STANDARD ORDER 3.1

Physical Fitness

Corps of Cadets
Texas A&M University
August 2021
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<tbody>
<tr>
<td>4 Jan 2019</td>
<td>Updated Physical Fitness Test Points (Appendix A)</td>
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<tr>
<td>1 Aug 2019</td>
<td>Chapter 1</td>
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<tr>
<td></td>
<td>- Units conducting PT must obey traffic lights.</td>
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<td>- Cadets conducting PT and/or other activities west of FM 2818 will</td>
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<tr>
<td></td>
<td>not cross the highway on foot. All cadets will access training</td>
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<td></td>
<td>areas across the highway via vehicle.</td>
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<td>- All cadets will take the Corps PFT at appropriate times. The Fall</td>
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<td>diagnostic PFT will be conducted the first month of the semester.</td>
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<td>The for record PFT will be conduct during the 11th or 12th week</td>
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<td>during the Fall Semester and between Spring Break and Family</td>
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<td>PFT.</td>
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<td></td>
<td>- Corps Staff is charged with conducting the Return to Duty PT Program.</td>
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<tr>
<td>Chapter 3</td>
<td>- All cadets will complete the diagnostic height and weight check</td>
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<td>during the first month of the Fall Semester. The for record height</td>
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<td>and weight check will be conducted during the 11th and 12th weeks</td>
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<td>in the Fall Semester and between Spring Break and Family Weekend</td>
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<td>during the Spring Semester.</td>
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<td>Chapter 4</td>
<td>- Freshman cadets who do not meet physical fitness or height and</td>
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<td>weight standards by the end of the Fall Semester will be assigned</td>
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<td>to the Remedial PT Program in the Spring Semester.</td>
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<tr>
<td>1 Aug 2021</td>
<td>Updated. Review in its entirety.</td>
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CHAPTER 1 – PHYSICAL FITNESS POLICY

1. INTENT

Physical fitness is a key aspect of overall wellness, along with proper nutrition, mental health, and rest. The Corps Physical Fitness Programs help promote a healthy lifestyle of nutrition, fitness, and mental/physical well-being while ensuring all cadets project a professional appearance in uniform. The Corps Physical Fitness program is designed to improve and maintain the overall level of physical fitness, including strength, endurance, and flexibility of every cadet and to ensure all cadets pass the required Corps Physical Fitness Test (PFT) and meet the weight/body fat percentage standards.

2. PHYSICAL FITNESS PLANNING

A. All unit leaders will create and execute safe and effective physical fitness programs comprised of a mixture of aerobic and anaerobic exercises and team activities.

B. Risk Assessment. Each commander must include risk management as a necessary step prior to conducting physical fitness activities. Commanders will modify or cancel the activity based on the seriousness of risk and probability of occurrence.

C. The following off-limits locations apply to both Main and West Campus:

   (1) University monuments
   (2) Fountains, ponds or other water features
   (3) University parking garages, office and classroom buildings
   (4) Locations where terrain features, vehicle or pedestrian traffic, or poor lighting pose a hazard
   (5) University golf course (except for running on the perimeter sidewalk)
   (6) Crossing FM 2818 and Wellborn Rd on foot (under-road tunnels are authorized)

D. Unit and Individual Running. Cadets and all Corps/Special Units (including ROTC Special Units) will adhere to the following additional guidance when conducting running activities.

   (1) Unit runs are only authorized on the university campus, as defined:

      (a) Area bounded by George Bush Drive, Texas Avenue, University Drive and Harvey Mitchell Parkway (FM 2818). All running within this area will be conducted on sidewalks or grassy areas. Units will only cross roads using a crosswalk and must obey traffic lights. Road guards are required.

      (b) Campus property west of FM 2818. Unit runs conducted west of FM 2818 must be approved by the Major Unit Commander and Cadet Training Officer. Physical fitness events will only be conducted on one side of FM 2818. If the event is conducted west of FM 2818, cadets will drive to the starting location.

   (2) Jodies. Units may sing jodies while running or marching; however, units will neither perform jodies nor make loud noises in the vicinity (150 meters) of non-cadet dormitories prior to 0800. All jodies must be in good taste. Jodies will not include
profanity, ethnic or gender slurs, terms, themes or connotations. Jodies will not include explicit or implicit sexual terms, themes or connotations.

