

## **Santa Clara University ROTC Cadet Smart Guide (Version 1 – 20 August 2025)**

**Target Audience:** MS1 and MS2 Cadets (Freshmen and Sophomores)

**Purpose:** Quick reference guide to help new cadets understand standards, terminology, and expectations in Army ROTC.

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## Chapter 1: Introduction

### A. Welcome to Santa Clara University ROTC

Welcome to the Bronco Battalion, the Santa Clara University (SCU) Army Reserve Officers' Training Corps (ROTC). As a new Cadet, you are embarking on a challenging and rewarding journey that will develop your leadership skills, build your character, and prepare you for a potential career as an Officer in the U.S. Army. ROTC is designed to challenge you and to push you beyond your perceived limits, both mentally and physically. There will be times when you feel overwhelmed or unsure, but it is through overcoming these challenges that you will grow the most. Embrace the discipline, foster camaraderie with your fellow Cadets, and always remember the reasons you chose to pursue this path.

This Smart Guide has been created specifically for you, our new Cadets, intended to serve as a reliable quick reference, helping you navigate these early stages with greater confidence. Its purpose is to help you navigate the initial stages of your ROTC experience by providing essential information on Army standards, customs, terminology, and the expectations placed upon you. We encourage you to use this guide frequently as you learn and grow within the program. It is designed to demystify many aspects of military life and ROTC, making your transition smoother and helping you feel less lost as you integrate into our battalion and the broader Army culture.

Strive for excellence in your academic studies, your physical fitness, your leadership development, and your personal conduct. The Santa Clara University ROTC program is committed to producing officers of the highest caliber, and that commitment begins with your individual pursuit of excellence. Use this guide, but more importantly, engage fully in the program, support your fellow Cadets, and take pride in wearing the uniform of the U.S. Army. Welcome once again to the Bronco Battalion. We look forward to witnessing your growth and success.

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## B. Important Locations

Google Maps Pins can be found here: (<https://maps.app.goo.gl/ukmgf8U1ccHWXr7Y8>)

### Santa Clara University



The Bronco Battalion is located in **Varsi Hall** (<https://maps.app.goo.gl/nNBXx8z3hxa22H8V7>)  
- Cadre offices and most Military Science classes and labs are in Varsi Hall

The SCU PT location is **Bellomy Field** (<https://maps.app.goo.gl/Ffnyq1KSTYPriF1fA>)  
- Tuesday morning PT, and the Army Fitness Tests are held here

### San Jose State University

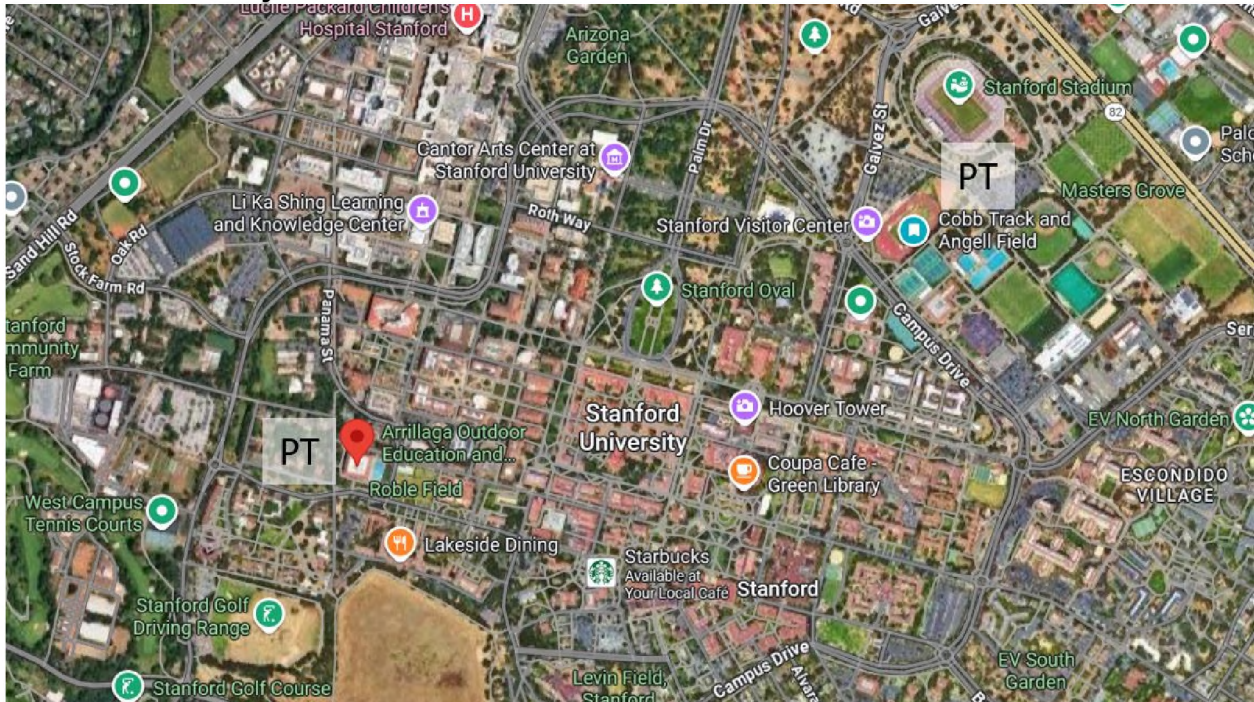


SJSU has two PT locations, depending on the nature of the work out:

