

Santa Clara Army ROTC



Cadet Handbook

SOLDIERS CREED

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army
Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and
proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the
United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

I. General Knowledge

Section 1A. - 21st Century Soldier Competencies

1. Character and Accountability -

- a. Soldiers and leaders demonstrate Army Values, the Soldier's Creed, and Warrior Ethos through action while also developing character and accountability in subordinates. They accept obligations of service before self and for assigned tasks, missions, their subordinates, and themselves while building confidence in leaders, peers, and subordinates that they can be counted upon to accomplish goals. Soldier and leader actions are guided by the Army Ethic, which consists of the shared values, beliefs, ideals, and principles held by the Army Profession of Arms and embedded in its culture that are taught to, internalized by, and practiced by all Soldiers in full-spectrum operations as well as peacetime.
- b. The pride, esprit, and ethos required willingly to preserve the Nation, accomplish the mission, or protect the lives of fellow soldiers. Qualities of character and ethical behavior will be stressed at every level.

2. Comprehensive Fitness - Soldiers and leaders develop and maintain individual, as well as that of their subordinates, physical, emotional, social, family, and spiritual fitness. They display physical, mental and emotional persistence, quickly recover from difficult situations, and exemplify the resilience necessary to fight and win in any operational setting.

3. Adaptability and Initiative -









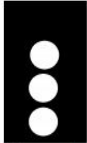


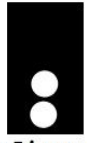




- a. Soldier and leaders are comfortable operating in unexpected situations throughout the world. They scan the environment, identify unique or unexpected conditions, and adjust to handle the situation effectively.
- b. Soldiers and leaders recognize when standard procedures are not an effective solution to a situation and use innovation to develop new procedures, devices, and others, that are necessary to handle the situation. They take appropriate action and calculated risks in the absence of orders or in situations that require modifying orders to achieve the commander's intent while also developing initiative and risk taking in subordinates.

4. Lifelong Learner -






















- a. Soldiers and leaders continuously assess themselves, identify what they need to learn, and use skills that help them to effectively acquire and update knowledge, skills, and attitudes. Soldier and leaders value and integrate all forms of learning (formal and informal) on a daily basis to seek improvement of themselves and their organizations continuously.
- b. Soldiers and leaders assess, evaluate, and use information from a variety of sources and leverage technology to improve their effectiveness and that of their teams while executing the Army's mission.

5. **Teamwork and Collaboration** - Soldiers and leaders create high performing formal and informal groups by leading, motivating and influencing individuals and partners to work toward common goals effectively. They are effective team members, understand team dynamics, and take appropriate action to foster trust, cohesion, communication, cooperation, effectiveness, and dependability within the team.
6. **Communication and Engagement (Oral, Written, and Negotiation) -**
 - a. Soldiers and leaders express themselves clearly and succinctly in oral, written, and digital communications. They use interpersonal tact, influence, and communication to build effective working relationships and social networks that facilitate knowledge acquisition and provide feedback necessary for continuous improvement.
 - b. Soldier and leader inform and educate U.S., allied, and other relevant publics and actors to gain and maintain trust, confidence, and support. Engagement is characterized by a comprehensive commitment to transparency, accountability, and credibility, and is an imperative of 21st Century operations.
7. **Critical Thinking and Problem Solving** - Soldiers and leaders analyze and evaluate thinking, with a view of improving it. They solve complex problems by using experiences, training, education, critical questioning, convergent, critical, and creative thinking, and collaboration to develop solutions. Throughout their careers, soldiers and leaders continue to analyze information and hone thinking skills while handling problems of increasing complexity.
8. **Cultural and Joint Competence** - Soldiers and leaders use cultural fundamentals, self-awareness skills, and regional competence to act effectively in any situation. They use communication, including foreign language, influence, and relational skills to work effectively in varied cultural and joint, interagency, intergovernmental, and multinational contexts. Soldiers and leaders consider and are sensitive to socially transmitted behavior patterns and beliefs of individuals from other communities and/or countries and effectively partner, influence, and operate in complex joint environments.
9. **Tactical and Technical Competence** -
 - a. Soldiers and leaders employ tactical and technical skills in full spectrum operations to accomplish the mission and support the commander's intent. They are experts on weapons systems, combined arms operations, and train their subordinates to be technically and tactically competent.
 - b. Soldiers and leaders are prepared to execute offensive, defensive, stability, and civil support missions throughout the continuum of operations and transition between diverse tasks and operational actions as complex and uncertain operational situations are developed through action. Leaders anticipate tactical, operational, and strategic transitions and use mission command to apply lethal and nonlethal effects to achieve the commander's intent.

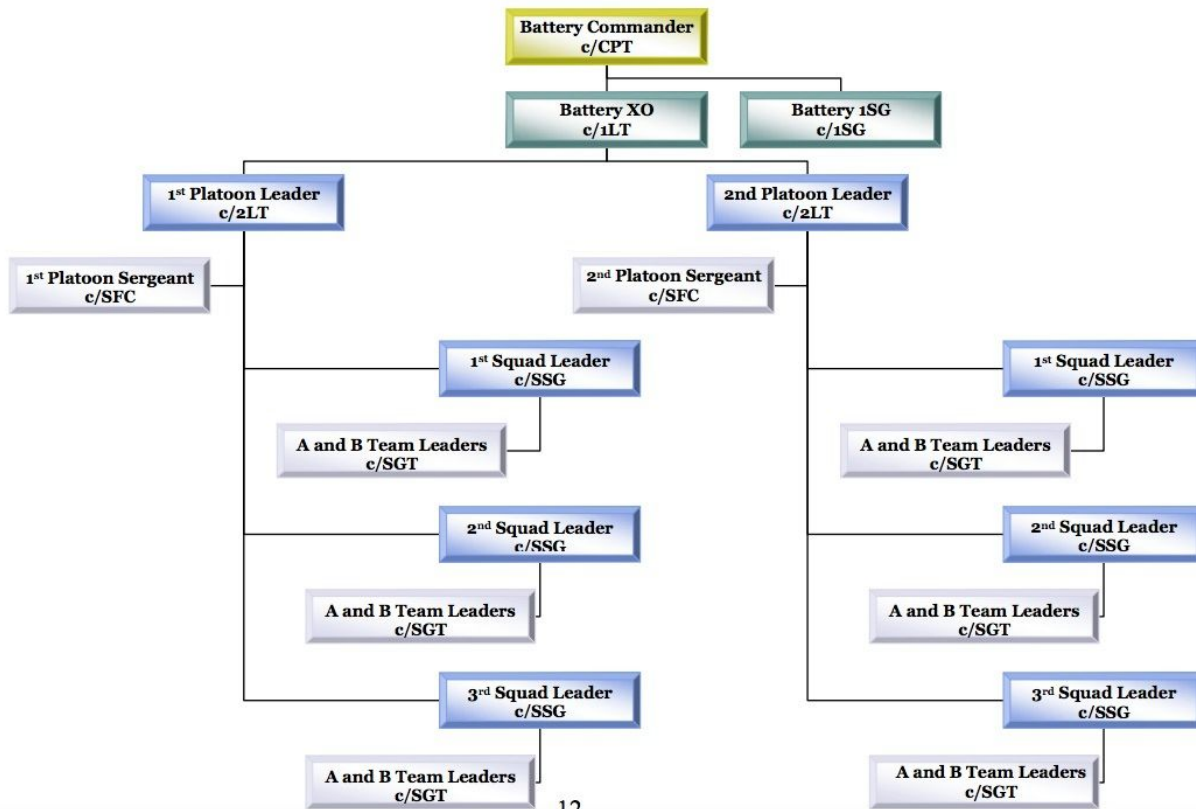
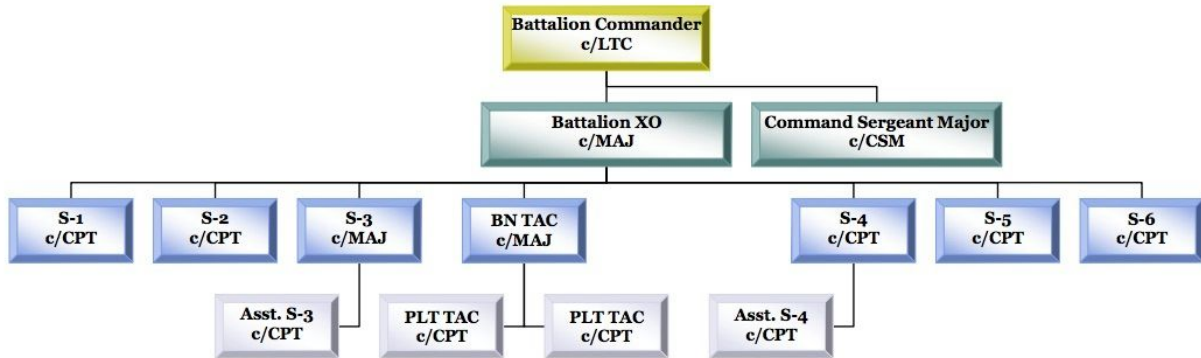
Section 1B. - Rank

