



# LEADERSHIP

## Education and Training



### UNIT 1: LET 1 - THE EMERGING LEADER



*Oh, say can you see, by the dawn's early light  
What so proudly we hailed at the twilight's last gleaming?  
Whose broad stripes and bright stars, through the perilous  
fight, O'er the ramparts we watched were so gallantly  
streaming? And the rocket's red glare, the bombs  
bursting in air, gave proof through the night, that  
our flag was still there. Oh, say does that star  
spangled banner yet wave, o'er the land of  
the free, and the home of the brave?*

***"To Motivate Young People to Be Better Citizens"***

**CADET NOTEBOOK**

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Name: \_\_\_\_\_



# LEADERSHIP

## Education and Training

# UNIT 1: LET 1

# The Emerging Leader

## CADET NOTEBOOK



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*U.S. Army Cadet Command - Fort Knox, Kentucky*

HEADQUARTERS, DEPARTMENT OF THE ARMY

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## Global Resources Preface

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The global resources in your Cadet Notebook are documents you may use throughout LET 1 as a quick reference to content from individual lessons. Familiarize yourself with these resources which are located before the LET 1 Student Learning Plans.



**ARMY**  
**JROTC**

# CADET CREED

**I am an Army Junior ROTC Cadet.**

**I will always conduct myself to bring credit to my family, country, school, and the Corps of Cadets.**

**I am loyal and patriotic.**

**I am the future of the United States of America.**

**I do not lie, cheat, or steal and will always be accountable for my actions and deeds.**

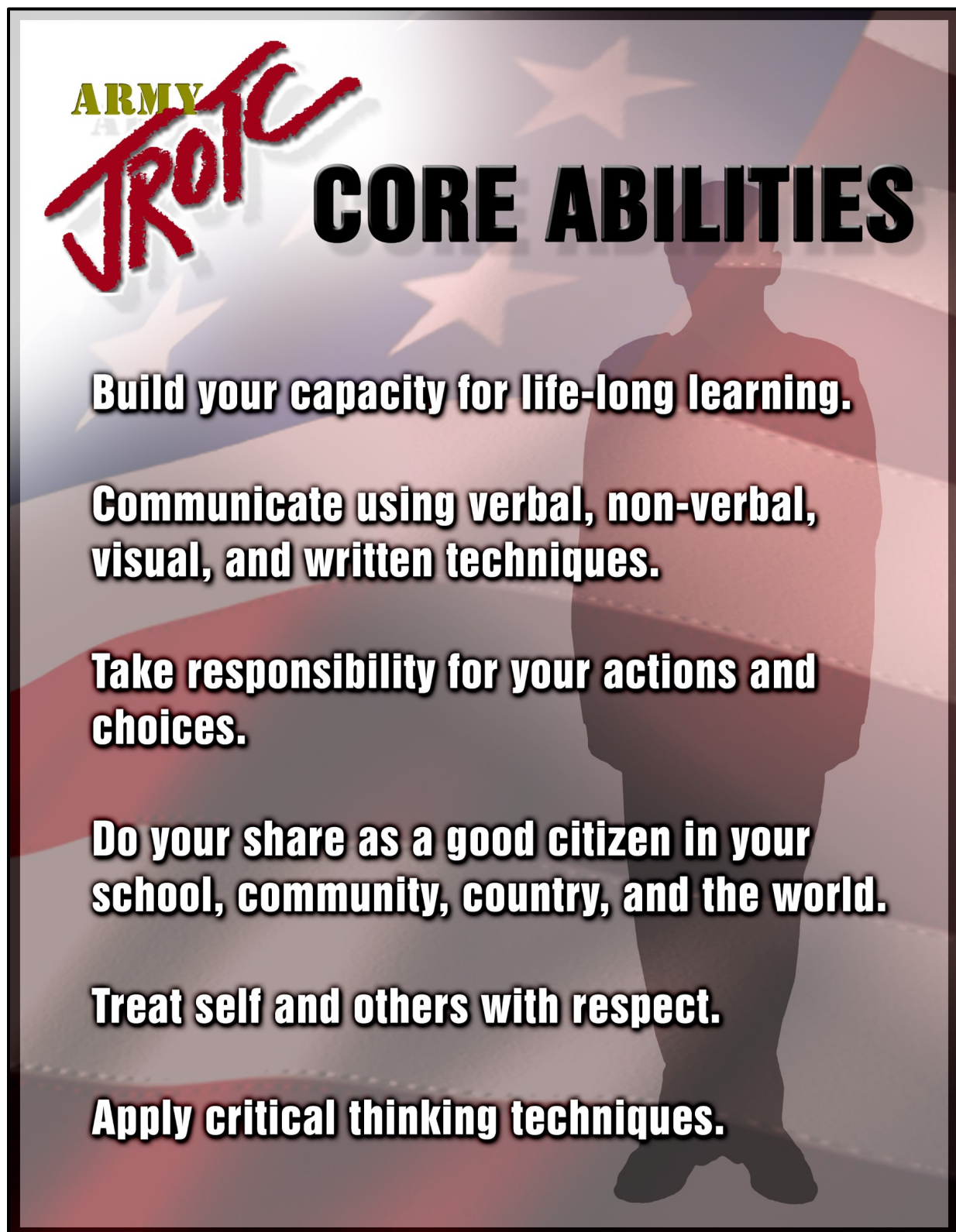
**I will always practice good citizenship and patriotism.**

**I will work hard to improve my mind and strengthen my body.**

**I will seek the mantle of leadership and stand prepared to uphold the Constitution and the American way of life.**

**May God grant me the strength to always live by this creed.**





**ARMY**  
**JROTC**

# **CORE ABILITIES**

**Build your capacity for life-long learning.**

**Communicate using verbal, non-verbal, visual, and written techniques.**

**Take responsibility for your actions and choices.**

















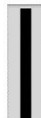


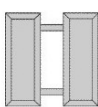








**Do your share as a good citizen in your school, community, country, and the world.**

**Treat self and others with respect.**

**Apply critical thinking techniques.**

# U.S. ARMY Rank and Grade

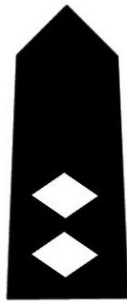
U1 C1 L2

INSIGNIA OF THE UNITED STATES ARMY							
	E-1	E-2	E-3	E-4		E-5	E-6
<b>ENLISTED</b>	no insignia Private E-1	 Private E-2	 Private First Class	 Corporal	 Specialist	 Sergeant	 Staff Sergeant
	<b>E-7</b>		<b>E-8</b>		<b>E-9</b>		Senior Enlisted Advisor
	 Sergeant First Class	 Master Sergeant	 First Sergeant	 Sergeant Major	 Command Sergeant Major	 Sergeant Major of the Army	
<b>WARRANT OFFICER</b>	<b>W-1</b>  Warrant Officer	<b>W-2</b>  Chief Warrant Officer	<b>W-3</b>  Chief Warrant Officer	<b>W-4</b>  Chief Warrant Officer	<b>W-5</b>  Chief Warrant Officer		
	<b>O-1</b>  Second Lieutenant	<b>O-2</b>  First Lieutenant	<b>O-3</b>  Captain	<b>O-4</b>  Major	<b>O-5</b>  Lieutenant Colonel	<b>O-6</b>  Colonel	
<b>OFFICER</b>	<b>O-7</b>  Brigadier General	<b>O-8</b>  Major General	<b>O-9</b>  Lieutenant General	<b>O-10</b>  General		<b>SPECIAL</b>  General of the Army	

