightly inboard. Cut crisply and bring the arm back down to the position of attention.

Senior officers are to be saluted, whether they are in or out of uniform. In addition, salutes are to be rendered to a vehicle which has DoD stickers or standards (flags) indicating a senior rank, regardless of who is operating the vehicle. Salutes are initiated by the junior when approaching the senior and rendered in step, while walking, or at attention, while standing. The junior shall initiate the salute six to ten paces away in order to allow the senior officer time to return the salute before the junior is abreast of him/her, and it shall be held until it is returned. Salutes are accompanied by the appropriate greeting of the day: Good morning/afternoon/evening, sir/ma’am. Render the salute only once if the senior remains in the immediate vicinity. If conversation takes place however, salute again when one party departs.

**Honors to Colors and Anthem:** Whenever the National Anthem or colors are played, those who are outside, in uniform, and not in formation come to attention and face the flag, or the music if the flag is not visible; at the first note: salute and the salute will be held until the last note is sounded. If one is in a vehicle, one should stop the vehicle until the music stops. If in formation, only the unit leader will salute, unless the command “Present Arms” is given, in which case everyone in the formation salutes. When uncased colors pass (i.e. a color guard) or are being paraded, a salute is rendered at six to ten paces, and the salute is held until the colors are six paces past. For all cases cited above, if one is in civilian clothes during the playing of the National Anthem, one shall remove any head covering (hat, hood, etc.), face the flag/music, and come to the position of attention. Active duty military personnel (i.e. NROTC midshipmen on summer cruise) will remain at attention from the first to the last note. All others (i.e. NROTC midshipmen not on summer cruise) shall place their right hand over their heart until the last note is sounded. Cased colors are not to be saluted, and a flag on a flagpole is considered cased unless it is being raised or lowered.
MIDSHIPMAN UNIFORMS AND INSIGNIA

The United States Navy is a uniformed military service. The privilege of wearing the uniform is an honor and should be undertaken with humble deference. In addition, the Navy uniform is a highly visible and important element in the morale, pride, discipline, and effectiveness of the organization. The uniform shall be worn on such occasions as prescribed by the Professor of Naval Science. Usually, this will typically be on days of Naval Science Lab, drill, ceremonies, and during periods of summer training. The uniform of the day will be stated in the Plan of the Day.

Upon entering the NROTC Program, all midshipmen are issued items of uniform clothing during Freshman Orientation or prior to summer training as needed. These items remain the property of the U.S. Government until commissioning, when they become the property of the individual concerned. Midshipmen who are disenrolled from the NROTC program are required to return all issued uniform items to the Unit Supply Officer.

Midshipmen must ensure that uniform articles fit properly and conform to prescribed standards. Minor alterations and adjustments to the uniform are often necessary to ensure a proper fit upon initial issue. The Holy Cross NROTC Unit finances only the initial alterations or application of midshipman insignia (i.e. sleeve insignia needing to be sewn on Service Dress Blues) at no cost to the student. Any alterations, cleaning, or laundering thereafter are the responsibility of the midshipman.

Simply wearing the uniform is not enough. How a midshipman wears the uniform reflects on him/her as well as on fellow midshipmen and on the naval services. No part of the prescribed uniform articles or equipment shall be worn at the same time that civilian attire is worn, except articles which do not present a distinctive naval appearance, such as raincoats without insignia, shoes, and socks.

Standard Uniform Items

Belts: For Navy options, the belt is worn with the polished end of the belt tip flush with the buckle. The open side of the buckle will be aligned with the gig line, so that the open end of the shirt, the open end of the buckle, and the overlap of the fly of the trousers all make a continuous straight line. For Marine options, the belt is worn with the belt tip extending 2 to 4 inches beyond the buckle. The buckle edge is also aligned with the gig line. Belt buckles must always be shined and free of dirt and/or excess polish.

Covers: The combination cover is worn squarely on the head, the bottom edge horizontal and approximately 1-1/2” above the eyebrows. The garrison cap is worn squarely on the head, with fore and aft creases centered vertically between the eyebrows with the lowest point approximately one inch above the eyebrows.

When outdoors, personnel shall remain covered at all times except when ordered to uncover, or during religious services associated with a military ceremony. Thus, unless ordered to uncover, personnel should remain covered during invocation or other religious portions of ceremonies.
which are military in nature, such as change of command, ship commissioning and launching, military burial, etc. Chaplains conducting religious portions of ceremonies will be guided by the customs of his/her service with respect to wearing a head covering.