Officer Rank Insignia					
Grade	Army	Senior ROTC Cadet	Grade	Army	Senior ROTC Cadet
Special	 General of the Army	No equivalent cadet rank	O-5	 Lieutenant Colonel	 Lieutenant Colonel
O-10	 General	No equivalent cadet rank	O-4	 Major	 Major
O-9	 Lieutenant General	No equivalent cadet rank	O-3	 Captain	 Captain
O-8	 Major General	No equivalent cadet rank	O-2	 First Lieutenant	 First Lieutenant
O-7	 Brigadier General	No equivalent cadet rank	O-1	 Second Lieutenant	 Second Lieutenant
O-6	 Colonel	No equivalent Cadet rank			

Enlisted Rank Insignia

Special	 Sergeant Major of the Army	No equivalent cadet rank	E-6	 Staff Sergeant	 Staff Sergeant
E-9	 Command Sergeant Major	 Command Sergeant Major	E-5	 Sergeant	 Sergeant
E-9	 Sergeant Major	 Sergeant Major	E-4	 Corporal	 Corporal
E-8	 First Sergeant	 First Sergeant	E-3	 Private First Class	 Private First Class
E-8	 Master Sergeant	 Master Sergeant	E-2	 Private E-2	 Private
E-7	 Sergeant First Class	 Sergeant First Class	E-1	NO INSIGNIA Private E-1	No equivalent cadet rank

Section 1C. - Bronco Battalion Diagram



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Section 1D. - Customs and Courtesies

Cadets are not legally in the Army and Santa Clara is not a military base. Nevertheless, cadets are officers-in-training and need to begin to understand and practice some of the basic military courtesies they will expect of their soldiers. The first line of the NCO Creed states, "No one is more professional than I." The Bronco Battalion Cadet will ensure that "no one is more professional than I" at CLC, CIET, Airborne School, or wherever he or she meets the next challenge as a cadet and future Army Officer.

The following courtesies will be observed:

- a. At all times cadets will: Address cadre officers individually as sir or ma'am. Address cadre noncommissioned officers as "sergeant" or "sergeant major."
- b. When in uniform cadets will: Salute cadet officers and refer to them as "sir" or "ma'am." Maintain proper military decorum. This includes but is not limited to maintaining an erect sitting or standing posture, speaking to all in a respectful manner and tone, wearing of the uniform properly, exhibiting a neat personal appearance, and refraining from any actions that could bring discredit upon the uniform, its wearer or the Service it represents.
- c. Salutes are not required to be rendered or returned when the senior or subordinate, or both are: In civilian attire. Engaged in routine work if the salute would interfere. Carrying articles with both hands so occupied as to make saluting impracticable. Working as a member of a detail, or engaged in sports or social functions where saluting would present a safety hazard. In public places such as theaters, churches, and in public conveyances. In the ranks of a formation.
- d. Salute inside a building when:
 - i. Reporting to your commander
 - ii. Reporting to a pay officer
 - iii. Reporting to a military board
 - iv. At an indoor ceremony
 - v. At sentry duty indoors
- e. What is the proper process for reporting to an Officer/Senior Cadet indoors? When reporting to an officer in his office, the soldier removes his headgear, knocks, and enters when told to do so. He approaches within two steps of the officer's desk, halts, salutes, and reports, "Sir (Ma'am), Private Jones reports." The salute is held until the report is completed and the salute has been returned by the officer. When the business is completed, the soldier salutes, holds the salute until it has been returned, executes the appropriate facing movement, and departs. When reporting indoors under arms, the procedure is the same except that the headgear is not removed and the soldier renders the salute prescribed for the weapon with which he is armed.
- f. What is the proper process for reporting to an Officer/Senior Cadet outdoors? When reporting outdoors, the soldier moves rapidly toward the officer, halts approximately three steps from the officer, salutes, and reports (as when indoors). When the soldier is dismissed by the officer, salutes are again exchanged. If under arms, the soldier carries the weapon in the manner prescribed for saluting.
- g. Where do you walk when walking with someone that is senior to you? On the senior person's left.

- h. When meeting an officer in the open, how far away should you be before rendering the hand salute? Approximately 6 paces when our paths will bring you close by, or within speaking distance when making eye contact.
- i. Who salutes in a group of soldiers not in formation? The first person to see the officer should call the group to attention. The first person will give the greeting of the day and render a salute. Others in the group will salute, unless they are part of a work detail or otherwise engaged in an activity.
- j. During the playing of the Army Song and the Cadet Song, how will individuals stand? They will stand at attention and sing the lyrics of the Army Song/Cadet Song when played.

Section 1E. - Requirements for Commissioning

Cadets desiring to be commissioned a second lieutenant in either the active Army or the Guard or Reserve must complete the following requirements:

1. Successfully complete the four-year ROTC program of classes (two years for veterans and other special cases.)
2. Take military history (taught through Military Science)
3. Successfully complete the Cadet Leadership Course at Ft. Knox, Kentucky
4. Receive a Bachelors degree from their respective university
5. Receive the recommendation to be commissioned from the Professor of Military Science

Section 1F. - Cadet Duties

MSIV Cadets

BATTALION COMMANDER (C/LTC).

The senior ranking cadet responsible for the overall leadership of the Bronco Battalion, management of personnel and resources, planning of all events, and assisting the cadre in labs and field training exercises. The specific duties of this position are as follows:

1. Along with the PMS, establish tasks and standards for the cadet platoon leaders and the other staff officers.
2. Under the advisement of the MSIII assistant professor, oversee planning and execution of labs and field exercises.
3. Run weekly staff calls for all MSIV cadets and key MS III cadets (Battery Commander, Battery XO, Battery First Sergeant). It is possible to task this duty to your XO.
4. Make sure that the notes to the weekly staff calls and training meetings are distributed to all key individuals present.
5. Present the operation orders for all training events to the PMS. Prepare for Cadet S-3 to conduct Rock Drill/rehearsal.
6. Accept responsibility for all missions planned and executed by the Bronco Battalion.
7. Oversee the cadet fund.

8. Keep the Cadet XO informed on all Battalion affairs so that s/he is prepared to assume command in the battalion commander's absence.
9. Submit written AARs to the PMS within 10 calendar days after the completion of major training events.
10. Act as senior cadet adviser to the cadre.
11. Lead the effort in recruiting students on campus to join ROTC.
12. Present a positive image of the Bronco Battalion and the US Army. Attend a bi-weekly office call with the PMS.

COMMAND SERGEANT MAJOR (C/CSM).

Duties include (but are not limited to):

1. Working with the cadre senior lab instructor and acting as the adviser to the Battalion Commander on all matters pertaining to the esprit and morale of the organization.
2. Assisting the Battalion Commander in projects as required.
3. Being the subject matter expert for the battalion on appearance and uniform wear.
4. Assisting Color Guard NCOIC in readying for events.
5. Maintaining the care and upkeep of the cadet office.
6. Attending battalion commander's weekly staff call.
7. Presenting a positive image of the Bronco Battalion and the US Army

BATTALION EXECUTIVE OFFICER (C/MAJ).

The Executive Officer (BN XO) is the second in command of the Battalion. The primary duty of the BN XO is to be prepared to assume all the roles of the battalion commander in his/her absence. When not in command, the BN XO performs the following:

1. Under the advisement of the PMS and XO, directly supervise the work of the battalion staff.
2. Formulate and announce staff operating procedures.
3. Organize the Bronco Battalion Mentorship program.
4. Be actively involved with recruiting students on campus to join ROTC.
5. Conduct "hot wash" AAR sessions with Cadet Commander and Cadet S-3 upon completion of major training events, managing comments archival.
6. Attend battalion commander's weekly staff call.
7. If mandated, run staff call.
8. Present a positive image of the Bronco Battalion and the US Army.

BATTALION S-1 (C/CPT).

Also called the "adjutant." Duties include (but are not limited to):

1. Maintaining a current roster of cadets and students by staff section and platoons to include name, local phone, email address, and blood type.
2. Maintaining a list of prerequisites for all cadet awards.
3. Tracking data for cadet award eligibility and preparing orders for all cadet awards for signature by the Cadet Battalion Commander (reviewed by the SMI and PMS prior issuing).
4. Planning and executing a fall, winter and spring quarter awards ceremony.
5. Planning and executing a winter quarter dining-in and a spring quarter dining-out.

6. Assigning tasks to and supervise assistant S1's if assigned.
7. Attending battalion commander's weekly staff call.
8. Presenting a positive image of the Bronco Battalion and the US Army.

BATTALION S-2 (C/CPT).

Battalion Recruiting Officer. Duties include (but are not limited to):

1. Working with the Department Enrollment Officer in planning and executing select recruiting operations.
2. Overseeing the Recruiting Action Team.
3. Assisting the Enrollment Officer and/or Gold Bar Recruiter with postering of campuses.
4. Planning and executing Staff Pro events in order to raise cadet funds.
5. Attending battalion commander's weekly staff call.
6. Presenting a positive image of the Bronco Battalion and the US Army.

BATTALION S-3 (C/MAJ).