## INSIGNIA OF GRADE FOR CADET OFFICERS



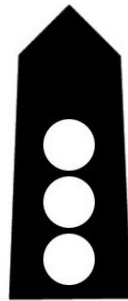
CADET COLONEL



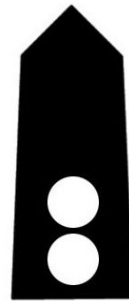
CADET LIEUTENANT COLONEL



CADET MAJOR



CADET CAPTAIN



CADET FIRST LIEUTENANT



CADET SECOND LIEUTENANT

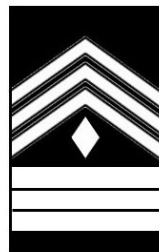
## INSIGNIA OF GRADE FOR CADET ENLISTED PERSONNEL



CADET COMMAND SERGEANT MAJOR



CADET SERGEANT MAJOR



CADET FIRST SERGEANT



CADET MASTER SERGEANT



CADET SERGEANT FIRST CLASS



CADET STAFF SERGEANT



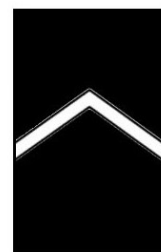
CADET SERGEANT



CADET CORPORAL



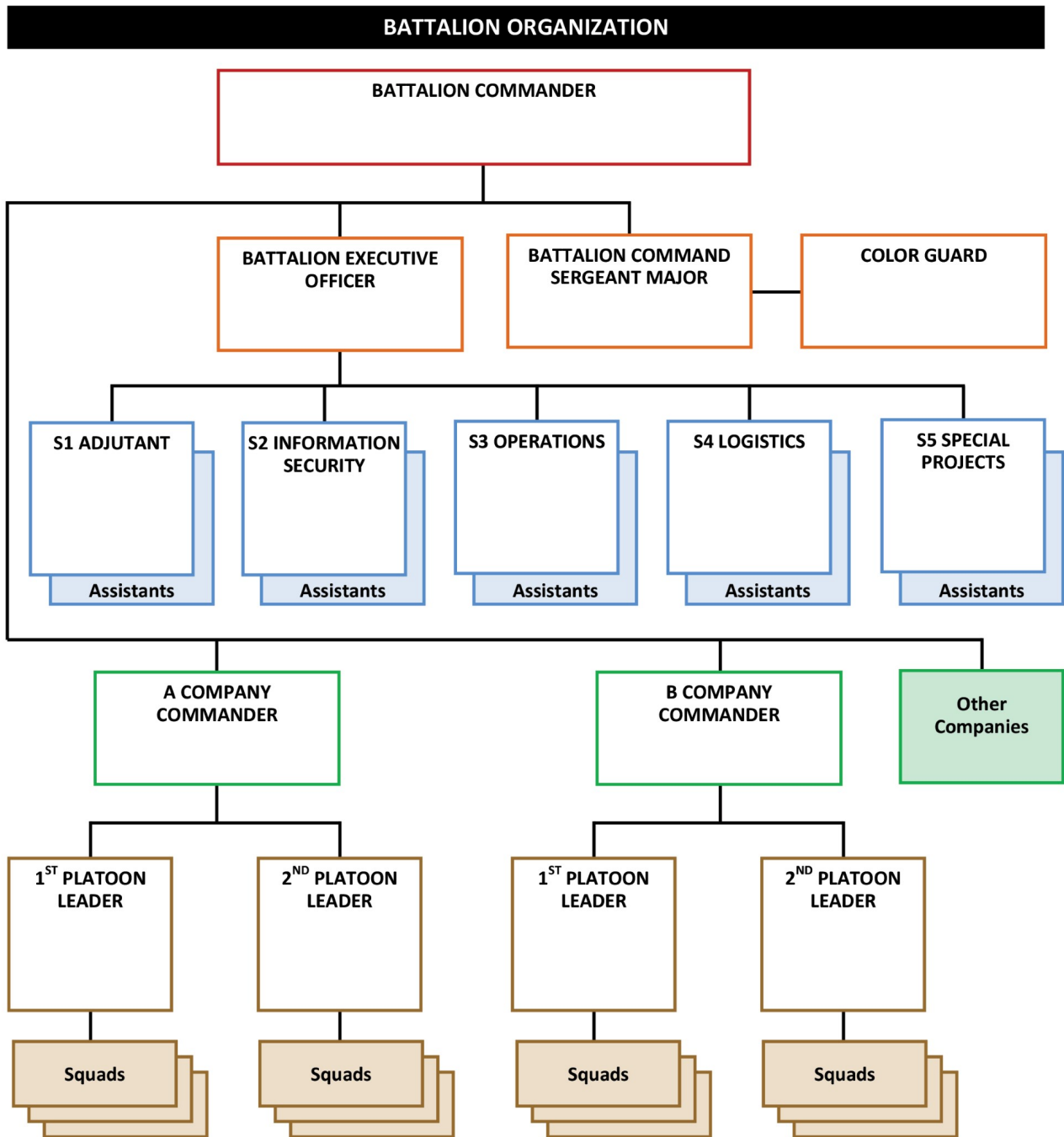
CADET PRIVATE FIRST CLASS



CADET PRIVATE

# JROTC Battalion Organizational Structure

U1 C1 L2



# Army JROTC Badges and Devices

U1 C1 L2



## Badges and Devices

### Shoulder Cords



- Color / Honor Guard - (White)*
- Drill Activities - (Red)*
- Marksmanship - (Tan)*
- Raider Challenge - (Black)*
- National Honor Society - (Gold)*

### Collar / Cap / Beret Insignia



### Uniform Insignia

	<i>Lamp - Gold</i>	
	<i>Lamp - Silver</i>	
	<i>Lamp - Bronze</i>	

### Shoulder Sleeve Patches




- Junior Reserve Officers' Training Corps (JROTC)*
- National Defense Cadet Corps (NDCC)*



### Unit Merit Devices

- Academic Achievement Wreath*
- 2nd - Red Pad*
- 3rd - Silver Pad*
- 4th - Gold Pad*
- Honor Unit w/ Distinction*

### Marksmanship Badges





- Marksman*
- Sharpshooter*
- Expert*

### Arc Pins







































# Army JROTC Cadet Uniform Wear

U1 C1 L2

**ARMY JROTC Class A (Army Blue)**  
**All Cadets**

**UNIT CREST**  
(All Cadets)  
The Unit Crest will be worn centered 1/4 inch above the HU, HUD, or MU; OR for MALE Cadets 1/4 inch above the right breast pocket and for FEMALE Cadets 1/4 inch above the Nameplate.

**HUD INSIGNIA**  
(All Cadets)  
Center the HUD Insignia 1/4 inch above the right breast pocket on the male uniform and 1/4 inch above the Nameplate on the female uniform. It can be worn by itself or joined by the Academic Achievement Wreath. The Academic Achievement Wreath is centered 1/4 inch above the right breast pocket/Nameplate, with the star centered in the wreath.