Covers are normally removed indoors. Midshipmen in a duty status and wearing a duty belt, or under arms, shall not remove headgear indoors except when entering a space where a meal is being served or divine services are being conducted, in accordance with their particular beliefs.

Personnel are permitted to remove covers when traveling inside a private automobile off base. Covers are mandatory when entering and within a military installation, except where wearing of a cover is impractical or hazardous.

**Combination cover insignia** shall consist of a gold fouled anchor or Eagle, Globe, and Anchor (or EGA, depending on Navy or Marine Option), chin strap, and retaining buttons.

**Garrison cap insignia** shall be a gold metal fouled anchor or EGA. The unfouled arm of the stock shall be to the front. It shall be pinned to the left side of the cap with the center 2” from the front seam of the cap and 1 1/2” above the bottom edge.

![Figure 1: Garrison Cap Insignia](image)

**Eisenhower** or **“Ike” Jackets:** Relaxed-fit jackets will be worn with the zipper closed at least three-quarters of the way. For further details regarding insignia placement see Figure 7.

**Male Neckties:** Neckties will be tied with a double Windsor knot. Tie clasps are worn between the third and fourth button of the shirt, parallel to the deck. The bottom of the tie will be within one inch above but not touching the belt buckle.

**Female Neckties:** The necktie’s outer edges should be parallel to the outer edges of the collar. An equal amount of necktie should show on each side of the collar. Wear parallel to and slightly above the top of the shirt collar closure hiding the top button. The ends of the tie should hang free.

**Skirts:** When prescribed, skirts are worn within a range in length of 1-1/2” above or 1-1/2” below the crease in the back of the knee.

**Shoes:** All parts of the shoes will be shined to a high gloss and the edges of the soles will be cleaned and edge-dressed. Laces will be bridged at the bottom and laced left over right. Leather
shoes should be polished and edge-dressed, but corframs (synthetic leather) should only be cleaned. Further details can be found in Preparing for an Inspection.

**Trousers:** The hem of the trousers will fall 1/4” above the heel welt and shall cover the upper part of the shoe by approximately one inch.

**Undergarments:** Yale NROTC Midshipmen will wear white crewneck undershirts with all male uniforms (except the Navy Working Uniform and Flight Suits). Appropriate undergarments, including support garments for women, will be worn to preserve the dignity and appearance of the uniform.

**Nonessential Uniform Items**

**Earrings and Body Piercing:** Earrings only may be worn at women’s discretion with all uniforms. If worn, only small, gold, matte balls are authorized for normal wear and only one earring is to be worn per ear. Small single pearl earrings are authorized for wear with Dinner and Formal Dress uniforms. Males and women (with the exception of earrings for women) are not authorized to wear body jewelry of any kind while in uniform or civilian attire when in a duty status, aboard any military ship, craft, aircraft, vehicle, within any base or other place under military jurisdiction, and while participating in any organized military recreational activities.

**Rings:** For both males and females, one ring is allowed per hand. The only exception is the wear of an engagement ring with a wedding band on the same finger for females. Thumb rings are not permitted.

**Wristwatches/Bracelets:** When in uniform, only one of each may be worn. They must be conservative in style and not detract from the uniform’s professional military appearance. Ankle bracelets are not permitted.

**Necklaces/Chokers:** Only one necklace may be worn in uniform but shall not be visible.

**Tattoos:** Tattoos are highly discouraged for officers in the armed services. Existing tattoos must be disclosed to the Unit Staff, and tattoos whose content is obscene, sexually explicit, and or advocate discrimination based on sex, race, religion, ethnic, or national origin are prohibited. Tattoos located on areas including the head, face, neck, or scalp are prohibited. Tattoos on any part of the body that is visible in uniform not otherwise specifically mentioned (hands, arms, legs) will not be approved while in NROTC.

**Other Articles:** No articles, such as pencils, pens, watch chains, fobs, pins, jewelry, handkerchiefs, combs, cigarettes, or similar items shall be worn or carried exposed upon the uniform. Cellular phones and/or electronic pagers should not protrude or be visible on the uniform except when required for the performance of duty, and shall be worn on the belt (on either side of the body) aft of the elbow. Necklaces, crosses, pendants, etc. shall not be exposed while in uniform. Tie clasps, cuff links, shirt studs, and earrings shall be worn as prescribed. Wearing of wristwatches, identification bracelets, and rings are permitted with all uniforms; however, these items shall be in good taste and appropriate to the occasion, working or social,
for which the prescribed uniform is worn. All eyewear worn shall be conservative in nature; faddish eyewear is not allowed. However, sunglasses shall not be worn when in military formation.