Battalion Operations officer. Duties include (but are not limited to):

1. Working directly with the Training NCO to plan, organize and conduct Leadership Laboratory Training.
2. Being the senior cadet adviser to the Cadet Battalion Commander and the Cadre on labs, field exercises and other training events.
3. Publishing all operations orders, memorandums of instruction and any other documents that direct battalion training or operations.
4. In conjunction with the Training NCO, establishing an instructor roster for labs and exercises.
5. Running a weekly training meeting for the Battalion Staff and Key Leaders.
6. Assigning tasks to, and supervising, assistant S-3's (C/CPTs). Attending battalion commander's weekly staff call.
7. Presenting a positive image of the Bronco Battalion and the US Army.

BATTALION S-4 (C/CPT).

Battalion Logistics Officer. Duties include (but are not limited to):

1. Working with the SMI, Training NCO and Supply Technician.
2. Planning and executing all logistics support for labs and exercises, to include:
 - a. Transportation
 - b. Uniform issue
 - c. Weapons issue and security
 - d. Ammunition issue and security
 - e. Sensitive items issue and security
 - f. Rations
3. Being responsible for accountability and security of all military equipment during labs and exercises until turned into the supply officer or specified arms room.
4. Assigning tasks to, and supervising, assistant S-4's (C/CPT's).
5. Attending battalion commander's weekly staff call.
6. Presenting a positive image of the Bronco Battalion and the US Army.

BATTALION S-5 (C/CPT).

Battalion Public Affairs Officer. Duties include (but are not limited to):

1. Operating a hometown news release program in coordination with the Cadet S-1 and XO.
2. Publishing the Quarterly Newsletter for the Battalion and ROTC Alumni with the support of cadet volunteers.
3. Updating and maintaining all ROTC websites across various campuses.
4. Coordinating volunteer events with the S-2.
5. Providing photo/video displays as required by the enrollment officer.
6. Updating and maintaining all display cases on the 2nd and 3rd floor of Varsi.
7. Attending battalion commander's weekly staff call.
8. Presenting a positive image of the Bronco Battalion and the US Army.

BATTALION S-6 (C/CPT).

Battalion Visual Affairs and Communications Officer. Duties include (but are not limited to):

1. Updating and maintaining the Facebook page.
2. In charge of taking pictures of various ROTC-related events and uploading them on Facebook.
3. Tagging all cadets on pictures uploaded to Facebook.
4. Ensuring there is photo/video support for all battalion events; maintaining a photo/video file and catalog or names for future reference.
5. Ensuring there is communications setup for LDXs and other field training exercises.
6. Attending battalion commander's weekly staff call.
7. Presenting a positive image of the Bronco Battalion and the US Army

BATTALION TACTICAL OFFICER (C/MAJ).

The Battalion Tactical Officer (Battery TAC) is directly responsible for mentoring, training and advising the Battery Commander, XO and First Sergeant. The duties for this position include (but are not limited to):

1. Observing and Guiding the Battery Commander, Battery XO and Battery First Sergeant in their duties with an eye to getting them ready for CLC.
2. Providing feedback on performance and actions taken by the Commander, XO, and 1SG after Labs.
3. Conducting AAR sessions with Commander and First Sergeant upon completion of their tour of duty.
4. Conducting formal, informal, and on-the-spot counseling in order to make corrections, assess performance, and reinforce standards.
5. Developing a chain of command that understands their specific responsibilities, establishes an effective flow of communication, maintains accountability at all times, and enthusiastically develops their subordinates to build a cohesive team.
6. Ensuring that the Battery Commander, XO and 1SG are provided the skills to read and assess battalion operations orders and then formulate and disseminate OPORDs that are specific to the battery.

7. Conducting meetings with the Platoon TAC Officers to ensure even collaboration of the TACs as well as establishing mission objectives based on the Commander's intent.
8. Tracking MSIII progress in the form of the JPSC and GAR matrices.
9. Presenting a positive image of the Bronco Battalion and the US Army

BATTERY COMMANDER (C/CPT).

Duties include (but are not limited to):

1. Leading a Battery comprised of at least two Platoons and populated with MSI, II and III cadets as platoon members during all labs and exercises.
2. Conducting AAR sessions after all training events and reporting to the Battery TAC within 5 calendar days.
3. Attending the battalion commander's weekly staff call.
4. Presenting battery AAR comments at staff call.
5. Disseminating important information directly related to battery training or operations to subordinate leaders.
6. Presenting a positive image of the Bronco Battalion and the US Army.

BATTERY EXECUTIVE OFFICER (C/1LT).

The Executive Officer (BTY XO) is the second in command of the Battery. The primary duty of the BTY XO is to be prepared to assume all the roles of Battery commander in his/her absence. When not in command, the BTY XO performs the following:

1. Conducts "hot wash" AAR sessions with battery commander and 1SG upon completion of major training events.
2. Assists the battery commander in projects as required.
3. Helps the battery commander with assessments of the Platoon Leaders.
4. Attends the battalion commander's weekly staff call.
5. Presents a positive image of the Bronco Battalion and the US Army

PLATOON LEADERS (C/2LT).

Duties include (but are not limited to):

1. Leading a platoon comprised of at least two squads and populated with MSI, II and III cadets as platoon members during all labs and exercises.
2. Directing and training the platoon sergeant and squad leaders in matters of organizational leadership.
3. Reporting directly to the Battery Commander on all platoon plans, issues and activities. Keeping platoon members informed of all upcoming events.
4. Conducting AAR sessions with platoon members immediately after all training events and reporting to the Battery Commander.
5. Working directly with the Public Affairs/Recruiting Officer on the Battalion Quarterly Newsletter.
6. Practicing sound counseling techniques in working with MSI, II, and III cadets (review counseling techniques and methods with your MS Advisor).
7. Presenting a positive image of the Bronco Battalion and the US Army.

MSIII Cadets

BATTERY FIRST SERGEANT (C/1SG).

Duties include (but are not limited to):

1. Maintaining and collecting accountability for all training events.
2. Setting the example for the entire battery.
3. Managing all activities of the battery under the guidance of the Battery Commander.
4. Disseminating information from the Battery Commander and XO to the battery.
5. Executing the intent of the Battery Commander.
6. Understanding and enforcing the proper wear of all uniforms (review cadet handbook and AR 670-1).
7. Practicing sound counseling techniques working with Platoon Sergeants.
8. Understanding and executing proper Drill.
9. Attending battalion commander's weekly staff call.
10. Presenting status of the battery at staff call.
11. Presenting a positive image of the Bronco Battalion and the US Army.

PLATOON SERGEANTS (C/SFC).

Duties include (but are not limited to):

1. Managing all platoon activities under the direction of the platoon leader.
2. Maintaining platoon accountability during all exercises.
3. Setting the example in all training events.
4. Assuming command of the platoon in the absence of the platoon leader.
5. Supervising and directing the work of squad leaders.
6. Practicing sound counseling techniques in working with MSI and II cadets (review counseling techniques and methods with your MS Advisor).
7. Being the primary stewards of proper wear of all uniforms (review cadet handbook and AR 670-1).
8. Understanding and executing proper Drill.
9. Presenting a positive image of the Bronco Battalion and the US Army.

SQUAD LEADER (C/SSG).

Duties include (but are not limited to):

1. Knowing and being known by all of the personnel in the squad.
2. Following the direction of the platoon sergeant.
3. Maintaining squad accountability during all exercises.
4. Inspecting all squad members prior to each event for proper uniform, grooming and equipment.
5. Being prepared to assume the duties of platoon sergeant.
6. Insuring that all members of the squad are informed at all times.
7. Practicing sound counseling techniques in working with team leaders (review counseling techniques and methods with your MS Advisor).

8. Understanding and enforcing the proper wear of all uniforms (review cadet handbook and AR 670-1).
9. Understanding and executing proper Drill.
10. Presenting a positive image of the Bronco Battalion and the US Army.

TEAM LEADER (C/SGT).

Duties include (but are not limited to):

1. Knowing and being known by all of the personnel in the team.
2. Following the directions of the squad leader.
3. Maintaining team accountability during all exercises.
4. Inspecting all team members prior to each event for proper uniform, grooming and equipment.
5. Being prepared to assume the duties of squad leader.
6. Insuring that all members of the team are informed at all times.
7. Understanding and enforcing the proper wear of all uniforms (review cadet handbook and AR 670-1).
8. Understanding and executing proper Drill.
9. Presenting a positive image of the Bronco Battalion and the US Army.