**SHOES**  
**Boots are not authorized for wear at any time.**  
(All MALE Cadets)  
Male black oxford shoes are authorized for wear.  
(All FEMALE Cadets)  
Black oxford shoes or black service pumps may be worn. The pump will be plain, with closed toe and heel. The heel will be between 1/2 and 3 inches high.

**JROTC INSIGNIA**  
(ENLISTED FEMALE Cadets)  
Place the JROTC Insignia centered on both lapels of the coat, parallel to the inside edge of each lapel; 5/8 inch above the notch.  
(ENLISTED MALE Cadets)  
1 inch above the notch.

**NAMEPLATE**  
(All FEMALE Cadets)  
The Nameplate is worn 1 to 2 inches above the top button of the coat and centered horizontally on the wearer's right side.

**SPECIAL TEAM PINS**  
(All FEMALE Cadets)  
When worn, place Special JROTC Team Pins (arcs) parallel to the waistline of the coat. Placement of Team Pins may be adjusted to conform to the individual figure difference. If more than one Team Pin is worn, space them 1/8 inch between each arc.

**GRAY BERET**  
(All Cadets)  
The beret is a one piece gray knitted wool shell, bound with leather and a draw cord through the binding. The beret has a gold trim black center flash sewn onto the badge stay. Items that are authorized for wear on the flash are Cadet Officer Rank and the JROTC Cap Insignia with wreath. Officer Rank are centered horizontally on the flash. The JROTC Cap Insignia will be worn by Enlisted Cadets. It is a wreath 1 3/16 inches in height containing the letters "ROTC" on a panel inside the wreath, with gold color metal.

**SHOULDER PATCH**  
**NO shoulder patch will be worn on the blue ASU enlisted coat.**

**ARMY GRAY SHIRT**  
(All Cadets)  
The Army gray long or short sleeve shirt are the only authorized shirts with ASU uniform.

**BLACK NECKTIE / NECK TAB**  
(All Cadets)  
The black necktie or neck tab are mandatory while wearing the ASU coat.

**PIPING**  
No piping will be sewn onto the sleeve of the ASU coat.


**RANK INSIGNIA**  
(All ENLISTED Cadets)  
Pin-on Grade Insignia are worn only on the epaulets of the ASU coat. Center Rank Insignia on the shoulder loop 5/8 inch from the outside shoulder seam.

**RIBBONS**  
(All FEMALE Cadets)  
Center Ribbons on the left side with the bottom row parallel to the bottom edge of the Nameplate. Third and subsequent rows may be aligned to the left to present a better appearance.

**Female & Enlisted Cadets**

# Army JROTC Cadet Uniform Wear (cont'd)

U1 C1 L2



## Class A (Army Blue)

### Male Cadets & Cadet Officers

**ROTC INSIGNIA**  
*(MALE Cadet OFFICERS)*  
Place the ROTC Insignia 5/8 inch above the notch on both collars, with the centerline of the Insignia bisecting the notch and parallel to the inside edge of the lapel.


*(FEMALE Cadet OFFICERS)*  
Place the ROTC Insignia 5/8 inch up from the collar and lapel seam, with the centerline of the insignia parallel to the inside edge of the lapel.

**RANK INSIGNIA**  
*(All Cadet OFFICERS)*  
Pin-on Grade Insignia are worn only on the epaulets of the ASU coat. Center Rank Insignia on the shoulder loop 5/8 inch from the outside shoulder seam.

**TORCH OF KNOWLEDGE INSIGNIA**  
*(All Cadet OFFICERS)*  
Center Torch of Knowledge Insignia on both lapels 1 1/4 inches below the ROTC Insignia, with the centerline of the insignia bisecting the ROTC Insignia and parallel to the inside edge of the lapel.

**NAMEPLATE**  
*(All MALE Cadets)*  
The Nameplate is worn centered left to right on the flap of the right breast pocket, and centered between the top of the button and the top of the pocket.

**SPECIAL TEAM PINS**  
*(All MALE Cadets)*  
When worn, center Special JROTC Team Pins (arcs) between the bottom of the pocket flap and the bottom of the pocket. If more than one Team Pin is worn, space them 1/8 inch between each arc.



**Class B (Army Blue)**

- Gray beret**
- Shoulder marks**
- Black necktie / neck tab (mandatory with long sleeve shirt, optional with short sleeve shirt)**
- Army gray long or short sleeve shirt**
- Black belt with a gold-plated buckle**
- ASU blue trousers with no braid worn**
- Black socks**
- Black low quarter shoes or pumps**

Army JROTC Cadet Uniform Wear (cont'd)


U1 C1 L2





## Army JROTC Cadet Uniform Wear (cont'd)

U1 C1 L2



**ARMY  
JROTC**

# Army JROTC ACU

### **WEAR OF THE ACU COAT / TROUSERS**

- The coat is worn hook and looped, and zipped.
- The coat has hook and loop fasteners for wearing shoulder sleeve insignia, rank, JROTC patch, and school name tape.
- The mandarin collar will be normally worn in the down position.
- Cadets are authorized to wear the mandarin collar in the up position when weather conditions dictate the wear as prescribed by the SAI / AI.
- The coat is normally worn outside the trousers, and the trousers are worn with a belt. The coat may also be worn inside the trousers when directed by the SAI / AI. The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the side pocket on the trousers.
- The elbow pouch with hook and loop closure for internal elbow pad inserts must be closed at all times.
- Sleeves will be worn down at all times, and not rolled or cuffed.
- The moisture wicking tan t-shirt or cotton t-shirt is worn underneath the coat and is tucked inside the trousers at all times.
- Cadets will wear the trousers tucked into the top of the boots or bloused using the drawstrings at the bottom of the trousers. When bloused, the trousers should not extend below the third eyelet from the top of the boot.
- The ACU is meant to fit loosely and comfortably. Alterations to hinder this are not authorized.
- Cadets will wear the ACU in accordance with CCR 145-2.
- Cadets will not wrap the trouser leg around the leg tightly enough to present a pegged appearance or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg.

**NOTE:** DO NOT STARCH THE ARMY COMBAT UNIFORM UNDER ANY CIRCUMSTANCES. THE USE OF STARCH, SIZING, AND ANY PROCESS THAT INVOLVES DRY-CLEANING OR A STEAM PRESS WILL ADVERSELY AFFECT THE TREATMENTS AND DURABILITY OF THE UNIFORM, AND IS NOT AUTHORIZED.

**ACU MILPER MESSAGE, AMENDMENT TO AR 670-1**

### **WEAR OF THE ACU HEADGEAR**

- The ACU Patrol Cap will be the only headgear worn with the uniform.
- Cadets will wear the ACU Patrol Cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground.
- The Patrol Cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. Sew-on or pin-on rank is worn on the ACU Patrol Cap.
- It is recommended that name tags be allowed on the back of the Patrol Cap.

### **WEAR OF THE DESERT / OPTIONAL BOOTS**


- Black boots are NOT authorized for wear with the ACU.
- Army Combat Boots (hot-weather or temperate-weather) are made of tan, rough side out, cattle hide leather, with a plain toe and tan rubber outsoles.
- The boots are laced diagonally with tan laces, with excess lace tucked into the top of the boot under the bloused trousers, or wrapped around the top side of the boot.
- Only boots with tan rubber outsoles are authorized for wear.