1. **Clock Tower Field** (<https://maps.app.goo.gl/efLnw4gHLDa4ifBx6>)
2. **Olympic Statue** (<https://maps.app.goo.gl/WMcZGm4swuijSKrM6>)

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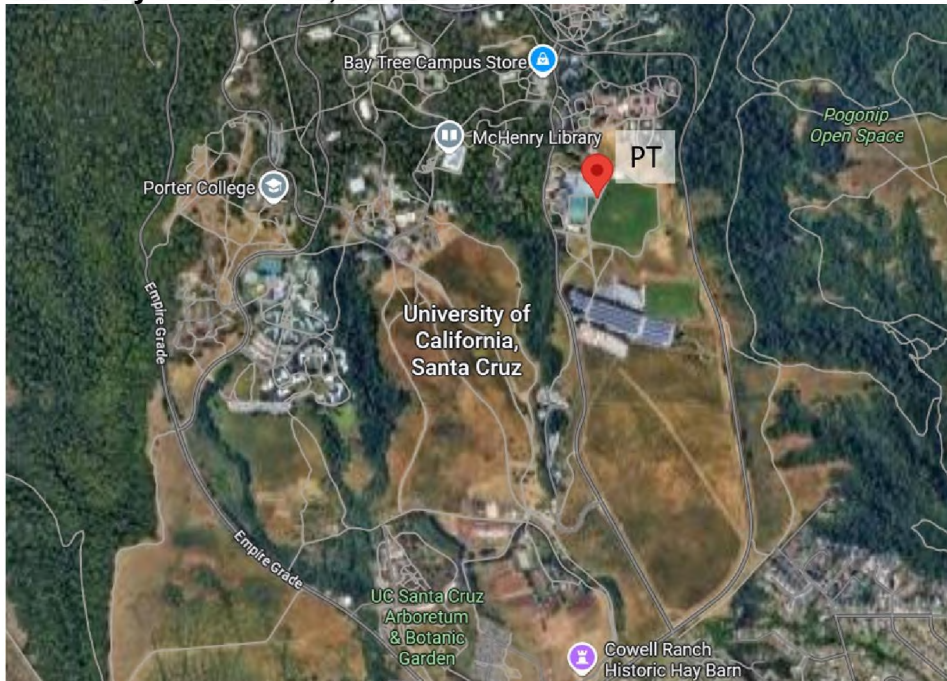
## Stanford University



Stanford has two PT locations, depending on the nature of the workout.

1. Cobb Field (<https://maps.app.goo.gl/wqtFTVBv4sYqPLoF8>)
2. Arrillaga Gym (<https://maps.app.goo.gl/ixbnwzCkRjHfT7mx6>)

## University of California, Santa Cruz



UCSC PT is held on **East Upper Field** (<https://maps.app.goo.gl/KnDxBwRbuziG5f6s5>)



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### **San Jose State University**

Freshman: MILS 001A (Fall), MILS 001B (Spring)

Sophomores: MILS 002A (Fall), MILS 002B (Spring)

### **Stanford University**

Freshman: ROTCARMY 11 and ROTCARMY 1 (lab)

Sophomores: ROTCARMY 21 and ROTCARMY 1 (lab)

### **University of California at Santa Cruz**

Contact the ROTC Recruiting Officer for the enrollment process. UCSC Cadets cross-enroll through SJSU. To ensure you do it correctly, contact Mr. Morales at 408-554-6840 or [mcmorales@scu.edu](mailto:mcmorales@scu.edu).

## Chapter 2: PT and Formations

### A. Physical Training (PT)

PT is organized exercise sessions designed to improve physical fitness, improve esprit de corps, and familiarize cadets with basic formations and drill.

If a cadet has not been issued an Army PT Uniform, they are authorized to wear tasteful civilian workout clothing in formation. Civilian workout attire will be similar to the APFU (generally black, not overly tight or revealing) and will not display any words or images that would be contrary to good order and discipline.

Each PT session begins with the PT leader forming the group up for accountability and preparation (warm-up) drills. For information on what to do in formation, reference **part C. Formations, Drill and Ceremony** below. Typical PT workouts range from long endurance runs to shorter, high intensity circuits. These workouts will be designed and run by cadets with the goal of preparing for the AFT. A link is provided to a demonstration video. The drills of note are the preparation and recovery drills, as these are conducted every PT session.

The video at this link shows a PT formation, and the preparation drills (active stretching exercises) that ensure you're ready for strenuous exercise.