MSII and MSI Cadets

MSII and MSI cadets are squad members (C/PVT). The squad member is the basic element and foundation of the Bronco battalion. Responsibilities include:

1. Being fully prepared for training by attending class, completing assignments and following directives from cadet leaders.
2. Observing MSII, III, and IVs in their duty positions and during lab in order to learn from their example.
3. Arriving on time for all classes and labs in the proper uniform and bearing the proper equipment.
4. Presenting a positive image of the Bronco Battalion and the US Army

Section 1G. - Branch Insignia and Descriptions

Definition: A branch is a grouping of officers that comprises an arm or service of the Army and is the career field in which all officers are commissioned, trained, developed, and promoted. Officers hold a single branch designation and may serve in progressive assignments associated with that branch. All Army career fields offer something no corporation in America can – immediate leadership experience in charge of 20 – 100 people performing work in one of the branches detailed below. All branches are open to women except Armor and Infantry. Each Army officer is assigned to one of the Army's branches. Each cadet requests assignment to a branch of preference. Every effort is made to assign new officers to a branch of their choice

a. **Combat Arms:**



11 - Infantry (IN)

INFANTRY --Commanding the ground forces which must be ready to destroy enemy forces through close ground combat is the job of the Infantry Officer. Infantry Officers lead by example and will be found in the thick of any military conflict. (MALES only).



12 - Armor (AR)

ARMOR--Commanding the finest tanks and related mechanized equipment in the world, the Armor Officer controls some of the most lethal assets on the modern battlefield. Officers in this branch of service can trace their roots to the colorful mounted cavalry of an earlier era. (MALES only).



13 - Field Artillery (FA)

FIELD ARTILLERY--Field Artillery Officers control the devastating arsenal of weapons which bring long-range fire to bear on enemy targets. Officers in this specialty manage the missile and cannon weapons which stand ready to deliver payloads on enemy targets. Traditionally the artillery delivers the majority of fire power on the battlefield. (FEMALES only assigned to Rocket Artillery.)



14 - Air Defense Artillery (AD)

AIR DEFENSE ARTILLERY—Taking the fight to the third dimension of the modern battlefield--the airspace above--is the mission of Air Defense Artillery. Officers in this branch employ the sophisticated radar, missile, and gun systems which protect our ground forces from the hostile action of aircraft and allow units freedom of maneuver.



15 - Aviation (AV)

AVIATION--Commanding the diverse aviation assets of the Army-- both fixed-wing and rotary (helicopters)--are officers of the Aviation Branch. After extensive and demanding flight training, officers in this branch pilot the combat and support aviation assets which ensure the fighting agility of our forces.



21 – Corps of Engineers (EN)

CORPS OF ENGINEERS--The peacetime mission of the Corps of Engineers includes construction of Military office buildings, barracks and environmental and ecological projects such as dams, bridges, and harbors. During combat operations, engineers construct obstacles which are used to impede the enemy and clear obstacles implanted by the enemy which hinder the movement of friendly forces.

b. Combat Support Arms:



25 - Signal Corps (SC)

SIGNAL CORPS--Are vital members of the Combined Arms Team. Advise commanders on the employment of cable, switching, radio computer network and satellite communications. If you can't communicate, you can't shoot and move. Keeping the Army in touch with the Army is a demanding and challenging job.



31 - Military Police (MP)

MILITARY POLICE--Military Police Corps Officers are trained in critical aspects of law enforcement such as traffic control, crime prevention, and criminal investigative procedures prior to assuming their duties. Other functions include prevention of sabotage and the supervision of prisoners of war.



35 - Military Intelligence (MI)

MILITARY INTELLIGENCE--The Military Intelligence Officer plans and supervises the collection, analysis, and dissemination of information collected about the area of operations.



38 - Civil Affairs (CA)

CIVIL AFFAIRS-- Civil Affairs operations encompass the relationship between military forces, civil authorities, and people in a friendly or occupied country or area. CA commanders, staffs, units, and supporting CA elements secure local acceptance of, and support for US forces. (**RESERVE COMPONENT only**).



74 - Chemical Corps (CM)

CHEMICAL CORPS--The Chemical Corps Officer advises the commander on the best way to counter the chemical, biological, and nuclear hazards which may be encountered by our forces on the battlefield. Officers in this specialty also provide technical expertise on the employment of nuclear and chemical weapons by friendly forces.

c. **Combat Service Support Arms:**



42 - Adjutant General Corps (AG)

ADJUTANT GENERALS CORPS--In many ways, the Adjutant General Corps runs the Army. It administers the Army's post office, its archives, its publications and even the Army's band. It plans and develops the Army's personnel, administrative and community activities support system.



44 - Finance Corps (FI)

FINANCE CORPS--Officers entering the Finance Corps learn all aspects of military and civilian pay operations. These include disbursement of public funds, payment of travel and transportation allowances, processing commercial transactions, and other related payment activities.



88 - Transportation (TC)

TRANSPORTATION CORPS--Moving equipment, soldiers, and supplies throughout the world effectively and efficiently is the job of the Transportation Corps. Using wheeled vehicles, aircraft, and watercraft, officers in this specialty accomplish such tasks as traffic management, the movement of personal property, and the management of military seaports.



91 - Ordnance (OD)

ORDNANCE CORPS--Maintaining and servicing the complex arsenal of weapons in the Army inventory is the job of the Ordnance Corps. To accomplish this mission, Ordnance Corps Officers must be skilled at handling equipment, munitions and, most importantly, be able to lead the civilian technicians and soldiers assigned to these units.



92 - Quartermaster (QM)

QUARTERMASTER CORPS--Officers choosing the Quartermaster Corps receive extensive training in supply operations. Armed with the latest data processing equipment, Quartermaster Officers ensure that the immense quantities of equipment required to support a modern Army are available worldwide as needed.



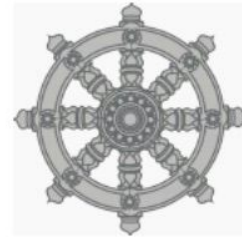
Medical Service Corps (MS)

MEDICAL SERVICE CORPS--Opportunities in the Medical Service Corps include working in the specialties of optometry, podiatry, and pharmacy as well as medical supply and administration.



Judge Advocate General's Corps (JA)

JUDGE ADVOCATE GENERAL'S CORPS—Officers in the JAG Corps are lawyers who provide legal services to the Army at all levels of command. JAG Officers work in criminal law, prosecuting or defending soldiers at military courts-martial, and also in civil law, handling issues related to administrative law, environmental law, labor law, personal injury, and contract law. JAG officers also provide legal advice to military leaders in the international arena, interpreting treaties, international conventions and rules of engagement and advising on efforts to promote the rule of law in other countries.



Chaplain Corps

CHAPLAIN CORPS—Officers in the Chaplain Corps provide religious support to America's Army. The Army Chaplaincy is a religiously diverse population reflecting the diversity of the Army, yet each chaplain ministers according to the tenets of his or her distinctive faith community. Army Chaplains oversee the spiritual care of their assigned units wherever they may train or deploy. They also assist with chapel-based care at their assigned posts, performing religious ceremonies, rituals, and rites in accordance with their respective faiths. Unlike most officers, chaplains begin serving as staff officers immediately, serving as a member of the commander's special staff and providing advice in matters pertaining to religion, morals, and morale.

3. **Information Resources:** Listed below is a list of resources and links to learn more about career paths available to Army Officers:

- <http://www.branchorientation.com>
- <https://www.hrc.army.mil/site/active/index2.asp>
- Army Officers Guide in the Department of Military Science
- Link to the Army school websites at <http://www.tradoc.army.mil/schools.htm>
- The MS III Instructor has a library of branch video tapes for most of the branches that you are encouraged to borrow and view

Section 1H. - SHARP/EO/Suicide Prevention

Equal Opportunity and Sexual Harassment

The Army is a national leader in offering equal opportunity of employment and career advancement to people of all qualified individuals, regardless of race or gender, and in preventing sexual harassment directed at either sex. The Department of Military Science expects its entire cadre and cadets to adhere to the same high standards. Any cadet or student who feels that he/she has been discriminated against by either another cadet or a cadre should take the following steps:

- a. Inform the alleged discriminator of your perception of his/her action or statements. Give them a chance to explain or apologize (this can be done in writing as opposed to in person).
- b. If this does not resolve the issue to your satisfaction, (or if you simply don't want to take step one for personal reasons), report such incidents to your military science professor or the department chair. Further directions for reporting such incidents -- as well as the latest information on both EO and sexual harassment -- can be found in Annex E and on the permanent bulletin board, cadet office, 3rd floor Varsi Hall. Of course, cadets can always report an incident directly to the Department Chair.

Suicide Prevention

IF YOU ARE EXPERIENCING A CRISIS CALL:

1-800-273-TALK (8255)

Press '1' for the Military Crisis Line

Text to 838255

For more information go to:

www.militarycrisisline.net

Signs of Suicidal Intent in Others

If a person talks about:

- Killing him or herself
- Having no reason to live
- Being a burden to others
- Feeling trapped
- Unbearable pain

A person's suicide risk is increased if their behavior is new or has increased, especially if it's related to a painful or traumatic experience

- Increased use of alcohol or drugs
- Looking for ways to kill themselves
- Acting recklessly

- Withdrawing from activities
- Isolating from family and friends
- Sleeping too much or too little
- Visiting or calling to say goodbye
- Giving away prized possessions
- Aggression

People who are considering suicide usually display some of the following moods:

- Depression
- Loss of interest
- Rage
- Irritability
- Humiliation
- Anxiety

Section 1I. - SMART

Personal goal setting is no different than mission or objective planning in the military. All you need is a set of clear objectives that are well defined, measurable, realistic and time driven. You can use a simple process called "SMART" goal setting for writing down your goals and assuring you hit the target.