### **THE ACU CARE POLICY**

- Wash in cold water and mild detergent, containing no optical brighteners or bleach. Tumble dry at low heat (not to exceed 130 degrees Fahrenheit).
- Remove immediately from the dryer or fold flat or place on a rustproof hanger to ensure heat from the dryer does not set wrinkles.
- To drip dry, remove from the washer/water and place on a rustproof hanger. Do not wring or twist.








































# Army JROTC Ribbons and Awards

U1 C1 L2



## Ribbons and Awards

(Order of Precedence)

 <b>Medal of Heroism</b>	 <b>Superior Cadet</b>	 <b>Distinguished Cadet</b> N-1-1	 <b>Academic Excellence</b> N-1-2
 <b>Academic Achievement</b> N-1-3	 <b>Perfect Attendance</b> N-1-4	 <b>Student Government</b> N-1-5	 <b>LET Service</b> N-1-6
 <b>Optional by SAI</b> N-1-7	 <b>Optional by SAI</b> N-1-8	 <b>Optional by SAI</b> N-1-9	 <b>Optional by SAI</b> N-1-10
 <b>DAI/SAI Instructor Leadership</b> N-3-1	 <b>Personal Appearance</b> N-3-2	 <b>Proficiency</b> N-3-3	 <b>Drill Team</b> N-3-4
 <b>Orienteering</b> N-3-5	 <b>Color Guard</b> N-3-6	 <b>Rifle Team</b> N-3-7	 <b>Adventure Training</b> N-3-8
 <b>Commendation</b> N-3-9	 <b>Good Conduct</b> N-3-10	 <b>JCLC</b> N-3-11	 <b>Optional by SAI</b> N-3-12
 <b>Optional by SAI</b> N-3-13	 <b>Optional by SAI</b> N-3-14	 <b>Optional by SAI</b> N-3-15	 <b>Varsity Athletic</b> N-2-1
 <b>JROTC Physical Fitness</b> N-2-2	 <b>JROTC Athletic</b> N-2-3	 <b>Optional by SAI</b> N-2-4	 <b>Optional by SAI</b> N-2-5
 <b>Parade</b> N-4-1	 <b>Recruiting</b> N-4-2	 <b>Optional by SAI</b> N-4-3	 <b>Optional by SAI</b> N-4-4
 <b>Optional by SAI</b> N-4-5	 <b>Service Learning</b> N-4-6	 <b>Excellent Staff Performance</b> N-4-7	

## Star-Spangled Banner

---

U1 C1 L3

### *"Star-Spangled Banner" Lyrics by Francis Scott Key, 1814*

*Oh, say can you see by the dawn's early light  
What so proudly we hailed at the twilight's last gleaming?  
Whose broad stripes and bright stars thru the perilous fight,  
O'er the ramparts we watched were so gallantly streaming?  
And the rockets' red glare, the bombs bursting in air,  
Gave proof through the night that our flag was still there.  
Oh, say does that star-spangled banner yet wave  
O'er the land of the free and the home of the brave?*

*On the shore, dimly seen through the mists of the deep,  
Where the foe's haughty host in dread silence reposes,  
What is that which the breeze, o'er the towering steep,  
As it fitfully blows, half conceals, half discloses?  
Now it catches the gleam of the morning's first beam,  
In full glory reflected now shines in the stream:  
'Tis the star-spangled banner! Oh long may it wave  
O'er the land of the free and the home of the brave.*

*And where is that band who so vauntingly swore  
That the havoc of war and the battle's confusion,  
A home and a country should leave us no more!  
Their blood has washed out their foul footsteps' pollution.  
No refuge could save the hireling and slave'  
From the terror of flight and the gloom of the grave:  
And the star-spangled banner in triumph doth wave  
O'er the land of the free and the home of the brave.*

*Oh! thus be it ever, when freemen shall stand  
Between their loved home and the war's desolation!  
Blest with victory and peace, may the heav'n rescued land  
Praise the Power that hath made and preserved us a nation.  
Then conquer we must, when our cause it is just,  
And this be our motto: "In God is our trust."  
And the star-spangled banner in triumph shall wave  
O'er the land of the free and the home of the brave.*

## Pledge of Allegiance

*"I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all."*

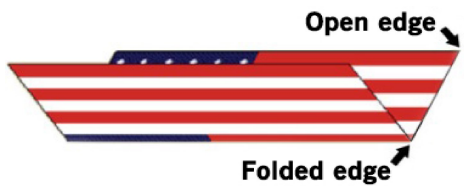
# How to Fold the Flag

## U1 C1 L3

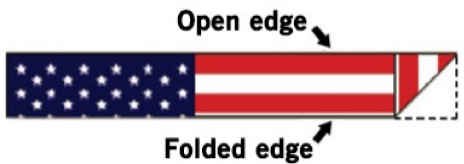
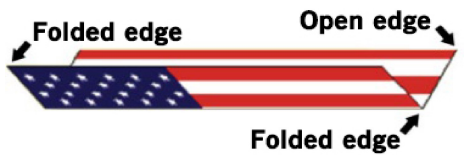
The traditional method of folding the flag is a carefully performed procedure:



**STEP 1**—Straighten out the flag to full length and fold lengthwise once.



**STEP 2**—Fold it lengthwise a second time to meet the open edge, making sure that the union of stars on the blue field remains outward in full view. (A large flag may have to be folded lengthwise a third time.)



**STEP 3**—Make a triangular fold by bringing the striped corner of the folded edge to the open edge.



**STEP 4**—The outer point is then turned inward, parallel with the open edge, to form a second triangle.



**STEP 5**—Triangular folding is continued until the entire length of the flag is folded in this manner.



**STEP 6**—When the flag is completely folded, only a triangular blue field of stars should be visible.

# Display of the Flag

## U1 C1 L3




### RULES FOR DISPLAYING THE U.S. FLAG

When displaying the flag, you should always raise it briskly and lower it ceremoniously.

It is customary to display the flag from sunrise to sunset, but you can display all-weather flags at all times if properly lit at night. The use of the flag at night, as well as during the day, should follow rules of custom.

Presidential proclamations contain the rules for displaying the flag at half-staff—for example, on Memorial Day, display the flag at half-staff until noon, and then raise it to the top of the staff. State and federal governments also fly the flag at half-staff when there is death of a president, former president, principal official, or foreign dignitary.

When flying the flag at half-staff, raise it to its peak and then lower it to the half-staff position. When lowering the flag for the day after it has been flown at half-staff, raise it to its peak and then lower it ceremoniously.

DISPLAY OF THE U.S. FLAG ALONE	
	When displaying the U.S. flag from a staff projecting from a windowsill, balcony, or front of a building, the union of the flag should be at the staff's peak (unless displaying the flag at half-staff).
	When displaying the flag flat against a wall, either horizontally or vertically, the union should be uppermost and to the flag's own right, or the observer's left.
	When displaying the flag in a window, place it with the union to the left of the observer in the street.  When displayed suspended across a street, the flag should be vertical, with the union to the north on an east-west street, or to the east on a north-south street.

**DISPLAY OF THE U.S. FLAG ALONE (cont'd)**



When suspending the flag at the edge of a sidewalk on the side of a building, raise the flag out from the building towards the pole, union first.



When using the flag over a casket, place it so the union is at the head and over the left shoulder.