<https://www.youtube.com/watch?v=tGoGsEuk6xM>

### B. Army Fitness Test (AFT)

Twice per semester, cadets will take the Army Fitness Test – the first is diagnostic, and second for record. The Army Fitness Test (AFT) is the U.S. Army's test of physical fitness, designed to better connect fitness with combat readiness for all Soldiers. It measures muscular strength, muscular endurance, power, speed, agility, coordination, balance, and cardiovascular endurance. (<https://www.army.mil/aft/>)

#### The Five AFT Events

Each event is designed to simulate tasks or movements required in combat. Proper form is crucial for safety and to ensure your repetitions count.

#### 3 Repetition Maximum Deadlift (MDL):

Description: This event measures lower body and core strength. Cadets will lift a hexagonal barbell (hex bar) loaded with weights from the ground to a standing position, three times.

Proper Form: Feet shoulder-width apart, back straight, head up or in line with the spine, grip centered on the hex bar handles. Lift by extending the hips and knees. Lower the bar under control.

Maximum Score -	17-21 Male: 340 lbs	17-21 Female: 220 lbs
Minimum Passing Score -	17-21 Male: 150 lbs	17-21 Female: 120 lbs

#### Hand-Release Push-Up (HRP):

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Description: This event measures upper body muscular endurance. Cadets perform as many hand-release push-ups as possible in two minutes.

Proper Form: Start in the prone position with hands flat on the ground, index fingers inside the outer edge of the shoulders. Push the whole body up as a single unit until arms are fully extended. Lower the body back to the ground. At the bottom, lift both hands completely off the ground (hand release) and extend your arms away from your torso, then return your hands to the starting position and repeat. The body must remain rigid; no sagging or arching.

Maximum Score - 17-21 Male: 58 reps 17-21 Female: 53 reps  
Minimum Passing Score - 17-21 Male: 15 reps 17-21 Female: 11 reps

### **Sprint-Drag-Carry (SDC):**

Description: This event measures strength, endurance, and agility. Cadets will sprint 25 meters down and back, drag a 90-pound sled 25 meters down and back, perform a lateral shuffle 25 meters down and back, carry two 40-pound kettlebells 25 meters down and back, and finish with another 25-meter sprint down and back. This is a timed event.

Proper Form: Maintain control during all movements. Proper grip on the sled and kettlebells. Stay within the designated lanes. Set the kettlebells down in a controlled manner so that they do not tip over.

Maximum Score - 17-21 Male: 1:29 17-21 Female: 1:55  
Minimum Passing Score - 17-21 Male: 2:28 17-21 Female: 3:15

### **Plank (PLK):**

Description: This event measures core strength and endurance. Cadets will maintain a proper plank position for as long as possible.

Proper Form: Body straight from head to heels, supported on forearms and toes. Elbows should be directly under the shoulders. Hips should not sag or pike. The NCOIC will provide warnings for form breaks.

Maximum Score - 17-21 Male: 3:40 17-21 Female: 3:40  
Minimum Passing Score - 17-21 Male: 1:30 17-21 Female: 1:30

### **2-Mile Run (2MR):**

Description: This event measures aerobic endurance. Cadets will run a 2-mile course as quickly as possible. This is a timed event.

Proper Form: Maintain a consistent pace. Run on the prescribed course.

Maximum Score - 17-21 Male: 13:22 17-21 Female: 16:00  
Minimum Passing Score - 17-21 Male: 19:57 17-21 Female: 22:55

## **C. Formations, Drill and Ceremony**

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Drill commands generally have a preparatory command and a command of execution. The preparatory command informs Soldiers who is being directed or what is about to happen. The command of execution directs the Soldier to act.

Example Preparatory Command: The "Platoon" in "Platoon, HALT," or the "Left" in "Left, FACE."

Example Command of Execution: The "MARCH" in "Forward, MARCH," or the "ATTENTION" in "Platoon, ATTENTION."

### Basic Commands for Formations:

**"FALL IN":** This command is used to assemble a formation. When the command "FALL IN" is given, personnel move to their designated positions in the formation and come to the position of Attention.

**"(Unit), ATTENTION":** This command brings the formation to the Position of Attention.

**"AT EASE" or "REST":** These commands allow individuals in formation to relax (to varying degrees as prescribed for each command).

**"DISMISSED":** This command terminates the formation. Personnel are free to leave the area unless otherwise directed.

#### **1. Position of Attention**

The Position of Attention is the basic starting position for most drill movements. It is assumed on the command "ATTENTION" or "FALL IN."