E. Safety

(1) Cadets will wear reflective belts or vests while participating in individual or unit physical training off the Quad during periods of reduced visibility.

(2) Cadets will carry water for personal use.

(3) Leaders will carry cell phones during physical training to call for medical assistance, if necessary, and to contact other outfit members if the outfit is separated.

(4) Cadets conducting training at facilities west of FM 2818 will only access training areas by vehicle.

(5) Weather

(a) Heat. Cadets will be aware of the heat category and flag status prior to conducting physical training, and will adjust their activities appropriately. The current flag condition is posted on cadets.tamu.edu. It is a cadet responsibility to eat and to hydrate properly prior to engaging in physical activities. Forced hydration of cadets is not authorized and is considered hazing and could lead to serious medical issues, even death.

<table>
<thead>
<tr>
<th>Heat Category</th>
<th>Flag Color</th>
<th>Heat Index</th>
<th>Easy Work/Rest*</th>
<th>Moderate Work/Rest*</th>
<th>Hard Work/Rest*</th>
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<tbody>
<tr>
<td>1</td>
<td>None</td>
<td>Up to 86.9°</td>
<td>No limit</td>
<td>No limit</td>
<td>40/20</td>
</tr>
<tr>
<td>2</td>
<td>Green</td>
<td>87°-89.9°</td>
<td>No limit</td>
<td>50/10</td>
<td>30/30</td>
</tr>
<tr>
<td>3</td>
<td>Yellow</td>
<td>90°-92.9°</td>
<td>No limit</td>
<td>40/20</td>
<td>20/40</td>
</tr>
<tr>
<td>4</td>
<td>Red</td>
<td>93°-94.9°</td>
<td>No limit</td>
<td>30/30</td>
<td>10/50</td>
</tr>
<tr>
<td>5</td>
<td>Black</td>
<td>&gt;95°</td>
<td>50/20</td>
<td>20/40</td>
<td>0/0</td>
</tr>
</tbody>
</table>

*Times are in minutes

(b) Inclement Weather. All outdoor activities will be cancelled in the event of lightning in the area or temperatures below 32° F accompanied by precipitation.

3. MEDICAL AND PHYSICAL LIMITATIONS

A. All cadets will participate in physical training activities to the extent possible and permitted by a medical professional. Temporarily injured or ailing cadets will exercise within the parameters of their medical constraints. Cadet leaders may release cadets from physical training for sickness, injury, or justified academic reasons.

B. Cadets with permanent or long-term physical limitations will participate to the extent possible and permitted by a medical professional. Cadets needing physical therapy or rehabilitation will report to the ATR for evaluation and consultation. Cadets physically unable to participate in unit training activities will work with their cadet leadership and CTO to develop an alternative plan to remain an active and contributing member of the unit.
4. CORPS TRAINING FACILITIES

A. The Obstacle Course, Stamina Course, Leadership Reaction Course, and Grenade Course, all located near Easterwood Field at the intersection of George Bush Drive and Harvey Mitchell Parkway (FM 2818), are maintained by the Office of the Commandant. The courses are designed to develop leadership, physical fitness, agility, stamina, and confidence. Use of these facilities requires coordination and scheduling per the Cadet Training Standard Operating Procedure.

B. The following guidelines apply for the safe and efficient use of the course:

(1) Safety is paramount. Serious personal injury is likely if inappropriate procedures are introduced or allowed. The courses will not be used for corrective physical training. Leadership by example is expected of all leaders who use the courses.

(2) Units must have at least a military advisor or CTO and an experienced junior or senior cadet to instruct and supervise the running of the courses. The Cadet Supervisor must undergo a briefing by the military advisor or CTO and be specifically designated.

(3) A safety vehicle (privately owned vehicle is acceptable) must be present at the course.

(4) All cadets will bring adequate water for personal use. Unit leaders will provide sufficient water to replenish personal water supplies.

(5) No alcoholic beverages or glass containers are permitted on the courses.

(6) No vehicles (personal, state, military) are to be driven off road except in medical emergencies. Park only in the designated parking area so emergency vehicles can enter and exit.

(7) Fighting holes and open fires are prohibited.