**NOTE:** Never lower the flag into the grave, nor allow it to touch the ground.

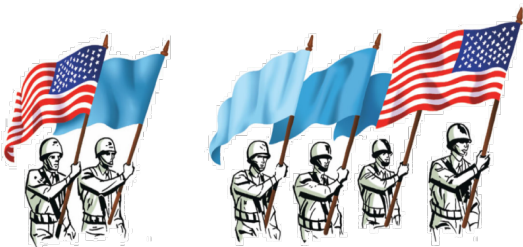
**GROUP DISPLAY**



When displaying the flags of two or more nations or states, fly them from separate flag staffs (or flagpoles) of the same height. The flags should be of similar size.



When grouping a number of flags and displaying them from staffs radiating from a central point, center the U.S. flag or place it at the highest point of the group.



When carried in a procession with other flags, carry the U.S. flag either on the far right of the row of marching persons or, if in a line of flags, carry it in the front and center position of that line.

## GROUP DISPLAY (cont'd)



When flying a pennant or another flag on the same halyard with the U.S. flag, always fly the U.S. flag at the peak of the staff. The only exceptions to this rule are displaying the United Nations flag at the United Nations Headquarters or the church pennant during services at sea.



When displaying the U.S. flag with another flag from a crossed staff, place the U.S. flag on its right with its staff in front of the staff of the other flag.



When displaying the U.S. flag from a staff in an auditorium, meeting hall, or chapel, whether on the same floor level or on a platform, it should be in the position of honor at the speaker's or chaplain's right facing the audience or congregation. Place other flags on the left of the speaker or chaplain; that is, to the right of the audience.

## COLOR GUARD

Color guard is a drill used in all branches of the military to show respect for the American flag. In JROTC, the four-person color guard is the standard organization performed in competitions. Two Cadets carry flags, the U.S. flag and usually a state flag. Two other Cadets carry rifles or sabers. The flag bearers are in the center of the four Cadets. This symbolizes that our flag and our nation will always be protected.

The JROTC color guard is an important function in all units. It is an honor to be selected for the color guard. Color guard Cadets must meet the highest standards of appearance and training.



## Proper Address of Superiors

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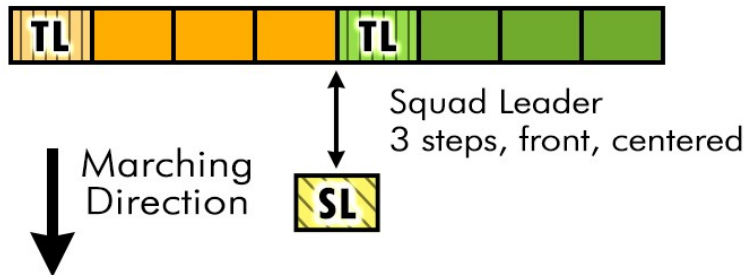
### U1 C1 L3

Use this table as a guide for how to address different members of JROTC.

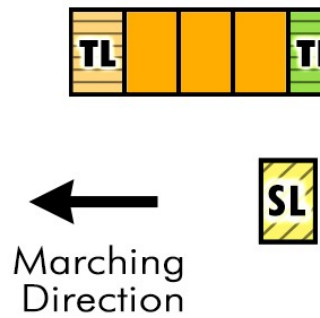
<b>Title</b>	<b>How to Address</b>
All general officers	<i>“General”</i>
Colonels and Lieutenant Colonels	<i>“Colonel”</i>
Majors	<i>“Major”</i>
Captains	<i>“Captain”</i>
Lieutenants	<i>“Lieutenant”</i>
Chaplains	<i>“Chaplain”</i>
Cadets	<i>“Mister,” “Miss” or “Cadet”</i>
Officer Candidates	<i>“Candidate”</i>
Warrant Officers	<i>“Mister” or “Miss”</i>
Sergeant Major	<i>“Sergeant Major”</i>
First Sergeants	<i>“First Sergeant”</i>
All other Sergeants	<i>“Sergeant”</i>
Corporals	<i>“Corporal”</i>
All specialists	<i>“Specialist”</i>
Privates and privates first class	<i>“Private”</i>



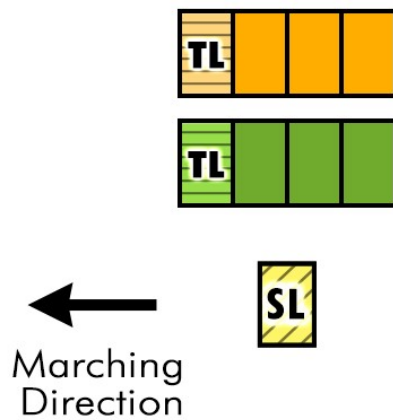
### Squad in LINE (RANK)