SPECIFIC

MEASUREABLE

ATTAINABLE

REALISTIC

TIME-DRIVEN/TIMELY

SPECIFIC: Your goals need to be clear, focused, concise, and well defined. Avoid general terms and be as detailed as you can.

MEASURABLE: You need to have time frames, dates, dollar amounts, number of credits, etc. to measure your success.

ATTAINABLE: The goal must require you to take action, not a reaction. Winning the Lotto jackpot may be one of the few examples of achieving your goals without giving much effort. However, your odds are more than one in 4 million.

REALISTIC: Your goals need to be manageable, believable and your own. Letting others set your goals for you leads to low motivation and high anxiety.

TIME DRIVEN/TIMELY: Your goals need to have a starting point, a timeline and an ending point. Goals can also be broken down into smaller objectives.

SHORT-TERM GOALS or STEPS (goals to be accomplished within the next six to 12 months)

MEDIUM-TERM GOALS (goals to be accomplished within one to five years)

LONG-TERM GOALS (goals to be accomplished within the next five to 15 years)

Critical Success Factors:

Your goals should be written down in positive terms.

Your goals should be posted in a prominent place, so you can stay focused.

The goals have to be your own.

Be flexible, your situations and goals can and will change as life circumstances change. In other words, if your deadline becomes unrealistic, change it.

II. Communications

Section 2A. - Phonetic Alphabet

Phonetic Alphabet	
A - alpha	N - november
B - bravo	O - oscar
C - charlie	P - papa
D - delta	Q - quebec
E - echo	R - romeo
F - foxtrot	S - sierra
G - golf	T - tango
H - hotel	U - uniform
I - india	V - victor
J - juliet	W - whiskey
K - kilo	X - x-ray
L - lima	Y - yankee
M - mike	Z - zulu

Section 2B. - SALUTE Report

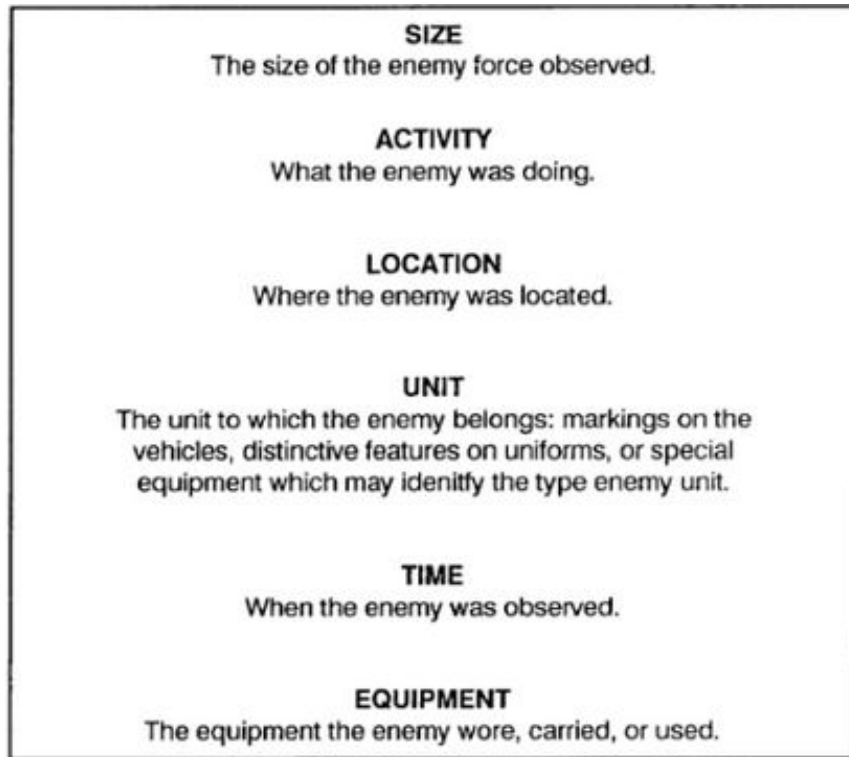


Figure II-4. Example of a spot report.

Section 2C. - Radio Prowords

PROWORD	Explanation
BREAK	I hereby indicate the separation of the text from other portions of the message
DISREGARD THIS	The transmission is an error. Disregard it.
OUT	This is the end of the transmission to you and no answer is required or expected
OVER	This is the end of my transmission to you and a response is necessary. Go ahead, transmit

ROGER	I received your last transmission satisfactorily
SAY AGAIN	Repeat all of your last transmission. Followed by identification data means "Repeat ___ (portion indicated)"
WAIT	I must pause for a second
WILCO	I received your signal, understand it, and will comply.

III. Orders OPORD

1. Situation
 - a) Enemy Forces
 - 1) Situation (enemy, weather and terrain).
 - 2) Capabilities.
 - 3) Probable course of action.
 - b) Friendly Forces.
 - 1) Mission of Next higher unit.
 - 2) Mission of adjacent units (left, right, front, rear).
 - 3) Mission and location of supporting elements.
 - c) Attachments and Detachments.
2. Mission, Who, What, When, Why and Where (coordinates).
3. Execution.
 - a) Concept of Operation.
 - 1) Scheme of maneuver.
 - 2) Formation.
 - 3) Route.
 - 4) Tactical Missions to subordinate Units.
 - b) Subunit Subparagraphs.
 - c) Coordinating Instructions.
4. Service Support.
 - a) Supply.
 - 1) Rations.
 - 2) Uniforms and Equipment.
 - 3) Arms and Ammunition.
 - 4) Captured Materiel.
 - b) Transportation.
 - c) Medical Evacuation.
 - d) Personnel.
 - e) Prisoners of War.
5. Command and Signal.
 - a) Signal.
 - 1) Frequencies and Call Signs.
 - 2) Pyrotechnics and Signals.
 - 3) Challenge and Password.
 - 4) Code Words.
 - b) Command.
 - 1) Command Leader Location.
 - 2) Chain of Command.

WARNING ORDER

1. Situation _____ _____
2. Mission _____ _____
3. General Instructions
a. Special teams/task organization _____ _____
b. Common uniform/equipment _____
c. Special weapons, ammo, equipment _____ _____
d. Tentative time schedule _____
4. Special Instructions _____ _____ _____

FRAGMENTARY ORDER

(FRAGO provides changes to an existing order. Address only elements that have changed)

Reference _____ _____
Task organization _____ _____
1. Situation _____ _____
2. Mission _____ _____
3. Execution _____ _____
4. Service Support _____ _____
5. Command/Signal _____ _____

IV. Tactics

Section 4A. - Troop leading procedures

Step 1. Receive the Mission

Step 2. Issue a warning order

Step 3. Make a tentative plan

Step 4. Start necessary movement

Step 5. Reconnoiter

Step 6. Complete the plan

Step 7. Issue the complete order

Step 8. Supervise

1. Receive the Mission

The leader may receive the mission in a warning order, an operation order (OPORD), or a fragmentary order (FRAGO). He immediately begins to analyze it using the factors of METT-TC: Mission, Enemy, Terrain, Time, Troops Available, and Civil Considerations

(1) The leader should use no more than one third of the available time for his own planning and for issuing his operation order. The remaining two thirds is for subordinates to plan and prepare for the operation. Leaders should also consider other factors such as available daylight and travel time to and from orders and rehearsals. In the offense, the leader has one third of the time from his receipt of the mission to the unit's LD time. In the defense, he has one third of the time from mission receipt to the time the squad or platoon must be prepared to defend.

(2) In scheduling preparation activities, the leader should work backwards from the LD or defend time. This is reverse planning. He must allow enough time for the completion of each task.

2. Issue a warning order

The leader provides initial instructions in a warning order. The warning order contains enough information to begin preparation as soon as possible. Platoon SOPs should prescribe who will attend all warning orders and the actions they must take upon receipt: for example, drawing ammunition, rations and water, and checking communications equipment.

The warning order has no specific format. One technique is to use the five-paragraph OPORD format. The leader issues the warning order with all the information he has available at the time. He provides updates as often as necessary. The leader never waits for information to fill a format.

If available, the following information may be included in a warning order: The mission, who is participating and how, the time of the operation, time and place for the OPORD brief

3. Make a tentative plan

The leader develops an estimate of the situation to use as the basis for his tentative plan. The estimate is the military decision making process. It consists of five steps:

1. Detailed mission analysis
2. Situation analysis and course of action development
3. Analysis of each course of action
4. Comparison of each course of action
5. Decision.

The decision represents the tentative plan. The leader updates the estimate continuously and refines his plan accordingly. He uses this plan as the start point for coordination, reconnaissance, task organization (if required), and movement instructions. He works through this problem solving sequence in as much detail as time available allows. As the basis of his estimate, the leader considers the factors of METT-T.

4. Start the necessary movement

The platoon may need to begin movement while the leader is still planning or forward reconnoitering. The platoon sergeant or a squad leader may bring the platoon forward, usually under the control of the company executive officer or first sergeant.