(8) Destruction or altering of the course in any way is prohibited.

(9) Units and groups of individuals using the courses will ensure positive communications (cell phone) in order to call for medical assistance if needed.

5. UNIVERSITY FACILITIES

Use of the following facilities requires coordination and scheduling per the Cadet Training Standard Operating Procedure:

A. Pools at the Student Recreation Center (REC)

B. Kyle Field Ramps
CHAPTER 2 – PHYSICAL FITNESS TEST

1. CORPS PHYSICAL FITNESS TEST

A. As a senior military college, the Texas A&M Corps of Cadets requires all cadets to achieve physical fitness standards during the fall and spring semesters. First year cadets must achieve these standards by the end of the spring semester.

B. The Corps Physical Fitness Test (PFT) is a measurement of cardiovascular and muscular fitness. It consists of push-ups, planks, and a 1.5-mile run.

C. Cadets must achieve the following standards to pass the Corps Physical Fitness Test:

<table>
<thead>
<tr>
<th>Exercise</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Push-ups (2 min.)</td>
<td>42</td>
<td>19</td>
</tr>
<tr>
<td>Planks</td>
<td>1:03</td>
<td>1:03</td>
</tr>
<tr>
<td>1.5 Mile Run</td>
<td>13:15</td>
<td>15:45</td>
</tr>
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</table>

D. Cadets will conduct a diagnostic PFT early in the fall semester. The purpose of this PFT is to identify areas for improvements and to identify cadets who may need assistance with physical training and/or nutrition. Towards the end of the fall semester, all cadets will take a Fall PFT, and these scores will be entered into the Cadet Management System (CMS) as a part of the cadet’s performance record. Toward the end of the spring semester, all cadets will take the Spring PFT, and these scores will be entered into the CMS as a part of the cadet’s performance record. Scoring for PFT events is contained in Appendix A.

E. All cadets must pass the Corps PFT each semester to retain membership in the Corps. Traditional freshman cadets have until the end of the academic year to meet the PFT and weight/body fat standards.

   (1) Cadets who fail to meet Corps PFT requirements will be dismissed from the Corps at the end of the semester in which they failed the PFT. They will be given an opportunity to pass the PFT prior to the start of the next Corps semester. Cadets who pass the PFT at that time will be re-admitted to the Corps; Corps dismissal will remain in effect for cadets who fail the re-test.

   (2) Cadets who demonstrate significant progress toward achieving physical fitness standards may be retained in the Corps of Cadets at the Commandant’s discretion.

F. Commandant’s Staff members may test cadets at any time.

2. CORPS PFT EXCEPTIONS

A. Cadets unable to complete Corps PFT due to a medical condition will provide their CTO a medical exemption form (Appendix C) with a doctor’s note no later than 72 hours prior to a scheduled test. Only CTOs will determine if cadets are exempt from elements of the test or may offer a walk test in lieu of the 1.5 mile run. Cadets must complete a partial PFT unless their medical condition precludes all activity.
B. Only CTOs will enter a PFT excusal or partial score into CMS. CTOs will enter a note into CMS that details the reason for the exemption without compromising the cadet’s private medical information.

C. Cadets who use a medical excuse to exempt their participation in two consecutive PFTs will be evaluated for continued membership in the Corps of Cadets.

D. Corps Walk Test
   (1) Administer the Walk Test when:
       (a) Medical excuse from a qualified medical provider is provided stating the run event is not to be executed. The medical excuse must state when the restriction will begin and estimate when it will end.
       (b) Evidence of a very recent injury from which cadet is recovering.
       (c) Evidence of an ongoing rehabilitation of prior injury/surgery which precludes participation in the run.
   (2) Distance. 2.5-mile course over flat surfaces, comparable to that used for run test.
   (3) Equipment. Stopwatch, scorecard to record time, appropriate footwear for cadets walking the test. Cadets may be paced by another individual, but may not be physically aided in passing the test in any way.
   (4) Personnel. At least one scorer for each three cadets testing; CTO supervision required.
   (5) Performance Standards. Cadets must complete the course layout in the allotted amount of time in order to receive a passing score. One foot must be in contact with the ground at all times when executing the walk test. If cadets break into a running stride at any time, their performance in the event will be terminated and they will receive a failing score.
   (6) Test Standards

<table>
<thead>
<tr>
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<th>Time Requirement</th>
</tr>
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<tbody>
<tr>
<td>Male</td>
<td>38:00</td>
</tr>
<tr>
<td>Female</td>
<td>41:25</td>
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CHAPTER 3 – WEIGHT MANAGEMENT

1. POLICY

A. As members of a senior military college, all cadets will maintain appropriate weight standards in order to present a proper appearance in uniform.