### Squad in COLUMN (FILE)



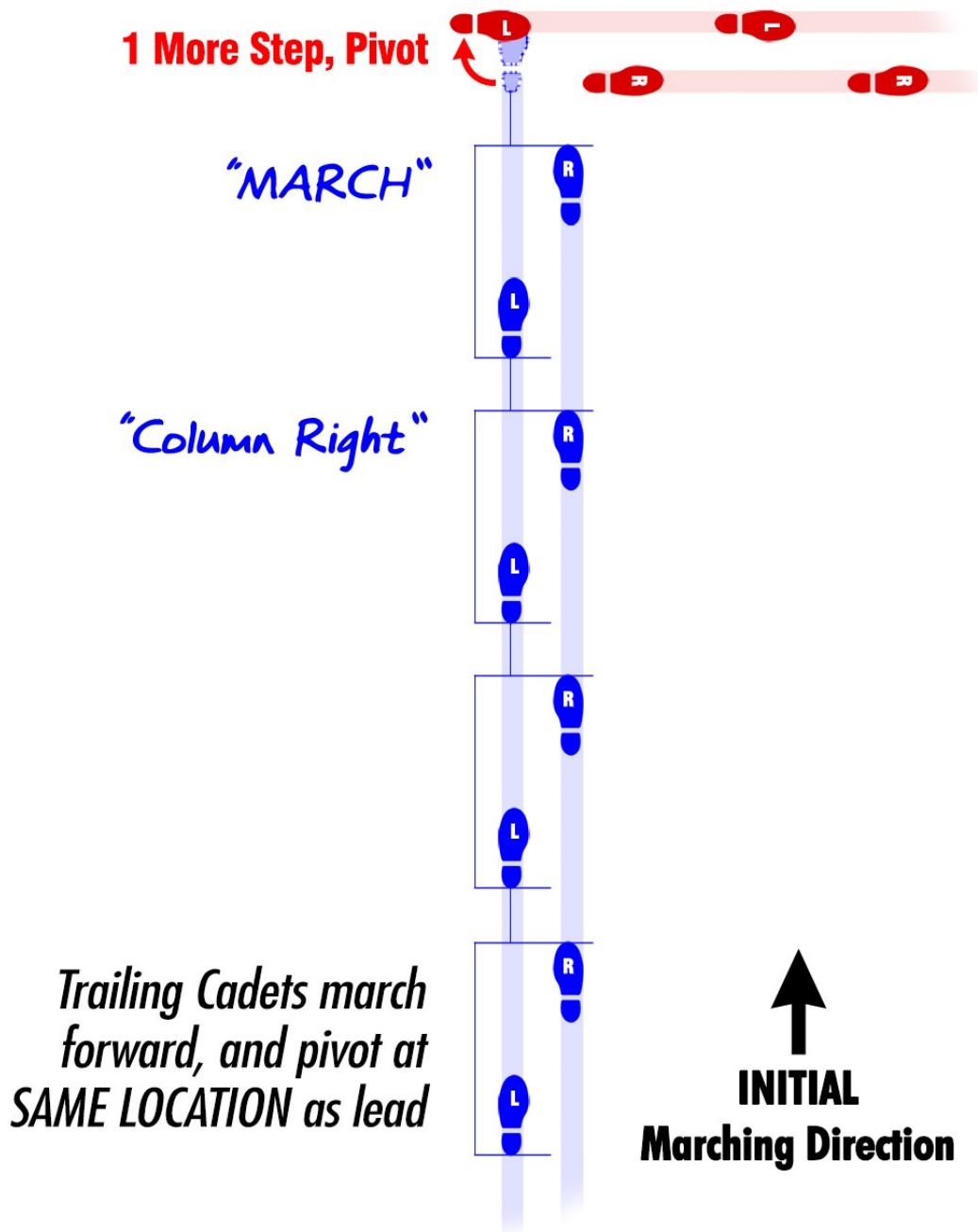
### Squad in COLUMN of TWOs



LEGEND	
	Squad Leader
	Team Leader
<b>NOTE:</b> Squad sizes may vary with each	

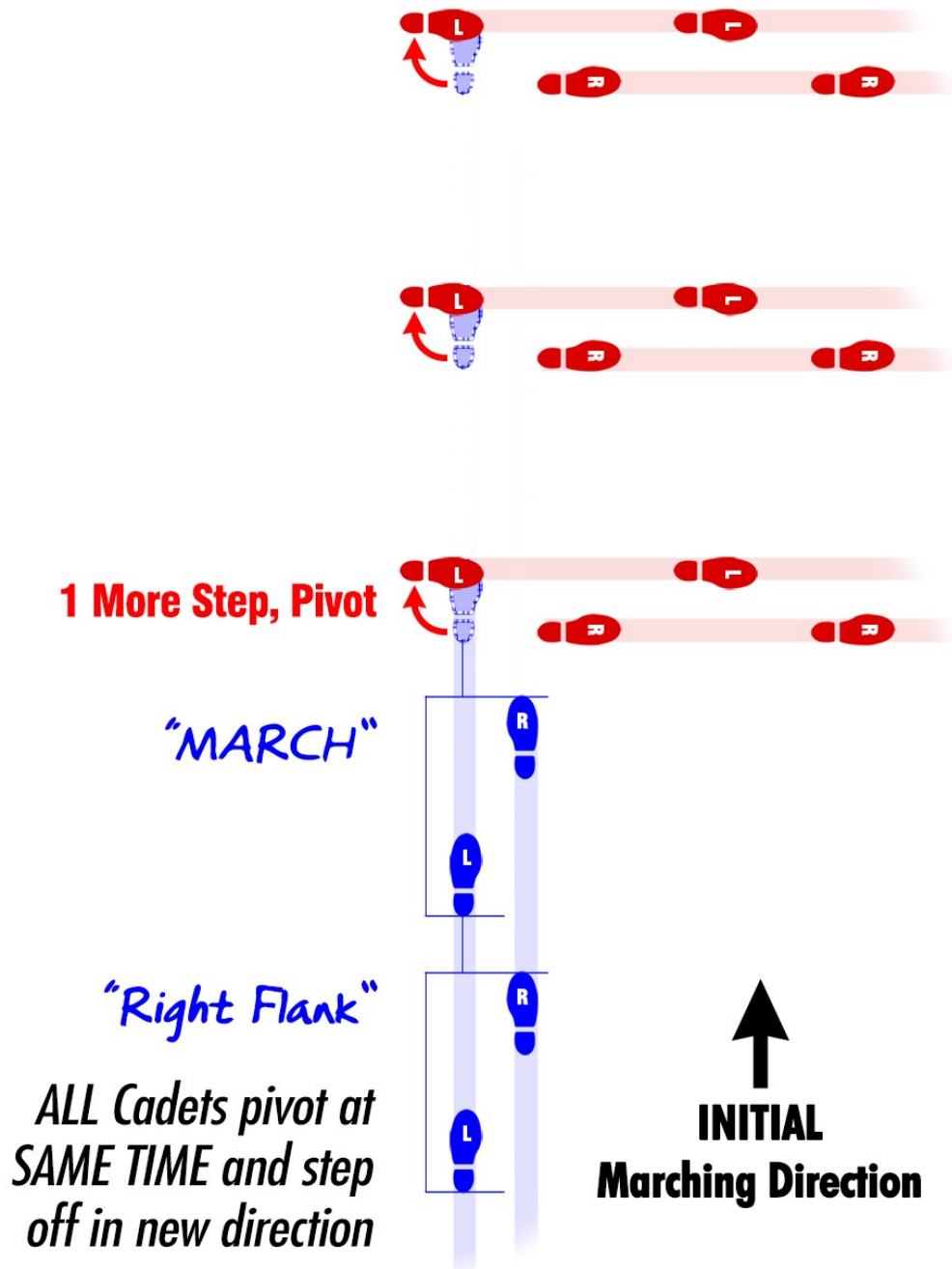
## Changing Direction When Marching

*(Column Right, MARCH - Example of one Cadet)*

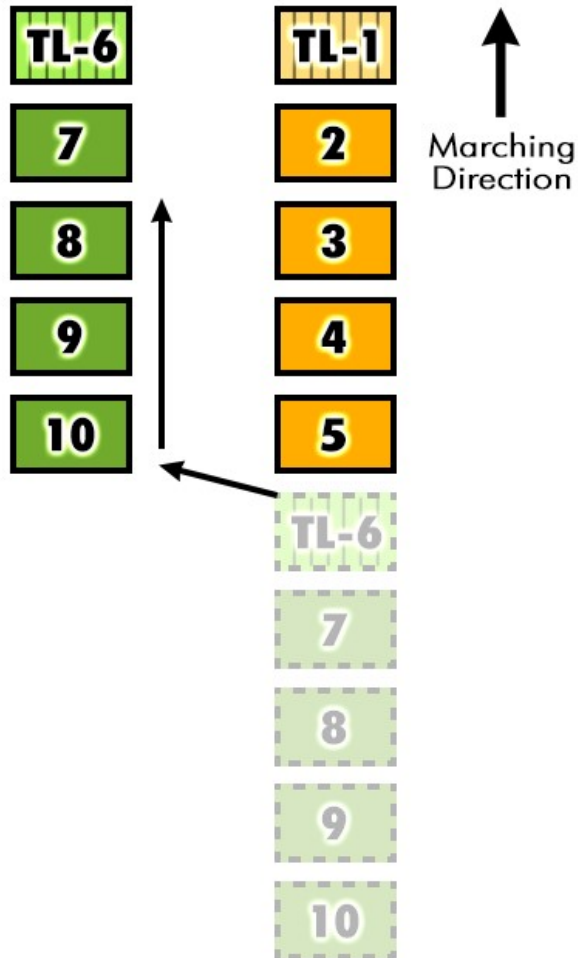


## Marching to the Flank

*(Right Flank, MARCH - Example of three Cadets)*



## Form COLUMN of TWOs



# Winning Colors® Behavior Clusters

## U1 C2 L2 and U1 C2 L3

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### Planner Behaviors (GREEN, think)