To assume the Position of Attention:

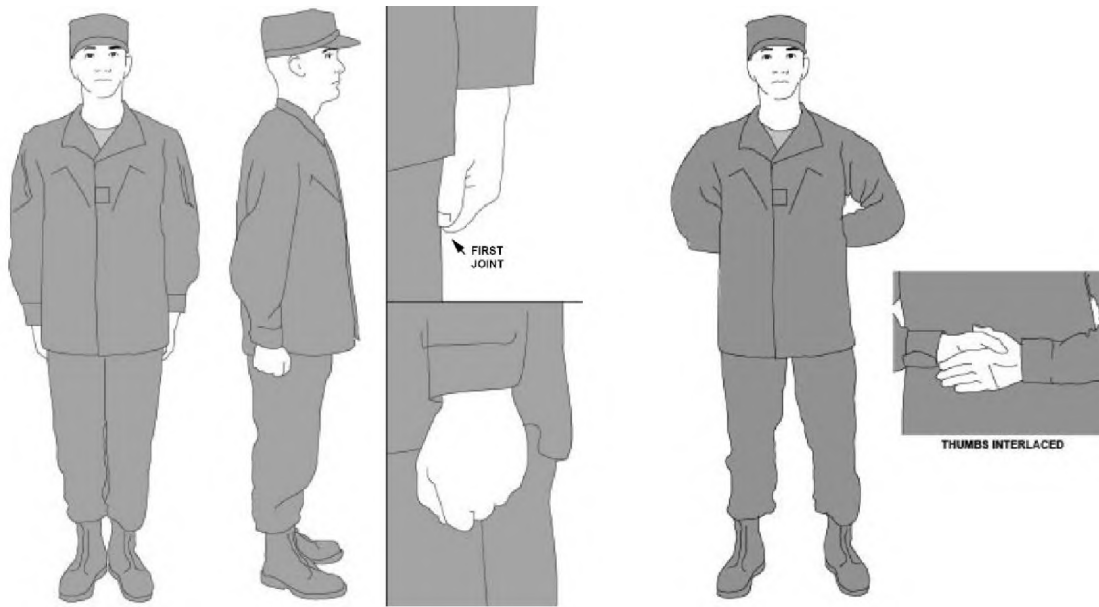
- Bring your heels together with toes pointing outward at a 45-degree angle.
- Keep your legs straight without locking your knees.
- Hold your body erect with hips level, chest lifted, shoulders square, and head erect.
- Keep your arms straight with thumbs along the seams of your trousers.
- Place your fingers curled in a natural manner, with the middle finger touching the trouser seam.
- Keep your head and eyes to the front, with your line of sight parallel to the ground.
- Remain silent and do not move unless otherwise directed.

#### **2. Rest Positions at the Halt**

There are four rest positions that can be commanded when halted at Attention:

**Parade Rest:** On the command "Parade, REST":

- Move your left foot 10 inches to the left.
- Keep your legs straight without locking your knees.
- Place your hands at the small of your back, centered on your belt.
- Keep your fingers extended and joined, with your right hand inside your left, palm to palm.
- Keep your head and eyes to the front.
- Remain silent and do not move.



Attention (left) and Parade Rest (right)

**Stand At Ease:** On the command "Stand at, EASE":

- Execute Parade Rest, but with your head and eyes turned toward the commander.

**At Ease:** On the command "AT EASE":

- Execute Parade Rest.
- You may move, but must keep your right foot in place.
- You must remain silent.

**Rest:** On the command "REST":

- Execute Parade Rest.
- You may move, talk, smoke (where permitted), and drink water, but must keep your right foot in place.

### 3. Facing Movements

- Facing movements are executed from the Position of Attention and allow you to change direction while stationary.

**Left Face:** On the command "Left, FACE":

- Slightly raise your right heel and left toe.
- Turn 90 degrees to the left on your left heel, assisted by pressure on the ball of your right foot.
- Place your right foot beside your left foot, resuming the Position of Attention.

**Right Face:** On the command "Right, FACE":

- Slightly raise your left heel and right toe.
- Turn 90 degrees to the right on your right heel, assisted by pressure on the ball of your left foot.
- Place your left foot beside your right foot, resuming the Position of Attention.

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**About Face:** On the command "About, FACE":

- Move the toe of your right foot to a position touching the ground approximately half the length of your foot behind and slightly to the left of your left heel.
- Keep your weight on your left heel and the ball of your right foot.
- Turn 180 degrees to the right, pivoting on your left heel and the ball of your right foot.
- Bring your feet together to resume the Position of Attention.

## Chapter 3: Uniform and Appearance

Cadets will wear uniforms to all ROTC events. Cadets are encouraged to wear uniforms to their classes and on their campuses throughout the day they have ROTC class or lab. Cadets should not wear uniforms if that wear will make them unsafe or cause undue disruption to classes. It is the responsibility of the Cadet to ensure that issued gear's serviceability and cleanliness is to standard, reflecting the professional image of a United States soldier.

Cadets will not eat, drink, or use electronic devices (to include wearing earphones/buds) while walking in uniform. Cadets can eat, drink, or use electronic devices while standing stationary or seated, while in uniform. While in uniform, cadets will not engage in any activity that would reasonably be perceived as unprofessional, improper, or bring discredit upon the Bronco Battalion or the Army as a whole.