B. Cadets will conduct a diagnostic height/weight (body fat, as required) measurement early in the fall semester. The purpose of this measurement is to identify cadets who may need assistance with weight management and/or nutrition. Towards the end of the fall semester, all cadets will take a Fall height weight measurement, and these scores will be entered into the CMS as a part of the cadets’ performance records. Toward the end of the spring semester, all cadets will take the Spring height/weight measurement, and these scores will be entered into the CMS as a part of the cadets’ performance records.

C. Additional height/weight checks may be completed at any time cadet leadership or Commandant’s Staff deem necessary.

2. PROCEDURES

A. Height/weight checks will be conducted with the cadet in PT gear, socks, and no shoes.

B. Height/weight standards are found in Appendix B.

C. Cadets not meeting the weight standard must be measured for body fat. Body composition evaluations will be estimated using the circumference-based method conducted by Office of the Commandant staff personnel. Female staff members will measure female cadets. All measurements are taken on the bare skin, except for the female hip measurement. Without causing indentation, the tape will be applied to the skin with sufficient tension to hold it in place as a measurement is read. Measurements will be taken three times. The lowest measurement obtained will be utilized/recorded.

(1) Males. Circumference measurements are taken along the neck and abdomen. Measure the neck by placing the edge of the tape flush with the bottom of larynx and perpendicular to the long axis of the neck. The cadet being measured looks forward with shoulders down (not hunched). Round up to the nearest ½ inch. Measure the abdominal circumference against the skin at the navel, level and parallel to the deck. Arms are straight and relaxed at the sides. Take the measurement at the end of normal, relaxed exhalation. Round down to nearest ½ inch.

(2) Females. Circumference measurements are taken along the neck, waist and hips. Measure the neck by placing the edge of the tape flush with the bottom of larynx and perpendicular to the long axis of the neck. The cadet being measured looks forward with shoulders down (not hunched). Round up to the nearest ½ inch. Measure the natural waist circumference against the skin at the point of minimal abdominal circumference, usually located about halfway between the navel and the lower end of the sternum (breastbone). Ensure the tape is level and parallel to the deck. Arms are straight and relaxed at the sides. Take the measurement at the end of normal, relaxed exhalation. Round down to nearest ½ inch. Measure the hip circumference while facing the cadet’s right side by placing the tape around the hips so that it passes over the greatest protrusion of the buttocks as viewed from the side. Ensure the tape is level and
parallel to the deck. Apply sufficient tension on the tape to minimize the effect of clothing. Round down to nearest \( \frac{1}{2} \) inch.

(3) Record all measurements in CMS. The built in calculator will determine the body fat composition percentage.

D. Body fat taping will be completed within 24 hours of failing height/weight check. Data will be entered in CMS within 24 hours of completion of weight/body fat measurements.

E. Body fat limits are 25% for males and 32% for females.

F. All cadets must pass the Corps weight standard each semester to retain membership in the Corps. Traditional freshman cadets have until the end of the academic year to meet the weight/body fat standards.

(1) Cadets who fail to meet Corps weight/body fat requirements will be dismissed from the Corps at the end of the semester in which they failed the weight/body fat measurement. They will be given an opportunity to pass the measurement prior to the start of the next Corps semester. Cadets who pass the measurement at that time will be re-admitted to the Corps; Corps dismissal will remain in effect for cadets who fail the measurement.

(2) Cadets who demonstrate significant progress toward achieving weight/body fat standards may be retained in the Corps of Cadets at the Commandant’s discretion.
CHAPTER 4 – REMEDIATION

1. POLICY

Invariably, some cadets will not meet the standards for physical fitness and weight management. Leaders must ensure these cadets have opportunities to develop and to meet established standards.