#### Planner Vocabulary:

- Changing and improving
- Analyzing
- Being my best
- Dreaming
- Details
- Inner life
- Thinking
- Inventing
- Knowing more
- Exactness
- Planning
- Revolution
- Knowing the future
- Freedom of thought

### Builder Behaviors (BROWN, decide)

#### Builder Vocabulary:

- Always leading people
- I like to get things done now
- Power
- Results
- Responsible
- Duty
- Tradition
- Money
- Be prepared
- I give directions
- Do it my way
- Control

## Winning Colors® Behavior Clusters (cont'd)

### U1 C2 L2 and U1 C2 L3

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### Relater Behaviors (BLUE, feel)

#### Relater Vocabulary:

- Always liking to be with people
- Hugs are special when I choose
- Friendly
- Giving
- Caring
- I see everything
- Romantic
- Let's get along with each other
- Wanting people to like me

### Adventurer Behaviors (RED, act)




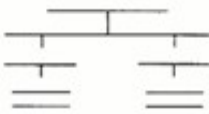
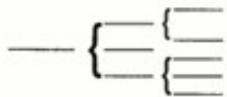
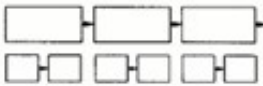
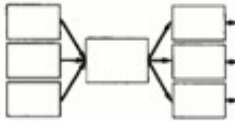

#### Adventurer Vocabulary:

- Test the limits
- Do it now
- Excitement
- Fast machines
- Fun
- Doing
- Action
- Risk
- Challenge
- Act and perform
- Freedom

# Thinking Maps® Guide

## U1 C2 L1

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Questions from Texts, Teachers and Tests	Thinking Processes	Thinking Maps as Tools
How are you defining this thing or idea? What is the context? What is your frame of reference?	<b>DEFINING IN CONTEXT</b>	Circle Map 
How are you describing this thing? Which adjectives would best describe this thing?	<b>DESCRIBING QUALITIES</b>	Bubble Map 
What are the similar and different qualities of these things? Which qualities do you value most? Why?	<b>COMPARING and CONTRASTING</b>	Double Bubble Map 
What are the main ideas, supporting ideas, and details in this information?	<b>CLASSIFYING</b>	Tree Map 
What are the component parts and subparts of this whole physical object?	<b>PART-WHOLE</b>	Brace Map 
What happened? What is the sequence of events? What are the substages?	<b>SEQUENCING</b>	Flow Map 
What are the causes and effects of this event? What might happen next?	<b>CAUSE and EFFECT</b>	Multi-Flow Map 
What is the analogy being used? What is the guiding metaphor?	<b>SEEING ANALOGIES</b>	Bridge Map 

## Cadet Challenge Award Criteria

### U1 C5 L2

The Cadet Challenge requires each Cadet to participate in the physical fitness test, which is conducted two times each school year. Cadets can receive ribbons for their performance on the Challenge.

#### JROTC Physical Fitness Ribbon (N-2-2)



To qualify for the 85th Percentile Fitness category, you must achieve the standards listed on the chart in all five exercises. Scoring at this level also qualifies you to receive the JROTC Physical Fitness Ribbon (N-2-2).

#### JROTC Athletic Ribbon (N-2-3)



If you achieve a standard of 84 percent or below, but above 50 percent, you qualify for the 50th Percentile Fitness category, and you are awarded the JROTC Athletic Ribbon (N-2-3).

The top five male and five female Cadets in each unit receive individual medals for their performance. Below is a chart shows the standards based on your age and gender.

### (85<sup>th</sup> Percentile)

	Age	Curl-Ups (# one minute)	Partial* Curl-Ups (#)	Shuttle Run (seconds)	V-Sit Reach (inches)	Sit and Reach (centimeters)	One-Mile Run (min:sec)	Pull-Ups (#)	Rt. Angle Push-Ups (#)
		OR	OR		OR	OR		OR	
BOYS	13	53	59	9.5	+3.5	33	6:50	7	39
	14	56	62	9.1	+4.5	36	6:26	10	40
	15	57	75	9.0	+5.0	37	6:20	11	42
	16	56	73	8.7	+6.0	38	6:08	11	44
	17	55	66	8.7	+7.0	41	6:06	13	53
GIRLS	13	46	59	10.2	+7.0	38	8:13	2	21
	14	47	48	10.1	+8.0	40	7:59	2	20
	15	48	38	10.0	+8.0	43	8:08	2	20
	16	45	49	10.1	+9.0	42	8:23	1	24
	17	44	58	10.0	+8.0	42	8:15	1	25

### (50<sup>th</sup> Percentile)

	Age	Curl-Ups (# one minute)	Partial* Curl-Ups (#)	Shuttle Run (seconds)	V-Sit Reach (inches)	Sit and Reach (centimeters)	One-Mile Run (min:sec)	Pull-Ups (#)	Rt. Angle Push-Ups (#)	Flexed- Arm Hang (sec)
		OR	OR		OR	OR		OR	OR	
BOYS	13	42	39	10.2	+0.5	26	8:06	3	24	14
	14	45	40	9.9	+1.0	28	7:44	5	24	20
	15	45	45	9.7	+2.0	30	7:30	6	30	30
	16	45	37	9.4	+3.0	30	7:10	7	30	28
	17	44	42	9.4	+3.0	34	7:04	8	37	30
GIRLS	13	37	40	11.1	+3.5	31	10:23	1	11	8
	14	37	30	11.2	+4.5	33	10:06	1	10	9
	15	36	26	11.0	+5.0	36	9:58	1	15	7
	16	35	26	10.9	+5.5	34	10:31	1	12	7
	17	34	40	11.0	+4.5	35	10:22	1	16	7



## Cadet Challenge Exercise Descriptions

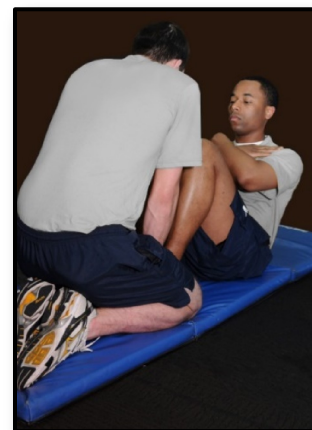
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### U1 C5 L2

#### 1) CURL-UPS

Conduct curl-ups on a flat, clean surface, preferably with a mat. Start in a lying position on your back with your knees bent so your feet are flat on the floor about 12 inches from your buttocks. You should have your arms crossed with your hands placed on opposite shoulders, and your elbows held close to the chest throughout the exercise. Have a partner hold your feet at the instep. At the command, “ready, go,” raise the trunk of your body, curling up to touch the elbows to the thighs, and then lower your back so your shoulder blades touch the floor/mat. This constitutes one repetition of a curl-up. During each repetition, bouncing off the floor/mat is not allowed and the fingers must touch the shoulders at all times. Complete as many curl-ups as possible in 60 seconds.