**For AR 670-1 and DA PAM 670-1 see the cadet shared Drive**

( [https://drive.google.com/drive/u/0/folders/1UbvPkk5vytJD\\_ZSYoA8qpFivlpTV8P\\_7](https://drive.google.com/drive/u/0/folders/1UbvPkk5vytJD_ZSYoA8qpFivlpTV8P_7) )

### **A. Army Grooming Standards (Referencing AR 670-1)**

Maintaining proper grooming is an essential part of military appearance and professionalism. These standards apply whenever you are in uniform or when in civilian attire representing the Army or ROTC.

**Male Hair.** Hair must be neatly groomed. The hair on top of the head must be neatly groomed and will not be excessive or present a ragged, unkempt, or extreme appearance. When the hair is combed, it will not fall over the ears or eyebrows, or touch the collar, except for the closely cut hair at the back of the neck. Sideburns will be neatly trimmed, not flared, and will not extend below the lowest part of the exterior ear opening. The face will be clean-shaven, except that mustaches are permitted; if a mustache is worn, it will be neatly trimmed, tapered, and tidy, and will not present a chopped-off appearance.

**Female Hair.** Hair must be neatly groomed and will not be excessive or present a faddish appearance. Hairstyles will not interfere with the proper wear of headgear or protective masks. When in uniform, hair may be worn down if its length does not extend below the bottom edge of the collar. Longer hair must be neatly and inconspicuously fastened or pinned, except that ponytails may be worn down the center of the back in ACUs and physical fitness uniforms, or during physical training, as long as they do not hinder performance or safety. Hair-holding devices are authorized only for the purpose of securing the hair. Devices must be plain, of a color as close to the Cadet's hair color as possible or clear, and concealed as much as possible. Various braids, twists, and locs are authorized as long as they meet specific dimension and appearance standards outlined in AR 670-1.

**Fingernails.** All Cadets will keep fingernails clean and neatly trimmed. Males will keep nails trimmed so as not to extend beyond the fingertip. Females will not exceed a nail length of 1/4 inch as measured from the tip of the finger. Nail polish, if worn by females, will be a single color that is not extreme and complements the skin tone or is clear. French manicures are authorized. Extreme shapes, colors, and designs are not authorized.

**Cosmetics (Female Cadets).** Female cadets are authorized to wear cosmetics if they are applied conservatively and in good taste and complement the uniform and the Cadet's complexion. Extreme or faddish colors and styles are not authorized. Lipstick and nail polish should be complementary. No cosmetics will be worn during FTXes or labs.

**Jewelry and Accessories.** Cadets may wear jewelry in accordance with AR 670-1, para 3-4 and ALARACT 042/2024. Cadets may wear up to a total of two items on their wrists: wristwatch/fitness band, and/or a wrist religious or identification bracelet while in uniform. Cadets may wear up to a total of two rings (a wedding set is considered one ring) while in Army uniforms, unless prohibited by cadre for safety reasons during field training. Female cadets are authorized to wear earrings in ACUs in a garrison/classroom environment. Earrings can be screw-on, clip-on, or post-type earrings in gold, silver, or diamond and must be unadorned and spherical without exceeding 6 mm or 1/4 inch in diameter. Pearl earrings are not authorized with the ACU. Earrings are not authorized during PT, during labs, or in a field environment.

**Eyeglasses and Sunglasses.** Conservative prescription eyeglasses are authorized for wear with all uniforms. Sunglasses are authorized for wear, except when in formation and when indoors (unless medically required). Authorized sunglasses will be conservative in appearance; faddish or extreme styles and distracting colors or designs are prohibited. Lenses must be gray, brown, or dark green. Personnel will not wear sunglasses in the field, unless required by medical authority or for safety reasons. Eye protection (clear or dark lenses) is authorized when appropriate for field training.

### **B. The Army Combat Uniform (ACU)**

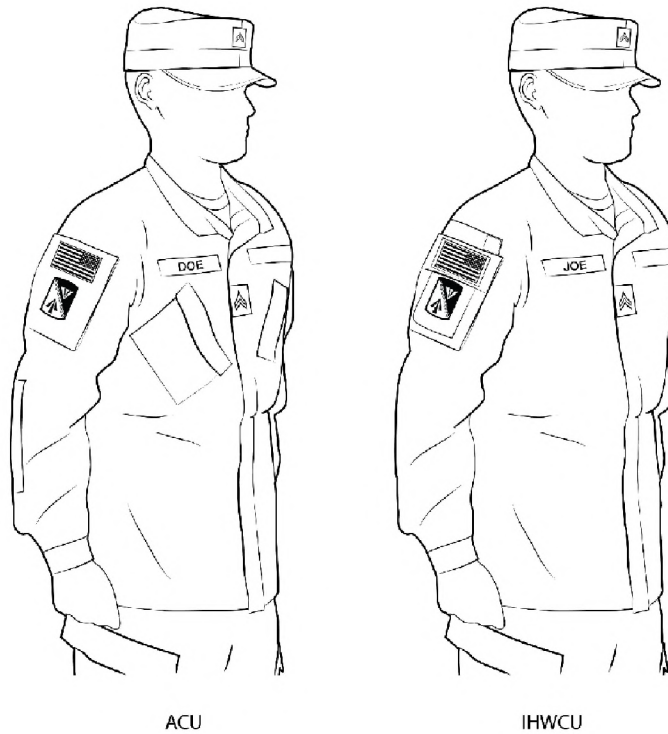
The ACU is the standard duty uniform for all ROTC activities (class, lab, meeting with cadre, recruiting, FTX), unless otherwise stated. The standard uniform is called ACU, the "summer uniform" is called the Improved Hot Weather Combat Uniform (IHWCU); the camouflage pattern is called the Operational Camouflage Pattern (OCP). If a cadet has not been issued ACUs, civilian business casual (class) or workout clothing (labs) are acceptable.

