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**Detachment Contacts**

Detachment 855 - (801) 422-2671  
Cadet Office - (801) 422-7733  
Supply Room - (801) 422-7721

http://www.afrotc.com  
http://afrotc.byu.edu
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AFROTC Chain of Command

Commander-in-Chief: Honorable Barack H. Obama
Secretary of Defense: Honorable Robert M. Gates
Secretary of the Air Force: Honorable Michael B. Donley
Chief of Staff, USAF: Gen Norton A. Schwartz
Commander, AETC: Gen Stephen R. Lorenz
Commander, Air University: Lt Gen Allen G. Peck
Commander, Holm Center: Brig Gen Teresa A. H. Djuric
Commander, AFROTC: Col Jonathan McCain
NW Region CC: Col Curtis M. Winstead
Det 855 CC: Col Brent A. Johnson
Det 855 Commandant of Cadets: Capt Brent D. Roper
WG/CC, 855 Cadet Wing: C/Col Clark Haymond

Army Chain of Command

Secretary of the Army: Honorable John M. McHugh
Chief of Staff, US Army: Gen George W. Casey, Jr.
SGM USA: SGM Kenneth O. Preston

Navy Chain of Command

Secretary of the Navy: Honorable Ray Mabus
Chief of Naval Operations: Admiral Gary Roughead
MCPON: Chief Rick D. West

Marine Corps Chain of Command

Commandant of Marine Corps: Gen James T. Conway
SGM USMC: SGM Carlton W. Kent

Other Personnel of Importance

Chairman of Joint Chiefs: Adm Michael G. Mullen
Chief Master Sgt. of the AF: Chief James A. Roy
1st Chief Master Sgt of the AF: Chief Paul W. Airey
Air Force Core Values

Integrity First

Integrity is essential. It’s the inner voice, the source of self-control; the basis for the trust that is imperative in today’s military. Do the right thing when nobody’s looking.

Service Before Self

Military service is not just another job. It is an uncommon profession that calls for people of uncommon dedication. A leader unwilling to sacrifice individual goals for the good of the unit cannot convince other unit members to do so.

Excellence In All We Do

Our mission often involves the risk of human life and sometimes national survival. The duty to excel is a moral obligation for members of a professional military force.

The Cadet Honor Code

"We will not lie, steal, or cheat, nor tolerate among us anyone who does."

Oath of Office

I, (Full Name), having been appointed a (Rank) in the United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter, SO HELP ME GOD.
Air Force Vision
Lasting Heritage, Limitless Horizons

Air Force Mission
To fly and fight and win… in air, space, and cyberspace.

Air Force Moto
Aim High… Fly, Fight, Win!

Jeanne M. Holm Officer Accession & Citizen Development Center Mission
Develop the best Air Force leaders and citizens of character, dedicated to serving the nation.

AFROTC Mission
Develop quality leaders for the Air Force

Det 855 Vision
Professionalism, Purpose, Precision
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 up my life in their defense.

ARTICLE II
I will never surrender of my own free will. If in command, I will never surrender the members of my command 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 order 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 further 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, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.
The Airman's Creed

I am an American Airman.
   I am a warrior.
I have answered my nation's call.

I am an American Airman.
My mission is to fly, fight, and win.
I am faithful to a proud heritage -
   A tradition of honor,
   And a legacy of valor.

I am an American Airman -
Guardian of freedom and justice,
My nation's sword and shield,
   Its sentry and avenger.
I defend my country with my life.

I am an American Airman -
Wingman, Leader, Warrior.
I will never leave an Airman behind.
   I will never falter,
   And I will not fail.
USAF Major Commands

ACC- Air Combat Command
HQ: Langley AFB, VA       ACC/CC: Gen John D.W. Corley
Mission: Provides primary force of combat air power to American's war fighting commands. Supports global implementation of the US national security strategy.

AETC- Air Education and Training Command
HQ: Randolph AFB, TX       AETC/CC: Gen Stephen R. Lorenz
Mission: Recruits, trains and educates professional airmen to sustain the combat capability of America's Air Force. Provides basic military training, initial and advanced technical training, flying training, and professional military and degree-granting professional education. Conducts joint, medical service, readiness and AF security assistance training.

AFMC- Air Force Materiel Command
HQ: Wright-Patterson AFB, OH AFMC/CC: Gen Bruce Carlson
Mission: Delivers war-winning expeditionary capabilities to the war fighter through technology, acquisition support and sustainment by employing management, research, acquisition, development, testing and maintenance of existing and future weapons systems and components.

AFSPC- Air Force Space Command
HQ: Peterson AFB, CO       AFSC/CC: Gen C. Robert Kehler
Mission: Operate Air Force space and intercontinental ballistic missile systems. Organizes, trains and equips forces to control and exploit the high ground of space.

PACAF- Pacific Air Forces
HQ: Hickam AFB, HI         PACAF/CC: Gen Carrol H. Chandler
Mission: Provides ready air and space power to promote US interests in the Asia-Pacific region during peacetime, crisis and war.
AFSOC- Air Force Special Operations Command  
HQ: Hurlburt Field, FL  
AFSOC/CC: Lt Gen Donald C. Wurster  
Mission: America's specialized air power. Provides combat search and rescue, and delivers special operation power anytime, anywhere.

AMC- Air Mobility Command  
HQ: Scott AFB, IL  
AMC/CC: Gen Arthur J. Lichte  
Mission: provides airlift, air refueling, special air mission and aeromedical evacuation for US forces. Supplies forces to theater commands to support wartime taskings.

AFRC- Air Force Reserve Command  
HQ: Robins AFB, GA  
AFRC/CC: Lt Gen Charles E. Stenner, Jr  
Mission: Provides citizen airmen to defend the United States and protect its interests through air and space power.

USAFE- United States Air Force in Europe  
HQ: Ramsten AB, GE  
USAFE/CC: Gen Roger A. Brady  
Mission: Provides rapidly deployable, capability-focused expeditionary air and space forces to conduct full spectrum of military operation to achieve US objectives based on tasking’s from the US European Command commander and is an integral part of the military forces of NATO.