Awards and Insignia

Ribbons and Breast Insignia: Ribbons shall be worn in order of descending precedence inboard to outboard, top to bottom (see Order of Precedence on the following page). Ribbon bars are worn in rows of three, parallel to the deck, and centered over the left breast pocket, with the bottom bar 1/4” above (1/8” for Marine Options) the pocket. All rows shall have the same number of ribbons except for the top row, which will be centered on the other rows as necessary.

Midshipmen with active duty awards (either ribbons or qualification pins from summer cruise or from prior service) may choose to wear either their midshipmen awards or their active duty awards, but may not wear both or mix the two.

Aviation, submarine, surface warfare, special warfare, parachutist, underwater, or special operations qualification pins/insignia shall be worn centered 1/4” above the top rows of ribbons or medals. When worn alone, the insignia shall be worn centered 1/4” above the left breast pocket, so that the horizontal axis is parallel to the deck.

When two qualification pins are worn, the one which takes precedence will be worn as prescribed above, with the other centered immediately below the ribbons or medal, in accordance with Navy uniform regulations.

Medals may be worn only when designated, and in that case would be worn in lieu of their corresponding ribbons. For example, do not wear the American Legion ribbon when wearing the American Legion medal.
Ribbon Order of Precedence:
1. All Around Performance Award (Midshipman of the Year)
2. Academic Excellence
3. Academic Achievement
4. Commendation Award (Midshipman of the Month)
5. Leadership Award (Honor Squad)
6. Community Service Award
7. Physical Fitness Award
8. National Sojourners Award
9. Society of the War of 1812 Award
10. The Reserve Officer’s Association of the United States Award
11. Legion of Valor Medal
12. Armed Forces Communications and Electronics Association Award
13. Sons of the American Revolution (SAR) Silver Medal Award
15. Military Order of World Wars Award
16. National Defense Transportation Award
17. Veterans of Foreign Wars Medal
18. American Legion Academic Excellence Award
19. American Legion Gold Medal
20. Daughters of the Founders and Patriots of America Award
21. Daughters of the American Revolution (DAR) Gold Medal Award
22. Martin Rimkus Memorial Award
23. Drill Team Award
24. Color Guard Award
25. Intramural Award
26. Pistol/Rifle Team Award
27. Sailing Award
28. Recruiting Award
29. Cruise Ribbon

Ribbon Devices
1. Gold Star - Worn in lieu of second and subsequent awards
2. Silver Star - Worn in lieu of five (5) Gold Stars

Nametags: Nametags will be worn 1/4” and centered above the right breast pocket for Navy Options, and 1/8” and centered above the right breast pocket for Marine Options. Nametags will not be worn with Dress uniforms.

Other Insignia: In general, insignia worn by NROTC midshipmen conforms to that prescribed for U.S. Naval Academy midshipmen. NROTC Marine Option midshipmen will wear the gold enlisted Marine Corps Eagle, Globe, and Anchor emblem in place of the anchor device.

Sleeve Class Insignia: Sleeve class insignia (Figure 3) shall consist of horizontal stripes worn on the left sleeve of the service dress blue (SDB) uniform, centered between the shoulder and the elbow.
**Sleeve Rank Insignia:** Midshipman Officers shall wear 1/8” wide stripes of gold braid and a gold star on both sleeves of the service dress blue jacket. They are centered on the outer side of the sleeve with the lowest stripe 2” above and parallel to the edge of the sleeve hem. A gold star shall be worn centered above the stripes with one ray pointing down, the point to be 3/4” above the upper stripe.

Midshipmen in Ranks (MIR) will wear three horizontal stripes centered on the left sleeve between the shoulder and elbow.

**Service Dress Blue (SDB) Jacket Collar Insignia:** Jacket collar insignia shall consist of plain gold anchors or Eagle, Globe, and Anchors indicating a midshipman’s service. It shall be pinned to the jacket lapel so that the crown of the anchor is ½” above the notch of the lapel (males), 1” from the bottom and midway between the two sides (females), 1” from the bottom line of the shank, and 3/4” from the outer edge of the collar (see illustration). The lower end of the stock shall be outboard and the stock should be approximately horizontal.
Shoulder Boards: Class shoulder boards shall consist of a metal fouled anchor or Eagle, Globe, and Anchor alone or in combination with stripes, to indicate the wearer’s class. (See Figure 5). They should be kept clean and lint free.