A. Major Units will establish and execute a Remedial PT plan that operates independent of individual unit PT plans. The plan will incorporate elements of proper nutrition and aerobic/anaerobic activities to help cadets improve their fitness level to meet Corps physical fitness standards.

B. Major Units will contact the Student Health Center for cadets requiring a nutrition briefing.

C. Major Units will conduct biweekly (every two weeks) Corps PFTs and Height/Weight checks for cadets participating in Remedial PT and Weight Management.

2. REMEDIAL PHYSICAL TRAINING

Cadets who do not meet physical fitness standards will be considered for Remedial PT by the unit commander and the CTO. Freshman cadets will not be considered for Remedial PT until the conclusion of their first semester in the Corps.

A. Cadets assigned to Remedial PT will complete the following:

   (1) Participate in all Remedial PT sessions conducted by the Major Unit.

   (2) Complete biweekly (every two weeks) Corps PFTs and height/weight/body fat checks.

B. Participating cadets will remain on Remedial PT until they pass two consecutive bi-weekly PFTs.

3. REMEDIAL WEIGHT MANAGEMENT

Cadets who do not meet weight/body fat standards at any time during the semester will be considered for Weight Management by the unit commander and the CTO. Freshman cadets will not be considered for Weight Management until the conclusion of their first semester in the Corps.

A. Cadets assigned to Weight Management will complete the following:

   (1) Attend a nutrition briefing conducted by the Student Health Center and coordinated through the Major Unit.

   (2) Participate in the respective Major Unit’s Remedial PT sessions.

   (3) Complete biweekly (every two weeks) height/weight/body fat checks.

B. Participating cadets will remain on Weight Management until they pass two consecutive bi-weekly height/weight checks.

4. PHYSICAL/MILITARY APPEARANCE

In some cases, a cadet may meet the physical fitness and weight/body fat standards but still display a poor appearance in uniform due to body composition.
A. Unit commanders will identify to their respective CTO any cadets in their unit who may be candidates for the Physical/Military Appearance program. Commanders will conduct a Class B uniform inspection of the subject cadet in the presence of the CTO to determine if a uniform refit is required. If the uniform is determined to fit properly, the CTO will make a determination regarding assignment to the Physical/Military Appearance program.

B. The CTO, in consultation with medical and nutritional advisors, will formulate a plan to improve the cadet’s appearance and weight in order to present a suitable appearance in uniform.

C. CTOs will remove cadets from the Physical/Military Appearance program once the cadet presents a suitable physical/military appearance in the cadet uniform.

D. Cadets formally assigned to the Physical/Military Appearance program who fail to improve their appearance during the span of a semester will be considered for dismissal from the Corps.
CHAPTER 5 – INTRAMURAL PROGRAM AND FLAG AWARDS

1. ADMINISTRATION
   A. The governing document for the intramural sports program is the *Intramural Sports Handbook*, which can be found at [http://recsports.tamu.edu/programs/intramurals/](http://recsports.tamu.edu/programs/intramurals/) along with other important information including schedules and a link to online team registration.
   B. The Corps of Cadets pays for each unit to have up to three teams compete in each of the Corps-sponsored intramural sports (e.g., Corps A Team, Corps B Team, and fish Team). The sponsored sports include: flag football, softball, basketball, soccer, and swimming.
   C. If a unit chooses to sign up more than three teams for a sponsored sport, or to participate in a non-sponsored intramural sport or event, the unit is responsible for paying the entry fee for the additional team(s).
   D. Corps fish intramural games are scheduled during times that do not conflict with Evening Study Time (EST) unless an exception is approved by the Office of the Commandant.
   E. Questions about the intramural program may be directed to the Department of Recreational Sports Intramural Office, room 114 Student Recreation Center, 979-862-1884, im@rec.tamu.edu.
   F. The Office of the Commandant liaison to the Department of Recreational Sports for issues related to intramural competition is the Asst Commandant-Logistics & Advisor, Corps Sport Clubs, located in room 104 Plank LLC, 979-862-2448, w-schrank@tamu.edu.

2. ATHLETIC OFFICER RESPONSIBILITIES
   A. Attend scheduled meetings with Rec Sports officials to stay informed about the program.
   B. Keep the commander and unit informed about the intramural program and schedule throughout the school year.
   C. Ensure the unit’s teams are registered on time for intramural sports.
   D. Ensure the unit’s teams show up on time to compete in scheduled games and meets.
   E. Be familiar with the point system for determining the award winners, as outlined in the *Intramural Sports Handbook*.