AFGSC - Air Force Global Strike Command  
HQ: Barksdale AFB, LA  
AFGSC/CC: Lt Gen Frank Klotz  
Mission: to implement the Secretary of the Air Force's and the Chief of Staff of the Air Force's decision to establish Air Force Global Strike Command - a single major command focused on and dedicated to the nuclear and conventional global strike mission - a key component of strategic deterrence.
## Phonetic Alphabet

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## Seven Basic Responses

- Yes, Sir (Ma'am).
- No, Sir (Ma'am).
- No Excuse, Sir (Ma'am).
- Sir (Ma'am), I do not know.
- Sir (Ma'am), I do not understand.
- Sir (Ma'am), may I make a statement?
- Sir (Ma'am), may I ask a question?
Publications

Cadets should be familiar with the following documents:
AFI 36-2903, Dress and Appearance of Air Force Personnel
AFMAN 36-2203, Drill and Ceremonies Manual
AFOATS T-203, AFROTC Field Training Manual
AFROTCI 36-2008, Dress and appearance for AFROTC cadets
AFROTC IMT 48, Planned Academic Program
AFROTC IMT 16, AFROTC Cadet Counseling Record

In addition, these forms are used during Field Training:
AFOATS Form 2, Leadership Competency Evaluation
AFROTC IMT 2, Field Training Uniform & Equipment Checklist
AFROTC IMT 17, Field Training Cadet Counseling Record
AFROTC IMT 82, AFROTC Cadet Sign Out/In Register
AFROTC IMT 84, Dormitory Checklist of Authorized Items (M)
AFROTC IMT 84-1, Dormitory Checklist of Authorized Items (F)
AFROTC IMT 85, Flight Area Inspection Report
AFROTC IMT 341, Excellence/Discrepancy Report

These documents provide additional useful information:
AFOATSI 36-2007, AFOATS Fitness Program
AFOATSI 65-101, AFROTC Cadet Payment Program
AFROTCI 36-2012, AFROTC PDT and Special Programs
AFROTCI 36-2019, AFROTC Scholarship Programs
AFROTCI 36-2020, AFROTC Cadet Awards and Decorations
Drill Terms

Cadence: number of steps per minute and the rhythm of marching.
Cover: alignment with cadet in front and behind you.
Double Time: marching time of 180 steps per minute.
Dress: alignment with cadet to the right and left of you.
Element: subdivision of a flight; one leader plus two or more cadets.
File: single column of persons placed one behind the other.
Flight: two or more elements.
Half Step: quick time, but with 12-inch steps.
Interval: space between cadets. Normal interval is approximately 40 inches, close interval 4in.
Mark Time: marching at 120 steps per minute; in place.
Pace: step of 24 inches. Length of a normal step. Quick Time: marching at 120 steps per minute.
Slow Time: funeral cadence; 60 steps per minute.

Command Voice Characteristics

(Little People Die In Space)

Loudness: The volume used in giving a command.
Projection: The ability of your voice to reach whatever distance without undue strain.
Distinction: Enunciating in such a way as to create clear, distinct commands.
Inflection: Rise or fall in the pitch of voice used to distinguish preparatory from execution commands.
Snap: The extra quality in a command that demands immediate response.
"Victory smiles upon those who anticipate the changes in the character of war, not upon those who wait to adapt themselves after the changes occur."

Italian Air Marshal Guilio Douhet
2009 FTM, pg. 38

"I don't mind being called tough, because in this racket, it's tough guys who lead the survivors."

Gen. Curtis E. LeMay, Chief of Staff, USAF
2009 FTM, pg. 24

"In every battle, there comes a time when both sides consider themselves beaten; then he who continues the attack wins."

Gen. Ulysses S. Grant
2009 FTM, pg. 30

"War is an ugly thing, but not the ugliest of things. The decayed and degraded state of moral and patriotic feeling, which thinks that nothing is worth war, is much worse. The person, who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is a miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself."

John Stuart Mill
2009 FTM, pg. 40

"Integrity is the fundamental premise for military service in a free society. Without integrity, the moral pillars of our military strength, public trust, and self-respect are lost."

Gen. Charles A. Gabriel, Chief of Staff, USAF
2009 FTM, pg 53
Quotable (continued)

"There is only one sort of discipline - PERFECT DISCIPLINE. Men cannot have good battle discipline and poor administrative discipline."

Gen. George S. Patton, Jr., US Army  
2009 FTM, pg. 96

"The power of excellence is overwhelming. It is always in demand, and nobody cares about its color."

Gen. Daniel S. "Chappie" James, USAF  
2009 FTM, pg. 101

"War, once declared, must be waged offensively, aggressively. The enemy must not be fended off; but smitten down. You may then spare him exaction, relinquish every gain, but ,,til then he must be struck incessantly and remorselessly.

Alfred Thayer Mahan  
2009 FTM, pg. 89

"It is the soldier, not the reporter, who has given us the freedom of the press. It is the soldier, not the poet, who has given us the freedom of speech. It is the soldier, not the campus organizer, who has given us the freedom to demonstrate. It is the soldier who salutes the flag, who serves beneath the flag, and whose coffin is draped by the flag, who allows the protestor to burn the flag."

Father Denis Edward O'Brien, Sergeant, USMC  
2009 FTM, pg. 106

"Duty, then, is the sublimest word in the English language. You should do your duty in all things. You can never do more. You should never wish to do less."

Gen. Robert E. Lee  
2009 FTM, pg. 9
"The American people rightly look to their military leaders to be not only skilled in the technical aspects of the profession of arms, but to be men of integrity."

Gen. Joseph L. Collins
2009 FTM, pg. 9

"Leadership is intangible; therefore, no weapon ever designed can replace it."

Gen. Omar Bradley
2009 FTM, pg. 9

"If our air forces are never used, they have achieved their finest goal."

Gen. Nathan Twining
2009 FTM, pg. 10

"If I didn’t have air supremacy, I wouldn’t be here."

Gen. Dwight D. Eisenhower
2009 FTM, pg. 10

"War makes extremely heavy demands on the soldier’s strength and nerves. For this reason, make heavy demands on your men in peacetime exercises."

German Field Marshall Erwin Rommel
2009 FTM, pg. 3
United States Air Force and Detachment 855 History

Aug 1907: Formation Air Division of the Army Signal Corps
2 Jul 1926: Formation of the Army Air Corps

1st Secretary of AF: V. Stuart Symington

1 Chief Master Sergeant of the AF: Chief Paul W. Airey
1st Chief of Staff of the AF: Gen Carl Spaatz

1951: The Air Force ROTC unit was established at BYU.
1970: The USAF authorized women to enroll in AFROTC.
Symbolism of the Air Force Seal

Official Colors

_Ultramarine Blue_ and _Air Force Yellow:_ The circular background of the seal is ultramarine blue and the trim is Air Force Yellow.

The Crest

_Eagle:_ The American Bald Eagle symbolizes the United States and its air power.

_Wreath:_ The wreath, under the eagle, is made up of six alternate folds of metal (white representing silver) and light blue.

_Cloud Formation:_ The white clouds behind the eagle show the start of a new sky - The Department of the Air Force.