This is where your subordinate leaders prepare men, weapons and equipment for the coming mission. It is an excellent time for them to eat, conduct maintenance on weapons/equipment, and gather together anything they are going to need for the upcoming mission.

This step could occur at any time during the troop-leading procedure.

5. Reconnoiter

If time allows, the leader makes a personal reconnaissance to verify his terrain analysis, adjust his plan, confirm the usability of routes, and time any critical movements. When time does not allow, the leader must make a map reconnaissance. The leader must consider the risk inherent in conducting reconnaissance forward of friendly lines. Sometimes the leader must rely on others (for example, scouts) to conduct the reconnaissance if the risk of contact with the enemy is high.

6. Complete the plan

The leader completes his plan based on the reconnaissance and any changes in the situation. He should review his mission, as he received it from his commander, to ensure that his plan meets the requirements of the mission and stays within the framework of the commander's intent.

7. Issue the complete order

Platoon and squad leaders normally issue oral operations orders.

(1) To aid subordinates in understanding the concept for the mission, leaders should issue the order within sight of the objective or on the defensive terrain. When this is not possible, they should use a terrain model or sketch.

(2) Leaders must ensure that subordinates understand the mission, the commander's intent, the concept of the operation, and their assigned tasks. Leaders may require subordinates to repeat all or part of the order or demonstrate on the model or sketch, their understanding of the operation. They should also quiz their soldiers to ensure that all soldiers understand the mission. Chapter 5 Infantry Platoon Tactical Standing Operating Procedure provides a list of questions that leaders can ask to determine if the soldiers understand the mission.

8. Supervise

The leader supervises the unit's preparation for combat by conducting rehearsals and inspections.

(1) Rehearsals. The leader uses rehearsals to--

Practice essential tasks (improve performance).

Reveal weaknesses or problems in the plan.

Coordinate the actions of subordinate elements.

Improve soldier understanding of the concept of the operation (foster confidence in soldiers).

(a) Rehearsals include the practice of having squad leaders brief their planned actions in execution sequence to the platoon leader.

(b) The leader should conduct rehearsals on terrain that resembles the actual ground, and in similar light conditions.

(c) The platoon may begin rehearsals of battle drills and other SOP items before the receipt of the operation order. Once the order has been issued, it can rehearse mission specific tasks.

(d) Some important tasks to rehearse include--

Actions on the objective.

Assaulting a trench, bunker, or building.

Actions at the assault position.

Breaching obstacles (mine and wire).

Using special weapons or demolitions.

Actions on unexpected enemy contact.

(2) Inspections. Squad leaders should conduct initial inspections shortly after receipt of the warning order. The platoon sergeant spot checks throughout the unit's preparation for combat. The platoon leader and platoon sergeant make a final inspection. They should inspect--

Weapons and ammunition.

Uniforms and equipment.

Mission-essential equipment.

Soldier's understanding of the mission and their specific responsibilities.

Communications.

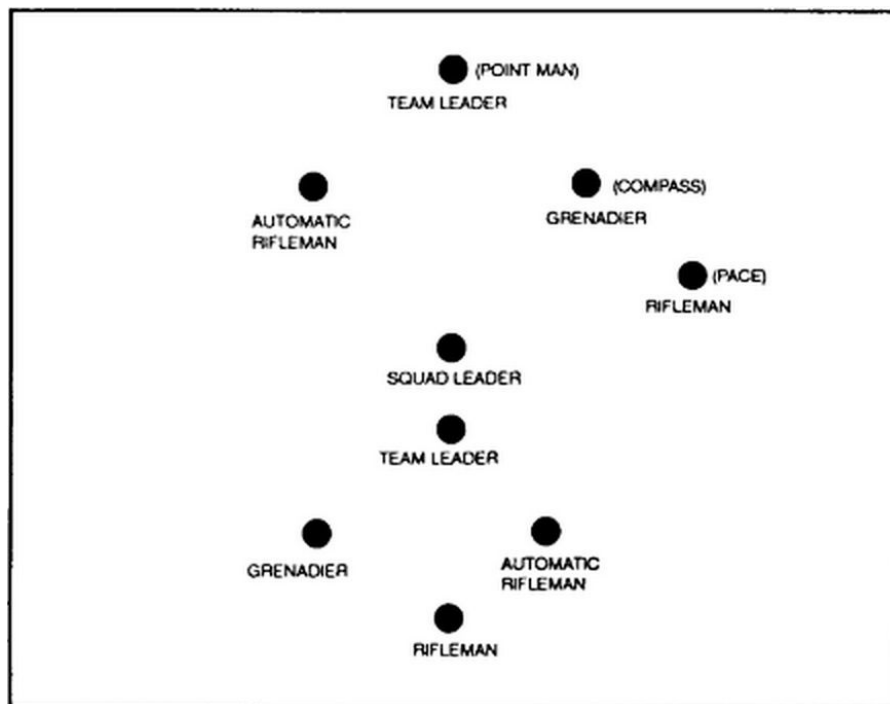
Rations and water.

Camouflage.

Deficiencies noted during earlier inspections.