3. INTRAMURAL FLAG AWARDS
   The Penberthy-Tischler Flag, the Corps Flag, and the Freshman Flag were established to recognize the outstanding intramural achievement of a company, squadron, or battery. The flags are awarded at the end of the year and carried by the winning unit for Second Pass at Final Review:
   A. The Penberthy-Tischler Flag recognizes the best overall sports outfit. The Penberthy-Tischler Flag is named for W. L. Penberthy, Father of the Intramural Program at Texas A&M and later Dean of Students; and Carl Tischler, distinguished professor of Kinesiology.
   B. The Corps flag recognizes the unit which accrues the greatest number of points in upper-class intramural competition.
C. The Freshman Flag recognizes the unit which accrues the greatest number of freshman intramural points.

4. CRITERIA

The competition in each division will consist of a total of eight intramural sports (4 major and 4 minor sports) equally divided between the fall and spring semesters. Points awarded per athletic contest will be in accordance with rules and regulations published by the Department of Recreational Sports.

5. PROCEDURES

A. Rankings for intramural standings are compiled by the Department of Recreational Sports. Intramural flag competition will commence with the beginning of the fall semester and will end 2 weeks prior to Parent’s Weekend. The specific date each year will be determined by the Department of Recreational Sports and the Office of the Commandant.

B. All male units compete in:
   (1) Both Corps Leagues (A and B)
   (2) Freshman League

C. Integrated units compete in either:
   (1) Corps League (A)
   (2) Corps League (B)
   (3) Co-Rec League
   (4) Women’s Residence Hall league

D. Co-Rec League standings will substitute for freshman standings in the determination of the overall standings if these standings are the highest point total and only if the unit used ONLY Corps members to make up the team.
   (1) Corps League points will be weighted twice that of the Freshman or Co-Rec League standings.
   (2) Delta Company standing is determined as follows:
       (a) Determine upper class competition standings.
       (b) Determine the number of points for an equivalent standing among the freshman by subtracting 1 point from the next higher ranked freshman team.
   (3) Specific details in determination of intramural standings are published by the Department of Recreational Sports.
# APPENDIX A – PHYSICAL FITNESS TEST SCORING

<table>
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<th></th>
<th>Male Cadet Score Calculation</th>
<th>Female Cadet Score Calculation</th>
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<tbody>
<tr>
<td><strong>Plank</strong></td>
<td><strong>1.5-mile Run</strong></td>
<td><strong>Points</strong></td>
</tr>
<tr>
<td>71</td>
<td>4:20 &amp; above</td>
<td>100</td>
</tr>
<tr>
<td>70</td>
<td>4:17-4:19</td>
<td>99</td>
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<td>69</td>
<td>4:14-4:16</td>
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<td>68</td>
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<td>Push-Ups</td>
<td>Plank</td>
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<th>Minimum Male PFT Scores</th>
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<td>Push-Ups</td>
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<td>42 (60 pts)</td>
<td>1:03 (40 pts)</td>
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# APPENDIX B – CORPS HEIGHT AND WEIGHT STANDARDS

## HEIGHT

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## MAXIMUM BODY FAT % ALLOWED

- **Male** = 25%
- **Female** = 32%

**Note:** Measured IAW procedures in standard order 3
APPENDIX C – PHYSICAL FITNESS TEST EXCUSAL FORM

Name: ___________________________________ Class: __________ Outfit: __________

Scheduled PFT date: _____________________

Indicate which components of the PFT you cannot complete:
   o Push-ups
   o Planks
   o 1.5-mile run

Brief explanation why:
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
(Must attach current physician/ATR documentation listing restrictions and inclusive dates)

Cadet Signature: _________________________ Date: ______________

----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Unit Commander Notes
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
CO Signature: ______________________________ Date: ______________

----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

CTO Notes
Exempted Components: _____ Push-ups _____ Planks _____ 1.5-mile run
Is 2.5-mile walk test authorized? _____ Yes _____ No

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
CTO Signature: ______________________________ Date: ______________
“We Make Leaders”