#### **1. Proper Wear and Assembly**

Each component of the ACUs has a specific way it must be worn. Precision and attention to detail are key.

**Patrol Cap (PC).** The patrol cap is the standard headgear worn with ACUs in most settings. It should fit comfortably and sit squarely on the head with the brim parallel to the ground. Rank insignia is centered on the front of the cap. The cap should not be crushed, rolled, or altered.

**Coat (also referred to as blouse).** The ACU coat must be worn outside the trousers and should not be tucked in. The Velcro, buttons, or zippered front closure should be closed. Sleeves may be worn down or cuffed (rolled up) as directed by your chain of command. If cuffed, the camouflage pattern should remain visible, and the roll should be neat and orderly, typically to mid-bicep.



**Name Tapes.** A "U.S. ARMY" tape is worn centered horizontally above the left breast pocket. A nametape with the Cadet's last name is worn centered horizontally above the right breast pocket. Cadets will wear U.S. Army and name tapes once they are available. "Morale" or other non-name tapes are not authorized for wear.

**Rank Insignia.** Subdued cadet rank insignia is worn centered on the Velcro patch on the chest of the ACU coat. Cadets will wear rank in accordance with the chart below.

MS I (non-contracted)	c/PV2
MS I (contracted)	c/PFC
MS II (non-contracted)	c/CPL
MS II (contracted)	c/SGT
MS III (default)	c/SSG
MS IV (default)	c/2LT

MS III and MS IV cadets in leadership positions will wear and brevet rank appropriate to their position in cadet chain of command. As an example, the MS III cadet 1st PLT PSG will wear c/SFC rank, and the MS IV cadet S3 will wear c/MAJ rank. Cadets in uniform outside of the Bronco Battalion (at Reserve duty, or attending CTLT) will wear c/2LT rank.

**Shoulder Sleeve Insignia (Unit Patches).** Cadets will wear the U.S. Army Cadet Command ("Leadership Excellence") patch on their left shoulder, centered on the Velcro panel. Cadre and cadets who are authorized to wear the SSI-FWTS (combat patch) may wear a combat patch of their choosing. Cadets who are on the Ranger Challenge or color guard teams can wear that

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team tab on the left shoulder. Issued "SL," "PL," and other patches are authorized for wear when in those cadet leadership roles. Issued Bronco Battalion patches are authorized for wear on the right shoulder in accordance with cadre instruction. "Morale" or other non-issue patches are not authorized for wear.

**U.S. Flag Insignia.** A U.S. flag insignia (reversed so the stars face forward, signifying the flag advancing) is worn on the right sleeve, at the top of the Velcro panel. In the field, cadets will wear a subdued U.S. Flag patch (if issued).

**Trousers.** ACU trousers are worn with the waistband fitting snugly but comfortably. They must be bloused over the top of the combat boots or tucked into the boots. Blousing should be neat, using either the drawstrings in the trousers or commercial blousing bands. The bloused portion should not extend more than 3 inches up from the ankle when standing.

**Boots.** Only authorized coyote brown combat boots, typically 8-10 inches in height, are to be worn with the OCP uniform. Boots must be compliant with AR 670-1, and many commercially available boots are. Boots must be clean, serviceable, and laced correctly with the excess lace tucked in or tied neatly.

**T-Shirt.** A coyote brown (tan 499) moisture-wicking t-shirt is worn under the ACU coat. It should be tucked into the trousers. The t-shirt should be clean and in good condition, without holes or tears.

**Belt.** A tan or coyote brown rigger belt (1 3/4-inch or 1 1/2-inch) is worn with the ACU trousers. The belt is threaded through all trouser loops and fastened securely. The tipped end of the belt will pass through the buckle to the wearer's left.