The Shield

The shield, below the eagle, is divided into two parts by a nebulous line representing clouds. The top part bares an AF yellow thunderbolt with flames in natural colors that show striking power through the use of aerospace. The stars represent the original 13 colonies. The yellow Roman numerals represent 1947, the year the Air Force was established.
Law of Armed Conflict (LOAC)

Every military member must obey and follow the LOAC. The purposes of LOAC are to prevent unnecessary suffering and maintain a well-disciplined military force. LOAC includes the Geneva and Hague Conventions, other treaties, and international law. Failure to comply may be punishable under the UCMJ.

Do…

☐ Use the amount of force required to complete your mission and counter hostile acts or hostile intent.
☐ Fight those combatants who are declared hostile. Combatants are all persons participating in military operations or activities or that pose an immediate threat to you, your unit, or other friendly forces.
☐ Pull the trigger when required… many people are counting on you!

Do Not…

☐ Harm enemy personnel who surrender.
☐ Kill or torture enemy prisoners of war.
☐ Attack noncombatants, who include civilians, sick and wounded, medical personnel, Enemy Prisoners of War (EPW), and chaplains.
☐ Attack diplomatic, religious, and medical facilities or equipment.
☐ Attack persons, vehicles, or buildings marked with a Red Cross, Red Crescent, Red Star of David, or other protected symbols.
☐ Misuse a protected symbol.

Always…

☐ Collect and care for all wounded.
☐ Treat civilians and EPWs humanely and with respect.
☐ Respect private property and possessions.

Report actual or suspected LOAC violations to your commander, staff judge advocate, and/or OSI.
Rules of Engagement (ROE)

Command authorities issue ROE that describe the circumstances and limitations under which we can start or continue military operations. You'll find ROE incorporated in almost every operations plan and operational order.

Commanders use ROE to ensure operations follow national policy goals, mission requirements, and the rule of law. You must understand, remember, and apply the LOAC and ROE while performing your duties.

In armed conflict, the LOAC and ROE specifically tailored for each mission or area of responsibility provide guidance on the use of force.

The purpose of the US standing ROE is to implement guidance on the application of force for mission accomplishment and the exercise of the inherent right and obligation of self-defense.

Understand that:

- ROE questions and concerns should be properly elevated up the chain of command for resolution.
- Failure to comply with ROE may be punishable under the Uniform Code of Military Justice (UCMJ).
Handling News Media

Role of the Media
Access to information is critical for a healthy democratic system. The role the media plays in this process is far too important to ignore. Senior AF leaders recognize the need for public trust and support in all facets of military operations. The military is accountable and responsible to the public for performing its national defense mission. The news media are the principal means of communicating information about the military to the general public.

Contact with Foreign Nationals and Foreign Media
If you should ever have contact with any host nation local or third country national and they attempt to gather information about military operations or an organizational unit, immediately report the incident to the AFOSI. If a local AFOSI detachment isn't available, report the incident up through your chain of command. If you're contacted by foreign news media, refer them to PA.

Public Affairs (PA) Role
- Inform people on USAF capabilities and current issues.
- PA professionals will most likely deploy with or precede your unit and help you prepare for an interview that reflects your professionalism, knowledge, and enthusiasm.

Member's Role
- Learn to be proactive with the press, don't fear or avoid them, and don't perceive them as an obstacle.
- Contact PA if you don't feel comfortable answering media questions.
- Never forget operations security (OPSEC) guidelines and the need to protect classified information.
Guidelines for Talking with Media or Interviewers

- Learn as much as you can about your interviewer and the intended audience.
- Tailor your message accordingly.
- Always consider yourself "on the record." Never say anything you wouldn't want printed or broadcasted.
- Speak the public's language. Avoid acronyms, jargon, or technical terms.
- Never become a passive participant, and never argue with a reporter. Stay calm and stick to your talking points and your message.
- Be sure to protect and, if necessary, correct the record. Avoid repeating any false data or negative statements.
- Always answer honestly:
  - Don't use the cliché "no comment."
  - If you don't know the answer to a question, tell them. – If the answer is classified, say so.

Remember:

- Public Opinion of a military operation is fragile.
- Media reports can shape public opinion.
- News stories shape the public agenda on issues.

Additional Guidelines for Det. 855 Cadets

- Maintain political neutrality when in uniform or when representing the AFROTC or BYU.
- Remember that you are "always on parade" and act accordingly.
The Star Spangled Banner

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 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?

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, or 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 free men 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.
Air Force Song

Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At 'em boys, Give 'er the gun!
Down we dive, spouting our flame from under,
Off with one helluva roar!
We live in fame or go down in flame.
Nothing'll stop the U.S. Air Force!

Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of men blasted the world asunder;
How they lived God only knew!
Souls of men dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before and bombers galore.
Nothing'll stop the U.S. Air Force!

Here's a toast to the host
Of those who love the vastness of the sky,
To a friend we send a message of his brother men who fly.
We drink to those who gave their all of old,
Then down we roar to score the rainbow's pot of gold.
A toast to the host of men we boast, the U.S. Air Force!

Off we go into the wild sky yonder,
Keep the wings level and true;
If you'd live to be a grey-haired wonder
Keep the nose out of the blue!
Flying men, guarding the nation's border,
We'll be there, followed by more!
In echelon we carry on.
Nothing'll stop the U.S. Air Force!
# Cadet Officer Rank

<table>
<thead>
<tr>
<th>Rank Description</th>
<th>Air Force ROTC</th>
<th>Army ROTC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet Colonel (C/Col)</td>
<td><img src="image" alt="Air Force ROTC Rank" /></td>
<td><img src="image" alt="Army ROTC Rank" /></td>
</tr>
<tr>
<td>Cadet Lieutenant Colonel (C/Lt Col)</td>
<td><img src="image" alt="Air Force ROTC Rank" /></td>
<td><img src="image" alt="Army ROTC Rank" /></td>
</tr>
<tr>
<td>Cadet Major (C/Maj)</td>
<td><img src="image" alt="Air Force ROTC Rank" /></td>
<td><img src="image" alt="Army ROTC Rank" /></td>
</tr>
<tr>
<td>Cadet Captain (C/Capt)</td>
<td><img src="image" alt="Air Force ROTC Rank" /></td>
<td><img src="image" alt="Army ROTC Rank" /></td>
</tr>
<tr>
<td>Cadet 1st Lieutenant (C/1Lt)</td>
<td><img src="image" alt="Air Force ROTC Rank" /></td>
<td><img src="image" alt="Army ROTC Rank" /></td>
</tr>
<tr>
<td>Cadet 2nd Lieutenant (C/2Lt)</td>
<td><img src="image" alt="Air Force ROTC Rank" /></td>
<td><img src="image" alt="Army ROTC Rank" /></td>
</tr>
</tbody>
</table>
# Cadet Enlisted Rank