Section 4B. - Movement Formations

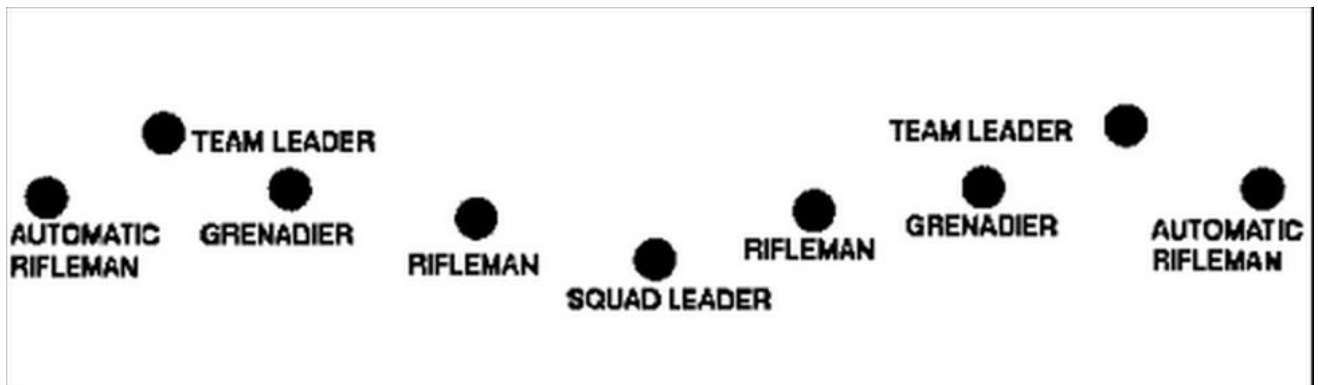
Squad Column Fire Team Wedge



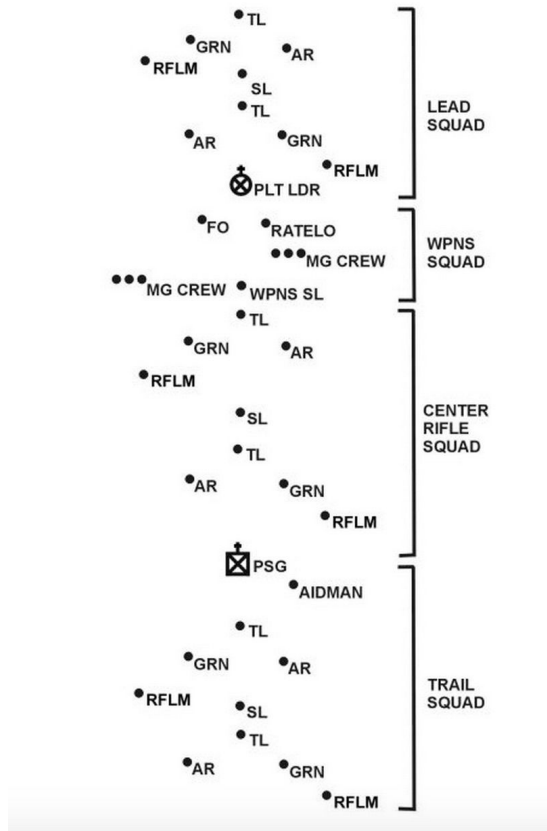
Fire Team File



Squad Line

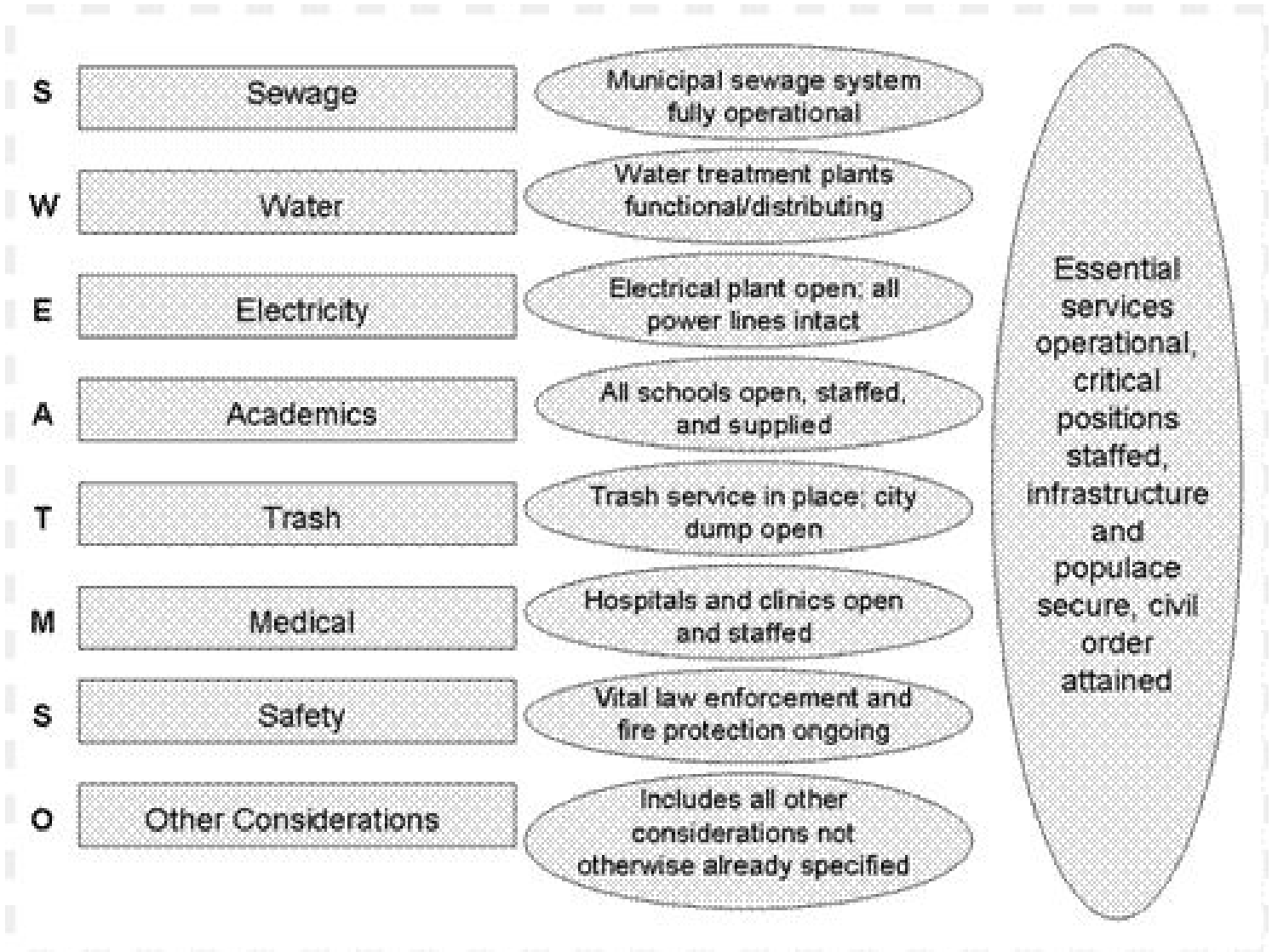


Platoon Column Fire Team Wedge

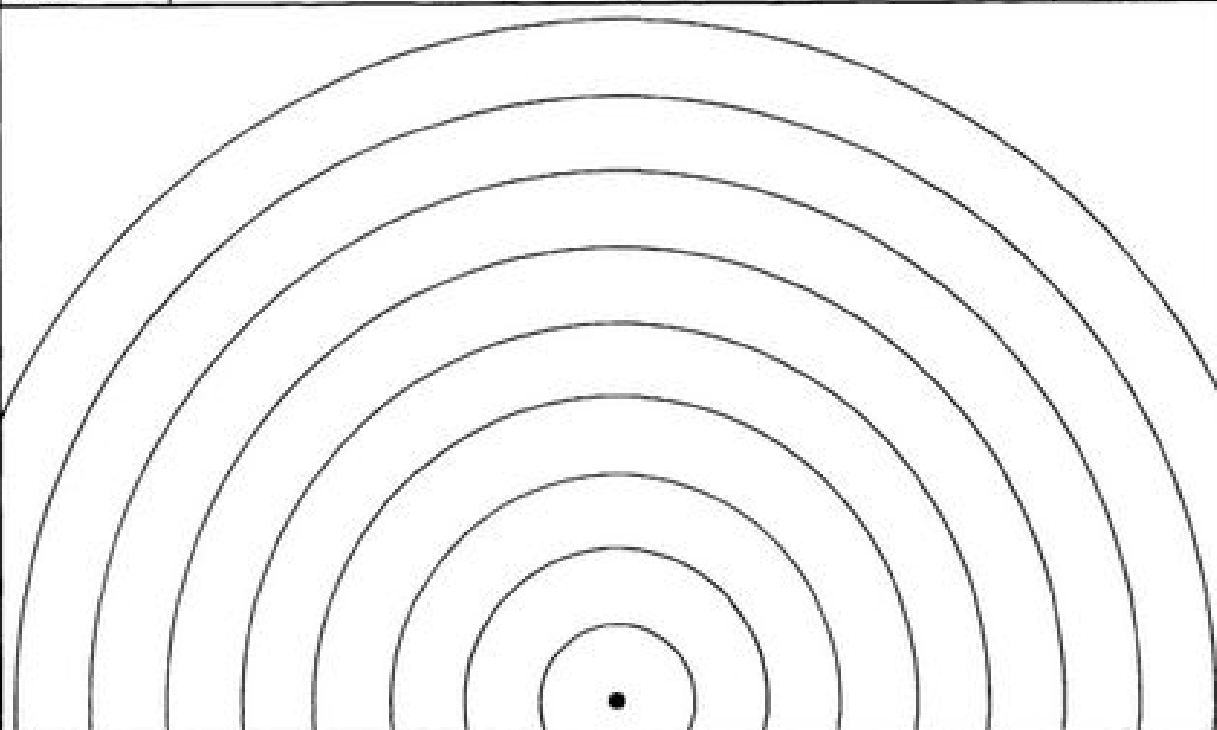


V. Reference Cards

SWEAT Assessment



Range Cards

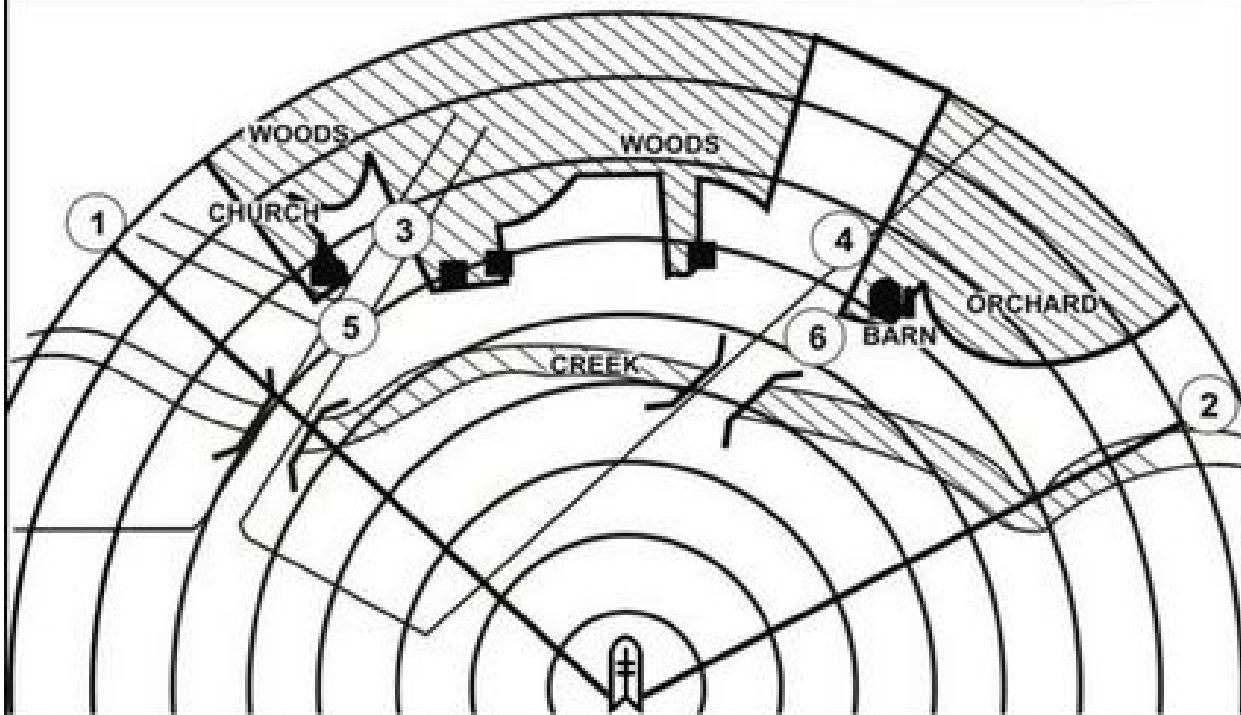
STANDARD RANGE CARD					
For use of this form see FM 7-8. The proponent agency is TRADOC.					
SOD _____ PLT _____ CO _____	May be used for all types of direct fire weapons				MAGNETIC NORTH
					
DATA SECTION					
POSITION IDENTIFICATION				DATE	
WEAPON			EACH CIRCLE EQUALS _____ METERS		
NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION
REMARKS:					

STANDARD RANGE CARD

For use of this form see FM 7-8. The proponent agency is TRADOC.