### 2. Authorized Accessories with ACUs

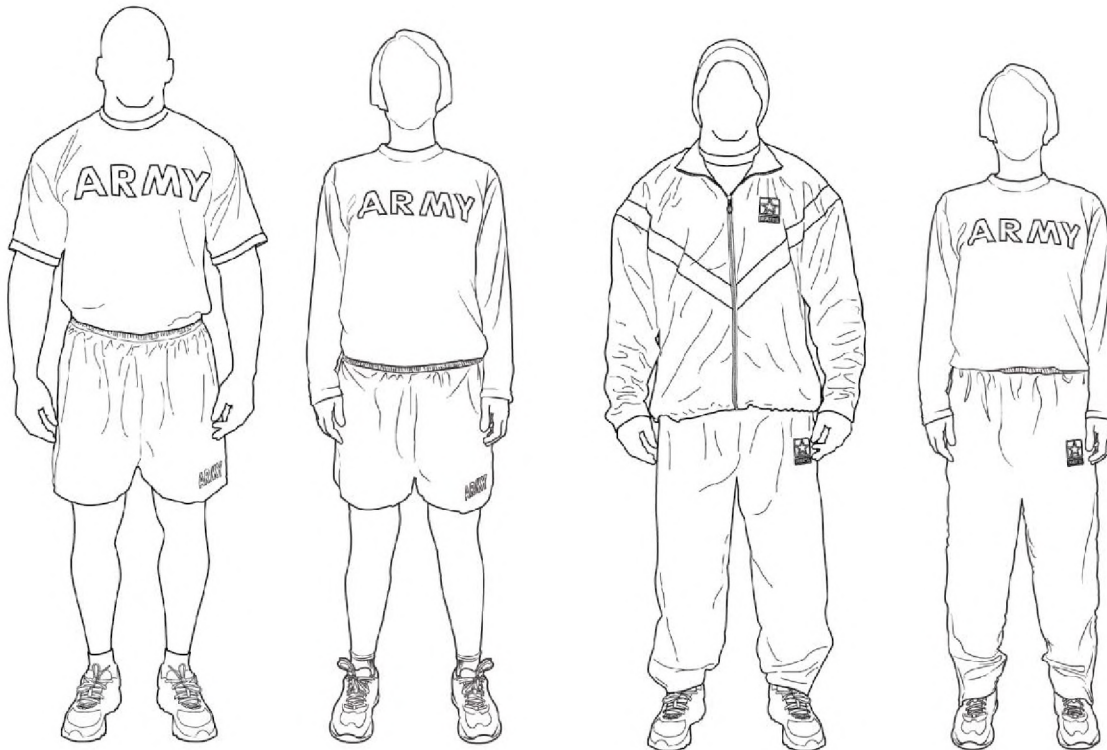
**Gloves.** Black or coyote brown leather shell gloves are authorized for wear in cold weather or as needed for duty.

**Fleece Cap.** A black or coyote brown microfleece cap may be authorized for wear with ACUs in cold weather. It is worn pulled down snugly on the not covering the eyebrows.

**Cold and Wet Weather Items.** ROTC-issued wet weather and cold weather items (jackets and trousers) may be issued and authorized for wear based on weather conditions and unit directives.

### B. The Army Physical Fitness Uniform (APFU)

The Army Physical Fitness Uniform (APFU) is designed for physical training and is authorized for wear during PT sessions, while conducting physical fitness tests, and as prescribed by the commander.



### 1. Authorized Variations and Proper Wear

The APFU has several components that can be worn in various combinations depending on the weather and the nature of the physical activity. All components should be clean and fit loosely. Shirts will always be tucked into shorts or pants.

#### Standard APFU Components:

- Short-Sleeve T-Shirt (Black with Gold "ARMY" Lettering)
- Trunks (Black with Gold "ARMY" Lettering)
- Long-Sleeve T-Shirt (Black with Gold "ARMY" Lettering)
- Jacket (Black with Gold Army Logo)
- Pants (Black with Gold Army Logo)

**“Summer PT Uniform”:** The standard warm weather PT uniform is the short-sleeve shirt and shorts.

**“Winter PT Uniform”:** The standard cold weather PT uniform is the long-sleeve shirt and shorts, with the jacket and pants worn over top. Unless directed otherwise, cadets will always wear APFU shorts and shirt under the jacket and pants.




























**Variations:** The PT leader can direct variations to the APFU. Cadets performing PT on their own, or out of formation can downgrade or upgrade the APFU to their comfort level.

**Chapter 4: Rank, Address, and Saluting**

Understanding rank structure, the chain of command, and basic military formations is fundamental to functioning effectively within the Army and the ROTC program. This chapter provides an overview of U.S. Army and Cadet ranks, explains the principles of the chain of command, and introduces common military formations you will encounter.