<table>
<thead>
<tr>
<th>Air Force ROTC</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Cadet 3rd Class (C/3C)</strong></td>
<td><strong>Cadet 4th Class (C/4C)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cadet Sergeant Major (C/SGM)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet First Sergeant (C/1SG)</td>
<td></td>
</tr>
<tr>
<td>Cadet Master Sergeant (C/MSG)</td>
<td></td>
</tr>
<tr>
<td>Cadet Sergeant 1st Class (C/SFC)</td>
<td></td>
</tr>
<tr>
<td>Cadet Staff Sergeant (C/SSG)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Army ROTC</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cadet Sergeant (C/SGT)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cadet Corporal (C/CPL)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cadet Private First Class (C/PFC)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cadet Private (C/PVT)</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Officer Rank (USAF, USA, USMC)

<table>
<thead>
<tr>
<th>O-10 Special</th>
<th>General of the Air Force (Gen USAF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>O-10</td>
<td>General (Gen)</td>
</tr>
<tr>
<td>O-9</td>
<td>Lieutenant General (Lt Gen)</td>
</tr>
<tr>
<td>O-8</td>
<td>Major General (Maj Gen)</td>
</tr>
<tr>
<td>O-7</td>
<td>Brigadier General (Brig Gen)</td>
</tr>
<tr>
<td>O-6</td>
<td>Colonel (Col)</td>
</tr>
<tr>
<td>O-5</td>
<td>Lieutenant Colonel (Lt Col)</td>
</tr>
<tr>
<td>O-4</td>
<td>Major (Maj)</td>
</tr>
<tr>
<td>O-3</td>
<td>Captain (Capt)</td>
</tr>
<tr>
<td>O-2</td>
<td>First Lieutenant (1\textsuperscript{st} Lt)</td>
</tr>
<tr>
<td>O-1</td>
<td>Second Lieutenant (2\textsuperscript{nd} Lt)</td>
</tr>
<tr>
<td>Rank</td>
<td>Rank Title</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>O-1</td>
<td>Ensign ENS</td>
</tr>
<tr>
<td>O-2</td>
<td>Lieutenant Junior Grade LTJG</td>
</tr>
<tr>
<td>O-3</td>
<td>Lieutenant LT</td>
</tr>
<tr>
<td>O-4</td>
<td>Lieutenant Commander LCDR</td>
</tr>
<tr>
<td>O-5</td>
<td>Commander CDR</td>
</tr>
<tr>
<td>O-6</td>
<td>Captain CAPT</td>
</tr>
<tr>
<td>O-7</td>
<td>Rear Admiral Lower Half RADM (LH)</td>
</tr>
<tr>
<td>O-8</td>
<td>Rear Admiral Upper Half RADM (UH)</td>
</tr>
<tr>
<td>O-9</td>
<td>Vice Admiral VADM</td>
</tr>
<tr>
<td>O-10</td>
<td>Admiral ADM</td>
</tr>
<tr>
<td>Special</td>
<td>Fleet Admiral (reserved for wartime only)</td>
</tr>
<tr>
<td>Rank</td>
<td>Description</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>E-9</td>
<td>Chief Master Sergeant of the Air Force (CMSAF)</td>
</tr>
<tr>
<td>E-9</td>
<td>Command Master Sergeant (CCM)</td>
</tr>
<tr>
<td>E-9</td>
<td>Chief Master Sergeant (CMSgt)</td>
</tr>
<tr>
<td>E-8</td>
<td>Senior Master Sergeant (SMSgt)</td>
</tr>
<tr>
<td>E-7</td>
<td>Master Sergeant (MSgt)</td>
</tr>
<tr>
<td>------</td>
<td>------------------------</td>
</tr>
<tr>
<td>E-6</td>
<td>Technical Sergeant (TSgt)</td>
</tr>
<tr>
<td>E-5</td>
<td>Staff Sergeant (SSgt)</td>
</tr>
<tr>
<td>E-4</td>
<td>Senior Airman (SrA)</td>
</tr>
<tr>
<td>E-3</td>
<td>Airman First Class (A1C)</td>
</tr>
<tr>
<td>E-2</td>
<td>Airman (Amn)</td>
</tr>
<tr>
<td>E-1</td>
<td>Airman Basic (AB) [no insignia]</td>
</tr>
</tbody>
</table>
# US Army Enlisted Rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-9</td>
<td>Sergeant Major of the Army (SMA)</td>
<td>![SMA Image]</td>
</tr>
<tr>
<td>E-9</td>
<td>Command Sergeant Major (CSM)</td>
<td>![CSM Image]</td>
</tr>
<tr>
<td>E-9</td>
<td>Sergeant Major (SGM)</td>
<td>![SGM Image]</td>
</tr>
<tr>
<td>E-8</td>
<td>First Sergeant (1SG)</td>
<td>![1SG Image]</td>
</tr>
<tr>
<td></td>
<td>Master Sergeant (MSG)</td>
<td>![MSG Image]</td>
</tr>
<tr>
<td>E-7</td>
<td>Sergeant First Class (SFC)</td>
<td>![SFC Image]</td>
</tr>
<tr>
<td>Rank</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>------------------------------</td>
<td></td>
</tr>
<tr>
<td>E-6</td>
<td>Staff Sergeant (SSG)</td>
<td></td>
</tr>
<tr>
<td>E-5</td>
<td>Sergeant (SGT)</td>
<td></td>
</tr>
<tr>
<td>E-4</td>
<td>Corporal (CPL)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Specialist (SPC)</td>
<td></td>
</tr>
<tr>
<td>E-3</td>
<td>Private First Class (PFC)</td>
<td></td>
</tr>
<tr>
<td>E-2</td>
<td>Private (PV2)</td>
<td></td>
</tr>
<tr>
<td>E-1</td>
<td>Private (PV1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[no insignia]</td>
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</tbody>
</table>
# US Marine Corps Enlisted Rank