SQD 1
 PLT 3
 CO A

May be used for all types of direct weapons.



DATA SECTION

POSITION IDENTIFICATION
PRIMARY

DATE

WEAPON



TOW

EACH CIRCLE EQUALS 220m
 METERS

NO.	DIRECTION/ DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION
1	230°	/	1775m	/	LL
2	289°		2000m		RL
3	240°		1675m		ROAD - AA
4	246°		1425m		ROAD - AA
5	260°		1550m		CHURCH - AB1670
6	264°		1350m		BARN - AB1677

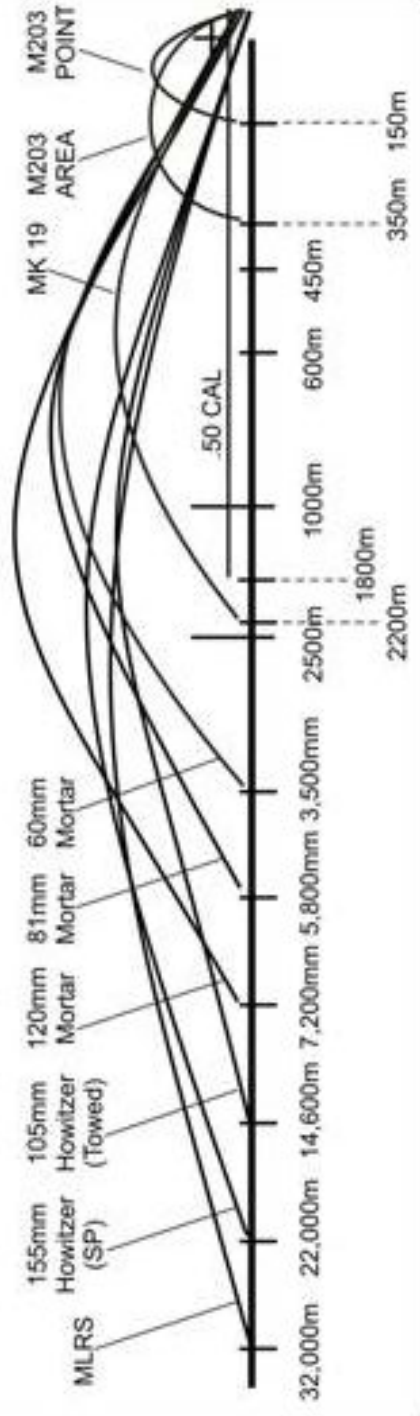
REMARKS:

MAKE 2 COPIES



- GRP DIR 45° RANGE 150m DESCR-INTERSECTION

ECHELON OF WEAPONS BY RANGE



CALL FOR FIRE

1. Observer ID / Call Sign _____

2. Warning Order:

a) Type of Mission

- Adjust Fire
- Fire for Effect
- Suppress
- Immediate Suppression

b) Size of Element to Fire.

(**Omission indicates request for one battery)

c) Method of Target Location:

- Grid
- Polar
- Shift from a Known Point

3. Target Location:

a) Grid - 6-digit grid _____

b) Polar - _____
Distance and direction to target from observer's pos.

c) Shift from a Known Point - Dir. to target

- Lateral Shift (Left/Right) in Meters _____
- Range Shift (Add/Drop) in Meters _____
- Vertical Shift (Up/Down) in Meters _____

4. Target Description: (Number / Vehicle Type / Personnel)

5. Method of Engagement:

6. Method of Fire Control:

- Fire When Ready
- At My Command
- Cannot Observe
- Time on Target
- Check Fire

UXO 9-LINE REPORT

1. **Date/Time:**
(When Discovered)
2. **Reporting Unit and Location:**
(9-Digit Grid Coordinate)
3. **Contact Method:**
(How EOP Was Contacted)
4. **Discovering Unit P.O.C.:**
(Who EOP Needs to Contact)
5. **Type of UXO:**
*(Dropped, Projected, Thrown,
or Placed and Number of Items)*
6. **Hazards Caused by UXO:**
*(Possible Chemical Threat, Limits Travel,
Wire Leading Away from UXO, ETC.)*
7. **Resources Threatened by UXO:**
*(Any Equipment, Facilities, or Other
Assets Threatened by UXO)*
8. **Impact on Mission by UXO:**
*(Your Current Situation and How the
Presence of the UXO affects Mission)*
9. **Protective Measures:**
*(Describe Measures Taken to Protect
Personnel and Equipment)*

EVACUATION REQUEST MESSAGE	
LINE	ITEM
1	Location of Pickup Site.
2	Radio Frequ., Call Sign, & Suffix.
3	No. of Patients by Precedence.
4	Special Equipment Required.
5	Number of Patients by Type.
6	Security of Pickup Site (Wartime).
6	Number and Type of Wound, Injury, or Illness (Peacetime).
7	Method of Marking Pickup Site.
8	Patient Nationality and Status.
9	NBC Contamination (Wartime).
9	Terrain Description (Peacetime).

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AUG 2002 (This supersedes GTA 08-01-004 MAY 1997)

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VI - Disciplinary Board Policy Letter

AROTC-SCU

16 September 2015

MEMORANDUM FOR All Cadets Enrolled in the Santa Clara University Army ROTC Bronco Battalion

SUBJECT: Cadet Battalion Commander Policy Letter #1, Disciplinary Board

1. Reference: Field Manual 6-22, Leader Development
2. Purpose: As a cadet command team, the MSIVs are responsible for the enforcement of the Santa Clara University Army ROTC Bronco Battalion's mission of commissioning qualified and dedicated Army officers. This letter serves to establish a Cadet Disciplinary Board within the Bronco Battalion in order to create an environment of peer evaluation and accountability, and to advise the PMS on matters of probation, disenrollment, and other disciplinary actions.
3. Summary: Each MS class will be represented by two Cadets as chosen by the MSIV command team. Cadets may be recommended to the Disciplinary Board at the discretion of the MSIV command team and Cadre. The Bronco Battalion environment of individual and group training is further enabled by the establishment of this board, as it encourages personal accountability, accountability to the entire Battalion, as well as the Army as a whole.
4. This policy pertains to all contracted Cadets in the Army ROTC Bronco Battalion. All recommendations of this board to the PMS are binding and valid for use in disciplinary actions.
5. The point of contact for this policy is the undersigned at phanahan@scu.edu

PATRICK L. SHANAHAN

C/LTC, SCU AROTC

Commanding

VII - Cadet Attendance Policy Letter

AROTC-SCU

16 September 2015

MEMORANDUM FOR All Cadets Enrolled in the Santa Clara University Army ROTC
Bronco Battalion

SUBJECT: Cadet Battalion Commander Policy Letter #2, Cadet Attendance Policy

1. Contracted Cadets with 3 unexcused absences from Physical Training and/or 2 unexcused absences from Military Science Lab in one quarter will be placed on academic probation for the remainder of the quarter. If the cadet incurs any additional unexcused absences during the probationary period, they will be placed on academic suspension from ROTC for the following quarter. An unexcused absence constitutes as a missed training event without turning in a training excusal prior to the event. Training excusals must be passed up the chain of command to be approved by the Professor of Military Science. Cadets with scheduling conflicts with training must turn in a training excusal to inform the chain of command of your absence. Attendance for ROTC training is mandatory unless otherwise specified. Academic suspension from ROTC includes loss of scholarship funds and can lead to disenrollment from the program.
2. This policy pertains to contracted Cadets in the Bronco Battalion.
3. The point of contact for this policy is the undersigned at pshanahan@scu.edu

PATRICK L. SHANAHAN

C/LTC, SCU AROTC

Commanding

VIII - Counseling Statement Policy Letter

AROTC-SCU

30 January 2016

MEMORANDUM FOR All Cadets Enrolled in the Santa Clara University Army ROTC
Bronco Battalion

SUBJECT: Cadet Battalion Commander Policy Letter #3, Cadet Counseling Statements

1. In the event a formal counseling of a cadet is deemed required by the chain of command, this counseling must be conducted on a standard DA Form 4856. A copy of the completed counseling form must then be submitted up the chain of command and ultimately submitted to the Battalion S1.
2. This policy pertains to all Cadets in the Bronco Battalion.
3. The point of contact for this policy is the undersigned at pshanahan@scu.edu

PATRICK L. SHANAHAN

C/LTC, SCU AROTC

Commanding

Field Manual References

- FM 3-21.8 - Infantry Rifle Platoon and Squad
- FM 670-1 - Wear and Appearance of Uniform and Insignia
- FM 7-22 - Army Physical Readiness Training
- FM 21-18 - Foot Marches
- FM 4-25.11 - First Aid