**Alternative: Partial Curl-ups:** Partial curl-ups can be used as an alternative to curl-ups. Lie on a cushioned, clean surface with knees flexed and feet about 12 inches from buttocks. Do not hold or anchor the feet. Arms are extended forward with fingers resting on the legs and pointing toward the knees. Your partner should be behind your head with hands cupped under your head. Curl up slowly, sliding the fingers up the legs until the fingertips touch the knees, then curl back down until the head touches your partner’s hands. The curl-ups are done to a metronome (or audio tape, clapping, drums) with one complete curl-up every three seconds. Continue until you can do no more in rhythm (have not done the last three in rhythm) or have reached the target number for the test.



#### 2) SHUTTLE RUN

The shuttle run is conducted on an area that has two parallel lines 30 feet apart. The width of a regulation volleyball court can serve as a suitable area. Start from the standing position. At the command “ready, go,” run to the opposite line, pick up one block, run back to the starting line, and place the block behind the line. Run back, and pick up the second block, and carry it across the line. Two runs are allowed for this event, with the better of the runs recorded. Scores are recorded to the nearest tenth of a second.



#### 3) V-SIT REACH

The V-sit reach is conducted on a flat, clean floor. Use a yardstick and adhesive tape to make a baseline that is two feet long. Make a measuring line perpendicular to the midpoint of the baseline extending two feet out from either side of the baseline. Place one-inch and half-inch marks along the measuring line with “0” where the baseline and measuring line intersect. Remove your shoes and sit on the floor with the soles of your feet placed immediately behind the baseline. The measuring line should be between your heels, which are 8 to 12 inches apart. Clasp your thumbs so that your hands are together, palms down,

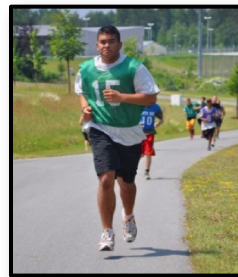


and place them on the floor between your legs. While your legs are held flat on the floor by a partner (or partners), perform the exercise while keeping the soles of your feet perpendicular to the floor (feet flexed). Slowly reach forward along the measuring line as far as possible, keeping the fingers in contact with the floor. You receive three practice tries for the V-sit reach. On the fourth extension, hold your farthest reach for three seconds. Scores are recorded where fingertips touch the floor to the nearest half-inch. Scores beyond the baseline are recorded as plus scores, whereas those behind the baseline are recorded as minus scores.

**Alternative: Sit and Reach:** The sit and reach exercise is done in a specially constructed box with a measuring scale marked in centimeters, with 23 centimeters at the level of the feet. Remove your shoes and sit on the floor with knees fully extended, feet shoulder-width apart, and soles of the feet held flat against the end of the box. With hands on top of each other, palms down, and legs held flat, reach along the measuring line as far as possible. After three practice reaches, the fourth reach is held while the distance is recorded. Participants are most flexible after a warm-up run. Best results may occur immediately after performing the endurance run. Legs must remain straight, soles of feet against the box and fingertips of both hands should reach evenly along measuring line. Scores are recorded to the nearest centimeter.

#### **4) ONE-MILE RUN/WALK**

This event is conducted on a flat area that has a known measured distance of one mile with a designated start and finish line. You will be given a lightweight numbered device to carry or wear in any manner that will not slow you down while running.



#### **5) PULL-UPS**

Pull-ups are conducted using a horizontal bar approximately 1.5 inches in diameter. A doorway bar or a piece of pipe can serve the purpose. The bar should be high enough so you can hang with your arms fully extended and your feet free of the floor/ground. Assume the hanging position on the bar using either an overhand grasp (palms facing away from body) or underhand grip (palms facing toward body). Begin the exercise by first raising your body until your chin is over the bar without touching it. To complete one repetition, the body must be lowered to the full-hang starting position. During each repetition, the body must not swing, legs must not kick or bend, and the pull must not be jerky. Scoring is done on the number of pull-ups you can correctly execute. There is no time limit on this event.



**Alternative: Right Angle Push-ups:** Lie face down on the mat in push-up position with hands under shoulders, fingers straight, and legs straight. Your legs should be parallel and slightly apart, with the toes supporting the feet. Straighten the arms, keeping the back and knees straight, then lower the body until there is a 90-degree angle at the elbows, with the upper arms parallel to the floor. A partner holds their hand at the point of the 90-degree angle so that you go down only until your shoulder touches the partner's hand, then back up. The push-ups are done to a metronome (or audio

tape, clapping, drums) with one complete push-up every three seconds, and are continued until you can do no more in rhythm, have not done the last three in rhythm, or you have reached the target number for the 85th percentile Health Fitness Award.

**Alternative: Flexed-arm Hang:** The flexed-arm hang should be used when a Cadet cannot execute one pull-up. Using a horizontal bar as in the pull-ups, climb a ladder until your chin is above the bar. Begin the exercise by grasping the bar with your hands, shoulder width apart, using either an overhand grasp (palms facing away from body) or underhand grip (palms facing toward body). At the command “ready, go,” step off the ladder.



Simultaneously, an assistant instructor will remove the ladder and prevent any forward swinging of the legs. The Cadet’s chin should be level above the bar. Kicking and other body movements are not permitted while you are on the bar. The stopwatch starts on the command “go” and stops when your chin rests on the bar, the chin tilts backward to keep it above the bar, or the chin falls below the level of the bar. Scores are recorded to the nearest second.



## After Action Review Checklist

---

<i>Criteria</i>	<i>Ratings</i>
1. You state the goal or problem you addressed	met not met
2. You state the tasks you defined	met not met
3. You review your work on the defined tasks	met not met
4. You state the extent to which your goal was reached	met not met
5. You identify your ability to perform assigned tasks	met not met
6. You identify problem areas	met not met
7. You identify areas of success	met not met
8. You identify if additional training is needed to complete tasks	met not met
9. You identify which conditions to modify	met not met
10. You identify more effective approaches to meet the goal	met not met



# Core Ability Self-Assessment

Army JROTC

## AR 145-2 Army JROTC

### Directions

How are you developing core abilities outlined in the JROTC Program? Rate yourself on each core ability criteria using the scoring values 4-1.

### Target Core Abilities

1. Apply critical thinking techniques
2. Build your capacity for life-long learning
3. Communicate using verbal, non-verbal, visual, and written techniques
4. Do your share as a good citizen in your school, community, country, and the world
5. Take responsibility for your actions and choices
6. Treat self and others with respect

### Rating Scale

Value	Description
4	Distinguished
3	Proficient
2	Emerging
1	Needs Improvement

### Scoring Guide

Criteria	Ratings
<b>Build your capacity for life-long learning</b>	
you assume personal responsibility for learning	4 3 2 1
you assess personal learning styles and preferences and apply this knowledge to the learning process	4 3 2 1
you initiate formal and informal learning processes to acquire new abilities and insights	4 3 2 1
you risk making responsible mistakes as part of the learning process	4 3 2 1
you recognize and examine the underlying assumptions of your own beliefs	4 3 2 1
you access available resources for personal and professional growth	4 3 2 1
<b>Communicate using verbal, non-verbal, visual, and written techniques</b>	
you select appropriate means to convey a message	4 3 2 1
you communicate accurately and clearly	4 3 2 1
you communicate appropriately and professionally	4 3 2 1
you apply appropriate reading strategies	4 3 2 1