<table>
<thead>
<tr>
<th>RANK</th>
<th>DESCRIPTION</th>
<th>DIAGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-9</td>
<td>Sergeant Major of the Marine Corps (SgtMajMC)</td>
<td><img src="SgtMajMC.png" alt="Diagram" /></td>
</tr>
<tr>
<td>E-9</td>
<td>Sergeant Major (SgtMaj)</td>
<td><img src="SgtMaj.png" alt="Diagram" /></td>
</tr>
<tr>
<td>E-9</td>
<td>Master Gunnery Sergeant (MGySgt)</td>
<td><img src="MGySgt.png" alt="Diagram" /></td>
</tr>
<tr>
<td>E-8</td>
<td>First Sergeant (1st Sgt)</td>
<td><img src="1stSgt.png" alt="Diagram" /></td>
</tr>
<tr>
<td>E-7</td>
<td>Master Sergeant (MSgt)</td>
<td><img src="MSgt.png" alt="Diagram" /></td>
</tr>
<tr>
<td></td>
<td>Gunnery Sergeant (GySgt)</td>
<td><img src="GySgt.png" alt="Diagram" /></td>
</tr>
<tr>
<td>Rank</td>
<td>Description</td>
<td>Insignia</td>
</tr>
<tr>
<td>------</td>
<td>---------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>E-6</td>
<td>Staff Sergeant (SSgt)</td>
<td><img src="image" alt="Insignia" /></td>
</tr>
<tr>
<td>E-5</td>
<td>Sergeant (Sgt)</td>
<td><img src="image" alt="Insignia" /></td>
</tr>
<tr>
<td>E-4</td>
<td>Corporal (Cpl)</td>
<td><img src="image" alt="Insignia" /></td>
</tr>
<tr>
<td>E-3</td>
<td>Lance Corporal (LCpl)</td>
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</tr>
<tr>
<td>E-2</td>
<td>Private First Class (PFC)</td>
<td><img src="image" alt="Insignia" /></td>
</tr>
<tr>
<td>E-1</td>
<td>Private (Pvt)</td>
<td>[no insignia]</td>
</tr>
</tbody>
</table>
# US Navy Enlisted Rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Sleeve Insignia</th>
<th>Collar Device</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-9</td>
<td>Master Chief Petty Officer of the Navy (MCPON)</td>
<td><img src="image1.png" alt="Sleeve Insignia" /></td>
</tr>
<tr>
<td>E-9</td>
<td>Command Master Chief Petty Officer (CMDCM)</td>
<td><img src="image3.png" alt="Sleeve Insignia" /></td>
</tr>
<tr>
<td>E-9</td>
<td>Master Chief Petty Officer (MCPO)</td>
<td><img src="image5.png" alt="Sleeve Insignia" /></td>
</tr>
<tr>
<td>E-8</td>
<td>Senior Chief Petty Officer (SCPO)</td>
<td><img src="image7.png" alt="Sleeve Insignia" /></td>
</tr>
<tr>
<td>E-7</td>
<td>Chief Petty Officer (CPO)</td>
<td><img src="image9.png" alt="Sleeve Insignia" /></td>
</tr>
<tr>
<td>E-6</td>
<td>Petty Officer First Class (PO1)</td>
<td><img src="image11.png" alt="Sleeve Insignia" /></td>
</tr>
<tr>
<td>E-5</td>
<td>Petty Officer Second Class (PO2)</td>
<td>![Insignia]</td>
</tr>
<tr>
<td>------</td>
<td>----------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>E-4</td>
<td>Petty Officer Third Class (PO3)</td>
<td>![Insignia]</td>
</tr>
<tr>
<td>E-3</td>
<td>Seaman (SN)</td>
<td>![Insignia]</td>
</tr>
<tr>
<td>E-2</td>
<td>Seaman Apprentice (SA)</td>
<td>![Insignia]</td>
</tr>
<tr>
<td>E-1</td>
<td>Seaman Recruit (SR)</td>
<td>[no insignia]</td>
</tr>
</tbody>
</table>

**Notes on Navy rank:**

- Sailors in pay grades E-1 through E-3 are considered to be in apprenticeships, and the color of their sleeve insignia corresponds with their field:
  - White: Seaman/Hospitalman
  - Red: Fireman
  - Green: Airman
  - Turquoise: Constructionman
- Sailors in pay grades E-4 and above are NCOs.
  - Red sleeve insignia is standard, but gold insignia is awarded for twelve consecutive years of honorable service without any official record or bad conduct.
  - The device above the chevrons and below the eagle denotes career field, or "rating." (The devices above, two crossed anchors, denote Boatswain's Mate).
Principles of War

Objective • Offensive • Mass • Economy of Force • Maneuver • Unity of Command • Security • Surprise • Simplicity

**Objective**
Direct military operations toward a defined and attainable object that contributes to strategic, operational, or tactical aims.

**Offensive**
Dictates that we act rather than react and dictates the time, place, purpose, scope, intensity, and pace of operations. The initiative must be seized, retained, and fully exploited.

**Mass**
Concentrate combat power at the decisive time and place.

**Economy of Force**
Create usable mass by using minimum combat power on secondary objectives. Make the fullest use of forces available.

**Maneuver**
Place the enemy in a position of disadvantage through flexible application of combat power.

**Unity of Command**
Ensure unity of effort for every objective under one responsible commander.
Security
Protect friendly forces and their operations from enemy actions, which could provide the enemy with unexpected advantage.

Surprise
Strike the enemy at a time or place or in a manner for which he is unprepared.

Simplicity
Avoid unnecessary complexity in preparing, planning, and conducting military operations.

Air Force Core Capabilities
Our Nation's Air Force trains, sustains, and integrates the elements of air and space power to produce:
- Air & Space Superiority
- Global Attack
- Rapid Global Mobility
- Precision Engagement
- Information Superiority
- Agile Combat Support

Air Force Core Competencies
Speed, flexibility, and the global nature of its reach and perspective distinguish the Air Force's execution of its core competencies:
- Developing Airman
- Technology to War-fighting
- Integrating Operations
Tenets of Aerospace Power

Centralized Control/Decentralized Execution • Flexibility/Versatility • Priority • Synergy • Balance • Concentration • Persistence

Centralized Control/Decentralized Execution
Through centralized control, commanders give coherence, guidance, and organization to the air and space efforts and maintain the ability to focus the tremendous impact of air and space wherever needed across the theater of operations. Delegation of execution authority to responsible and capable lower-level commanders is essential to achieve effective span of control and to foster initiative, situational responsiveness, and tactical flexibility.

Flexibility/Versatility
Flexibility allows aerospace forces to exploit mass and maneuver simultaneously to a far greater extent than surface forces. Versatility in aerospace power stems from the fact that it can be employed equally effectively at the strategic, operational, and tactical levels of warfare.

Priority
Limited resources require that air and space forces be applied where they can make the greatest contribution to the most current JFC requirements.

Synergy
It is the precise, coordinated application of the various elements of air, space, and service force which brings disproportionate pressure on enemy leaders to comply with our national will. Aerospace power is unique in its ability to accomplish this and thus dictate the tempo and direction of an entire war-fighting effort.
Balance
The air commander should balance combat opportunity, necessity, effectiveness, efficiency, and the impact of accomplishing assigned objectives against the associated risk to friendly aerospace resources. Technologically sophisticated aerospace assets are not available in vast numbers and cannot be produced quickly.