If a midshipman holds an officer billet, rank shoulder boards will consist of a star in combination with appropriate stripe(s) to indicate the wearer’s rank.

Hard shoulder boards are worn with the Summer White uniform or the Service Dress White (choker) uniform. Soft shoulder boards are to be worn on the white dress shirt under the SDB jacket.

Shirt Collar insignia: Khaki shirt collar insignia shall consist of a gold fouled anchor, eagle globe and anchor (Eagle, Globe, and Anchor - worn by Marine options), or bar insignia as appropriate, to be worn on the collar. Midshipmen will wear one of these types of insignia, but not more than one. See Figure 5.

- 1/C – Officer Bars or Eagle-Anchor (Navy) or Eagle, Globe, and Anchor (Marine), both lapels
- 2/C – Officer Bars or Fouled Anchor (Navy) or Eagle, Globe and Anchor (Marine), both lapels
- 3/C – Fouled Anchor (Navy) or Eagle, Globe, and Anchor (Marine), right lapel only
- 4/C – No Insignia
All Other Midshipmen:

- **1/c**: Right and left
- **2/c**: Right and left (Squad leader only)
- **3/c**: Right (Squad leader only)
- **4/c**

Note: Marine Option midshipmen substitute the Eagle-Globe-Anchor for both the Fouled Anchor and the Eagle-Anchor.

**Figure 5: Midshipman Rank Insignia**
**Placement of Collar Insignia (Service Khaki Shirt, Utilities, and Coveralls):** Center the insignia 1 inch from the front and lower edges of the collar and position the vertical axis of the insignia along an imaginary line bisecting the angle of the collar point. Marine Option midshipmen officers will wear their insignia parallel to the deck. **(Working Uniforms):** Pin the anchor, eagle-anchor, or Eagle, Globe, and Anchor insignia to the collar in a vertical position with the center of the insignia approximately 1 inch from the front edge and 1 inch below the upper edge of the collar. The anchor's stock is parallel to the upper edge of the collar and the unfouled arm of the stock faces front. See Figure 5.

![Figure 5: Anchor, Eagle, Globe, and Anchor insignia placement](image)

**Khaki Shirt**  
**Winter Blue Shirt**

**Figure 6:** Placement of collar insignia on khaki and winter blue shirts.

**Coat Shoulder Insignia:** The insignia for the raincoat, windbreakers, and the relaxed fit jacket shall consist of the same insignia worn on the shirt collar. The device should be positioned on the coat’s epaulet as indicated below:

![Figure 7: Coat shoulder insignia placement](image)
PREPARING FOR AN INSPECTION

One must always be prepared with an inspection ready uniform. One aspect of such, the shoes, require a lot of work. The secret to well-shined shoes is to work on them a little at a time, and not leave them to the last minute before an inspection. They must be shined and ready to wear to lab on Tuesday, but extra attention should be paid in preparation for the BNCO and PNS inspections. Only leather, spit-shined shoes are authorized for Fourth, Third and Second Class Midshipmen to wear. First Class Midshipmen are permitted to wear patent-leather Corframs, although not for inspections. All parts of the shoe will be shined to a high gloss and the edges of the soles shall be cleaned and dressed. The wells are best cleaned with a toothbrush and soap before the edge dressing is applied. The laces should be laced from the inside out (left over right) and bridged.

The male midshipman combination cover should have a clean brim at all times. Commercial cleaners such as Pledge or Windex are excellent for this purpose. The white fabric crown can be cleaned with regular white laundry. The screw posts on the side of the covers shall be upright, such that the eagles are flying. A nametag will be placed squarely inside the cover with the following information only:

MIDN 4/C Doe, J. A.
Alpha Company, Squad 1

Females who do not have a nametag slot will tape this inside their cover.

Ribbons are worn in order of descending precedence from inboard to outboard, top to bottom. There should be no frayed ribbons. Nametags are also to be in good condition. Backings should be placed behind the ribbons on the inside of the shirt before placing the frogs on the pins. The backing can be excess belt material, cardboard, or foam backing board material. Uniforms should be IP’ed and free of lint. Adherence to Navy grooming standards will also be scrutinized (i.e. proper care of fingernails, hair, shave, breath, etc). All uniform shirts and trousers should be dry cleaned before inspections and should have appropriate military creases.

Beyond personal appearance, bearing and a confident command of military knowledge are paramount to achieving success in a personnel inspection.
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