Concentration
Aerospace power is most effective when it is focused in purpose and not needlessly dispersed because of high demand.

Persistence
Aerospace power should be applied persistently. Resourceful enemies may rebuild destroyed targets, circumventing even the most devastating strategic effects. The goal then is to keep pressure on and not allow the enemy that time.

Code of US Fighting Forces
As a member of the armed forces of the United States, you are protecting your nation. It is your duty to oppose all enemies of the United States in combat or, if a captive, in a prisoner of war compound. Your behavior is guided by the Code of Conduct, which has evolved from the heroic lives, experiences and deeds of Americans from the Revolutionary War to the Southeast Asian Conflict.

Your courage, dedication and motivation supported by understanding, trust and fidelity will help you endure the terrors of captivity, prevail over your captors and return to your family, home and nation with honor and pride.
Geography of Central Asia
Current Operations in Central Asia  
(As of 12 Oct. 2010)

1. Afghanistan
   - *Operation Enduring Freedom*
   - *NATO International Security Assistance Force*
     a. US Troops Deployed (OEF): approx. 83,000
     b. US Troops Deployed (ISAF): approx. 78,400
     c. US Casualties: 1,314
     e. Commander: Gen. David Petraeus, USA
     f. President: Hamid Karzai

2. Iraq
   - *Operation New Dawn (OIF)*
     a. US Troops Deployed: approx. 50,000
     b. US Casualties: 4,421
     c. Commander: Gen. Lloyd Austin, USA
     d. Prime Minister: Nouri al-Maliki

**Total Combat Forces**
211,400

**Total Casualties**
5,735
High Flight

Oh! I have slipped the surly bonds of earth
And danced the skies on laughter-silvered wings;

Sunward I've climbed, and joined the tumbling mirth
Of sun-split clouds - and done a hundred things
You have not dreamed of - wheeled and soared and swung
High in the sunlit silence. Hov'ring there
I've chased the shouting wind along, and flung
My eager craft through footless halls of air.

Up, up the long delirious, burning blue,
I've topped the windswept heights with easy grace
Where never lark, or even eagle flew -
And, while with silent lifting mind I've trod
The high untresspassed sanctity of space,
Put out my hand and touched the face of God.

Pilot Officer Gillespie Magee
No 412 squadron, RCAF
Killed 11 December 1941

Levels of Warfare

Strategic: This is the level where national goals and policies are set and the full world picture is taken into account.

Tactical: This level is theater-specific and is aimed at setting goals for victory within a region or theater.

Operational: This level is where soldiers and groups of soldiers fight other small units.
Handpicked to serve as a member of the Honor Guard, my standards of conduct and level of professionalism must be above reproach, for I represent all others in my service.

Others earned the right for me to wear the ceremonial uniform, one that is honored in a rich tradition and history. I will honor their memory by wearing it properly and proudly.

Never will I allow my performance to be dictated by the type of ceremony, severity of the temperature, or size of the crowd. I will remain superbly conditioned to perfect all movements throughout every drill and ceremony.

Obligated by my oath I am constantly driven to excel by a deep devotion to duty and a strong sense of dedication.

Representing every member, past and present, of the United States Air Force, I vow to stand sharp, crisp, and motionless, for I am a ceremonial guardsman.
M-1 Garand History

- Developed at Springfield Armory by John C. Garand in 1933. First semi-automatic used in 1936.
- Automatic Chambering: When the M-1 is fired, gas released from the first cartridge is funneled into a chamber underneath the barrel and used to place the following round in the chamber.
- Basic Description: Gas operated, shoulder fired, air-cooled, clip fed, front sight fixed, rear sight adjustable, semi-automatic rifle.
- Ammunition: .30 caliber
- Ammo Capacity: 8 rounds + 1 in the chamber
- Muzzle velocity: 2800 ft/sec (850 m/sec)
- Max Range: 1 mile
- Max Effective Range: 450 meters

"In my opinion, the M1 is the best battle implement ever devised"

General George S. Patton, Jr.

The Rifleman's Creed

by Major General W. H. Rupertus, USMC

THIS IS MY RIFLE. There are many like it but this one is mine. My rifle is my best friend. It is my life. I must master it as I master my life. My rifle, without me is useless. Without my rifle, I am useless. I must fire my rifle true. I must shoot straighter than any enemy who is trying to kill me. I must shoot him before he shoots me. I will....

My rifle and myself know that what counts in this war is not the rounds we fire, the noise of our burst, nor the smoke we make. We know that it is the hits that count. We will hit...

My rifle is human, even as I, because it is my life. Thus, I will learn it as a brother. I will learn its weakness, its strength, its parts, its accessories, its sights and its barrel. I will keep my rifle clean and ready, even as I am clean and ready. We will become part of each other. We will...

Before God I swear this creed. My rifle and myself are the defenders of my country. We are the masters of our enemy. We are the saviors of my life. So be it, until victory is America's and there is no enemy, but Peace
Physical Components of a US Flag

A. Header
B. Grommet
C. Canton, Field, or Union
D. Fly End
E. Fly
F. Hoist

US Flag History

14 Jun 1777: 2nd Continental Congress passes Flag Resolution, establishing a 13-star, 13-stripe banner as the flag of the US (probably defining a naval ensign)
13 Jan 1794: Flag Act of 1794 is signed by Pres. Washington, providing 15 stripes and 15 stars for US Flag.
3 April 1818: Flag Act of 1818 is signed by Pres. Monroe, providing 13 stripes, and a variable number of stars to match the number of states. It designated that changes to the stars be made on 4 July.
4 July 1912: 48-Star flag is adopted. It was used for 47 years.
4 July 1959: 49-Star flag is adopted. It is used only one year.
4 July 1960: 50-Star flag (the current version) is adopted. It has now been in use longer than any other version.

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."

Published in September 1892; written by Francis Bellamy of Rome, NY.
# Flag-Flying Holidays

<table>
<thead>
<tr>
<th>New Year's Day</th>
<th>1 January</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martin Luther King's Birthday</td>
<td>3rd Monday in January</td>
</tr>
<tr>
<td>Inauguration Day</td>
<td>20 January (every 4 years)</td>
</tr>
<tr>
<td>Presidents' Day</td>
<td>3rd Monday in February</td>
</tr>
<tr>
<td>Easter Sunday</td>
<td>1st Sunday after the first full moon on or after 21 March</td>
</tr>
<tr>
<td>Patriots Day</td>
<td>3rd Monday in April</td>
</tr>
<tr>
<td>National Day of Prayer</td>
<td>1st Thursday of May</td>
</tr>
<tr>
<td>Mother's Day</td>
<td>2nd Sunday of May</td>
</tr>
<tr>
<td>Armed Forces Day</td>
<td>3rd Saturday of May</td>
</tr>
<tr>
<td>Memorial Day (half-staff until noon)</td>
<td>Last Monday of May</td>
</tr>
<tr>
<td>Flag Day</td>
<td>14 June</td>
</tr>
<tr>
<td>Independence Day</td>
<td>4 July</td>
</tr>
<tr>
<td>Labor Day</td>
<td>1st Monday in September</td>
</tr>
<tr>
<td>Patriot Day (half-staff)</td>
<td>11 September</td>
</tr>
<tr>
<td>Constitution Day</td>
<td>17 September</td>
</tr>
<tr>
<td>Columbus Day</td>
<td>12 October</td>
</tr>
<tr>
<td>Election Day</td>
<td>1st Tuesday following the 1st Monday in November</td>
</tr>
<tr>
<td>Thanksgiving Day</td>
<td>4th Thursday in November</td>
</tr>
<tr>
<td>Christmas Day</td>
<td>25 December</td>
</tr>
<tr>
<td>Date of state admission and other state holidays.</td>
<td>Varies by state</td>
</tr>
</tbody>
</table>

Date of state admission and other state holidays may vary by state.
Flag Etiquette

☐ The flag should never be dipped to any person or thing. It is flown upside down only as a distress signal.

☐ The flag should not be used as a drapery, or for covering a speaker"s desk, draping a platform, or for any decoration in general. Bunting of blue, white and red stripes is available for these purposes. The blue stripe of the bunting should be on the top.

☐ The flag should never be used for any advertising purpose. It should not be embroidered, printed or otherwise impressed on such articles as cushions, handkerchiefs, napkins, boxes, or anything intended to be discarded after temporary use.

☐ Advertising signs should not be attached to the staff or halyard.

☐ The flag should not be used as part of a costume or athletic uniform, except that a flag patch may be used on the uniform of military personnel, fireman, policeman and members of patriotic organizations.

☐ The flag should never have placed on it, or attached to it, any mark, insignia, letter, word, number, figure, or drawing of any kind.

☐ The flag should never be used as a receptacle for receiving, holding, carrying, or delivering anything.

☐ When the flag is lowered, no part of it should touch the ground or any other object; it should be received by waiting hands and arms. To store the flag it should be folded neatly and ceremoniously.

☐ The flag should be cleaned and mended when necessary.

☐ When a flag is so worn it is no longer fit to serve as a symbol of our country, it should be destroyed by burning in a dignified manner.

From http://www.usflag.org/flagetiquette.html
Displaying the US Flag Outdoors

- When the flag is displayed from a staff projecting from a window, balcony, or a building, the union should be at the peak of the staff unless the flag is at half-staff.
- When it is displayed from the same flagpole with another flag - of a state, community, society or Scout unit - the flag of the United States must always be at the top.
- When the flag is displayed over a street, it should be hung vertically, with the union to the north or east. If the flag is suspended over a sidewalk, the flag's union should be farthest from the building.
- When flown with flags of states, communities, or societies on separate flagpoles which are of the same height and in a straight line, the flag of the United States is always placed in the position of honor - to its own right.
  - The other flags may be smaller but none may be larger. – No other flag ever should be placed above it.
  - The flag of the United States is always the first flag raised and the last to be lowered.
- When flown with the national banner of other countries, each flag must be displayed from a separate pole of the same height. Each flag should be the same size. They should be raised and lowered simultaneously. The flag of one nation may not be displayed above that of another nation.
- The flag should be raised briskly and lowered slowly and ceremoniously. Ordinarily it should be displayed only between sunrise and sunset. It should be illuminated if displayed at night.
- The flag of the United States of America is saluted as it is hoisted and lowered. The salute is held until the flag is unsnapped from the halyard or through the last note of music, whichever is the longest.

From [http://www.usflag.org/flagetiquette.html](http://www.usflag.org/flagetiquette.html)
Displaying the US Flag Indoors

- When on display, the flag is accorded the place of honor, always positioned to its own right. Place it to the right of the speaker or staging area or sanctuary. Other flags should be to the left.

- The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of states, localities, or societies are grouped for display.

- When one flag is used with the flag of the United States of America and the staffs are crossed, the flag of the United States is placed on its own right with its staff in front of the other flag.

- When displaying the flag against a wall, vertically or horizontally, the flag's union (stars) should be at the top, to the flag's own right, and to the observer's left.

Ceremonial Display of the US Flag

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

- To place the flag at half-staff, hoist it to the peak for an instant and lower it to a position half way between the top and bottom of the staff. The flag is to be raised again to the peak for a moment before it is lowered. On Memorial Day the flag is displayed at half-staff until noon and at full staff from noon to sunset.

- When used to cover a casket, the flag should be placed with the union at the head and over the left shoulder. It should not be lowered into the grave.

From http://www.usflag.org/flagetiquette.html
Flag Patches on US Uniforms

Following is a quote from the Department of Defense website:

"Thank you for your inquiry about the proper placement of the American flag on the uniform of the U.S. Armed Forces.

Army Regulation 670-1, "Wear and Appearance of Army Uniforms and Insignia," updated most recently September 5, 2003, addresses explicitly the proper and lawful placement of the U.S. flag patch on the Army uniform.

The regulation states that when authorized for application to the proper uniform the American flag patch is to be worn, right or left shoulder, so that "the star field faces forward, or to the flag’s own right. When worn in this manner, the flag is facing to the observer’s right, and gives the effect of the flag flying in the breeze as the wearer moves forward. The appropriate replica for the right shoulder sleeve is identified as the reverse side flag."

We appreciate and share your concern for the respectful display of our American flag on the uniform of the U.S. Armed Forces."

From http://www.usflag.org/flagpatch.html
What do the colors of the Flag mean?

Sentimental writers and orators sometimes ascribe meanings to the colors in the flag. The practice is erroneous, as are statements on this subject attributed to George Washington and other founders of the country.

From the book "Our Flag" published in 1989 by the House of Representatives...

"On July 4, 1776, the Continental Congress passed a resolution authorizing a committee to devise a seal for the United States of America. This mission, designed to reflect the Founding Fathers' beliefs, values, and sovereignty of the new Nation, did not become a reality until June 20, 1782. In heraldic devices, such as seals, each element has a specific meaning. Even colors have specific meanings. The colors red, white, and blue did not have meanings for The Stars and Stripes when it was adopted in 1777. However, the colors in the Great Seal did have specific meanings. Charles Thompson, Secretary of the Continental Congress, reporting to Congress on the Seal, stated:

"The colors of the pales (the vertical stripes) are those used in the flag of the United States of America; White signifies purity and innocence, Red, hardiness & valour, and Blue, the color of the Chief (the broad band above the stripes) signifies vigilance, perseverance & justice."

Also this from a book about the flag published in 1977 by the House of Representatives...

"The star is a symbol of the heavens and the divine goal to which man has aspired from time immemorial; the stripe is symbolic of the rays of light emanating from the sun."

The quote below concerning gold fringe on the Flag is from the book "So Proudly We Hail, The History of the United States Flag" Smithsonian Institute Press 1981, by Wiliam R. Furlong and Byron McCandless. "The placing of a fringe on Our Flag is optional with the person of organization, and no Act of Congress or Executive Order either prohibits the practice, according to the Institute of Hearaldry. Fringe is used on indoor flags only, as fringe on flags on outdoor flags would deteriorate rapidly. The fringe on a Flag is considered and 'honorable enrichment only', and its official use by the US Army dates from 1895.. A 1925 Attorney General's Opinion states: 'the fringe does not appear to be regarded as an integral part of the Flag, and its presence cannot be said to constitute an unauthorized addition to the design prescribed by statute. An external fringe is to be distinguished from letters, words, or emblematic designs printed or superimposed upon the body of the flag itself. Under law, such additions might be open to objection as unauthorized; but the same is not necessarily true of the fringe.'"

The gold trim is generally used on ceremonial indoor flags that are used for special services and is believed to have been first used in a military setting. It has no specific significance that I have ever run across, and its (gold trim) use is in compliance with applicable flag codes and laws.

http://www.usflag.org/colors.html
Origin of "Taps"

During the Civil War, in July 1862 when the Army of the Potomac was in camp, Brig. Gen. Daniel Butterfield summoned Pvt. Oliver Wilcox Norton, his brigade bugler, to his tent. Butterfield, who disliked the colorless "extinguish lights" call then in use, whistled a new tune and asked the bugler to sound it for him. After repeated trials and changing the time of some notes which were scribbled on the back of an envelope, the call was finally arranged to suit Gen. Butterfield and used for the first time that night. Pvt. Norton, who on several occasions, had sounded numerous new calls composed by his commander, recalled his experience of the origin of "Taps" years later:

"One day in July 1862 when the Army of the Potomac was in camp at Harrison's Landing on the James River, Virginia, resting and recruiting from its losses in the seven days of battle before Richmond, Gen. Butterfield summoned the writer to his tent, and whistling some new tune, asked the bugler to sound it for him. This was done, not quite to his satisfaction at first, but after repeated trials, changing the time of some of the notes, which were scribbled on the back of an envelope, the call was finally arranged to suit the general.

"He then ordered that it should be substituted in his brigade for the regulation "Taps" (extinguish lights) which was printed in the Tactics and used by the whole army. This was done for the first time that night. The next day buglers from nearby brigades came over to the camp of Butterfield's brigade to ask the meaning of this new call. They liked it, and copying the music, returned to their camps, but it was not until sometime later, when generals of other commands had heard its melodious notes, that orders were issued, or permission given, to substitute it throughout the Army of the Potomac for the time-honored call which came down from West Point.

In the western armies the regulation call was in use until the autumn of 1863. At that time the XI and XII Corps were detached from the Army of the Potomac and sent under command of Gen. Hooker to reinforce the Union Army at Chattanooga, Tenn. Through its use in these corps it became known in the western armies and was adopted by them. From that time, it became and remains to this day the official call for "Taps." It is printed in the present Tactics and is used throughout the U.S. Army, the National Guard, and all organizations of veteran soldiers.

Gen. Butterfield, in composing this call and directing that it be used for "Taps" in his brigade, could not have foreseen its popularity and the use for another purpose into which it would grow. Today, whenever a man is buried with military honors anywhere in the United States, the ceremony is concluded by firing three volleys of musketry over the grave, and sounding with the trumpet or bugle "Put out the lights. Go to sleep"...There is something singularly beautiful and appropriate in the music of this wonderful call. Its strains are melancholy, yet full of rest and peace. Its echoes linger in the heart long after its tones have ceased to vibrate in the air."
Words to Taps
(Note: there are no “official” words to Taps
below are the most popular.)

Day is done,
gone the sun,
From the hills,
from the lake,
From the skies.
All is well,
safely rest,
God is nigh.

Go to sleep,
peaceful sleep,
May the soldier
or sailor,
God keep.
On the land
or the deep,
Safe in sleep.

Love, good night,
Must thou go,
When the day,
And the night
Need thee so?
All is well.
Speedeth all
To their rest.

Fades the light;
And afar
Goeth day,
And the stars
Shineth bright,
Fare thee well;
Day has gone,
Night is on.

Thanks and praise,
For our days,
'Neath the sun,
'Neath the stars,
'Neath the sky,
As we go,
This we know,
God is nigh.
## Components of an LCE

<table>
<thead>
<tr>
<th>Problem Solving</th>
<th>Recognized the Problem</th>
<th>Gathered Data</th>
<th>Listed Solutions</th>
<th>Tested/Selected Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recognized most aspects of the mission</td>
<td>Identified/used most critical facts/criteria</td>
<td>Promoted free flow of comm. &amp; actively listened</td>
<td>Applied most mission criteria to best solutions</td>
</tr>
<tr>
<td></td>
<td>Separated the problem from most obstacles</td>
<td>Made relevant assumptions</td>
<td>Solicited ideas/input from some team members</td>
<td>Applied some additional knowledge/expertise to select best solution</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Management Functions</th>
<th>Planned</th>
<th>Organized</th>
<th>Coordinated</th>
<th>Directed</th>
<th>Controlled</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Formulated action</td>
<td>Established a working organizational structure</td>
<td>Ensured most team members understood plan</td>
<td>Ensured most team members understood their individual roles in plan</td>
<td>Ensured parts of plan were exec. in logical order</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Transitioned between appropriate ldrship styles</td>
<td>Took command of team most of the time</td>
<td>Gave orders to put plan into action</td>
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<td></td>
<td></td>
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<td>Ensured unified action from most team members</td>
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<td>Set standards consistent with mission objectives</td>
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<td>Detected most deviations from the standards</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ensured most standards were met through training and corrective action</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Other Leadership Comp.</th>
<th>Displayed confidence under pressure</th>
<th>Projected some credibility and poise</th>
<th>Demo. flexibility by adapting to challenges</th>
<th>Motivated self and team to achieve objectives</th>
<th>Maintained focus and intensity</th>
<th>Fostered teamwork by forming constructive rels.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory Reqs.</td>
<td>Recognized the right problem/mission</td>
<td>Maintained command of team members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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