**A. U.S. Army Ranks**

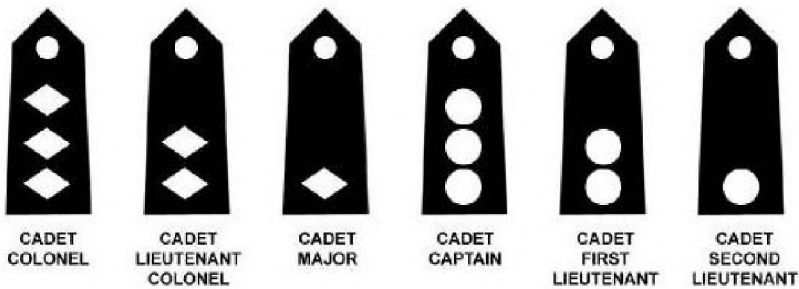
Ranks in the U.S. Army signify a Soldier's level of authority, responsibility, and experience. It is crucial to recognize these ranks and address personnel correctly. Each rank has a distinctive insignia.

CATEGORY	Insignia of the United States Army						
ENLISTED (Green and Gold)	E-1	E-2	E-3	E-4		E-5	E-6
	no insignia Private	 Private	 Private 1st Class	 Corporal	 Specialist	 Sergeant	 Staff Sergeant
	E-7		E-8		E-9		
	 Sergeant 1st Class	 Master Sergeant	 1st Sergeant	 Sergeant Major	 Command Sergeant Major	 Sergeant Major of the Army	
WARRANT OFFICER (Silver and Black)	W-1	W-2	W-3	W-4	W-5		
	 Warrant Officer	 Chief Warrant Officer	 Chief Warrant Officer	 Chief Warrant Officer	 Master Warrant Officer		
COMPANY AND FIELD GRADE OFFICER (Gold and Silver)	0-1	0-2	0-3	0-4	0-5	0-6	
	 (gold) 2nd Lieutenant	 (silver) 1st Lieutenant	 (silver) Captain	 (gold) Major	 (silver) Lieutenant Colonel	 (silver) Colonel	
GENERAL OFFICER (Silver)	0-7	0-8	0-9	0-10		0-11	
	 Brigadier General	 Major General	 Lieutenant General	 General		 General of the Army	

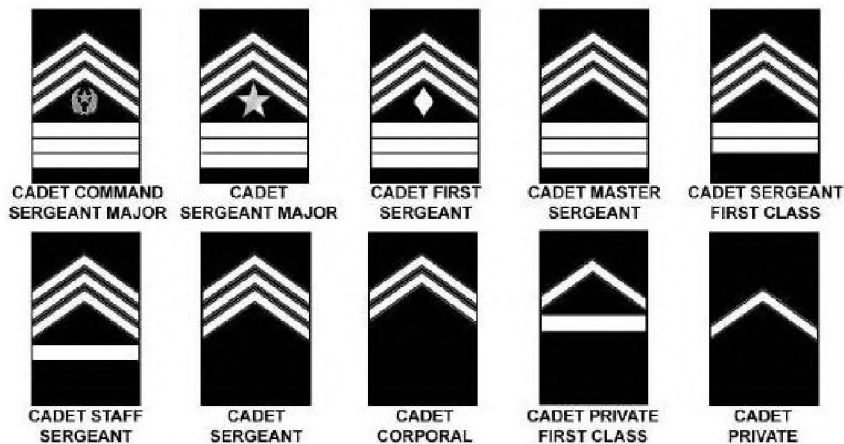
**B. Cadet Ranks (ROTC)**

Cadet ranks are distinct from U.S. Army ranks but often mirror their structure and insignia style, using "C/" to denote "Cadet."

INSIGNIA OF GRADE FOR  
CADET OFFICERS



INSIGNIA OF GRADE FOR  
CADET ENLISTED PERSONNEL



**C. How to Properly Address Personnel by Rank**

Correctly addressing military personnel and Cadets by their rank is a fundamental aspect of military courtesy and professionalism.

**Enlisted Soldiers:**

- Address Privates (PVT, PV2) and Privates First Class (PFC) as "Private (Last Name)"
- Address Specialists (SPC) as "Specialist (Last Name)."
- Address Corporals (CPL) as "Corporal (Last Name)."
- Address Sergeants (SGT, SSG, SFC) as "Sergeant (Last Name)."
- Address First Sergeants (1SG) as "First Sergeant (Last Name)."
- Address Sergeants Major (SGM, CSM) as "Sergeant Major (Last Name)."

**Warrant Officers:**

- Address Warrant Officer Ones (WO1s) as "Mr. (Last Name)" or "Ms. (Last Name)."
- Address Chief Warrant Officers (CW2-CW5) as "Chief (Last Name)" socially or in routine interaction.
- In formal situations or as directed, "Warrant Officer (Last Name)" or "Chief Warrant Officer (Last Name)" may be used.

**Commissioned Officers (Also see 4. Saluting):**

- Address Second Lieutenants and First Lieutenants as "Lieutenant (Last Name)."
- Address Captains as "Captain (Last Name)."
- Address Majors as "Major (Last Name)."
- Address Lieutenant Colonels as "Colonel (Last Name)" (informally) or "Lieutenant Colonel (Last Name)" (formally).
- Address Colonels as "Colonel (Last Name)."
- Address all Generals (BG through GEN) as "General (Last Name)."

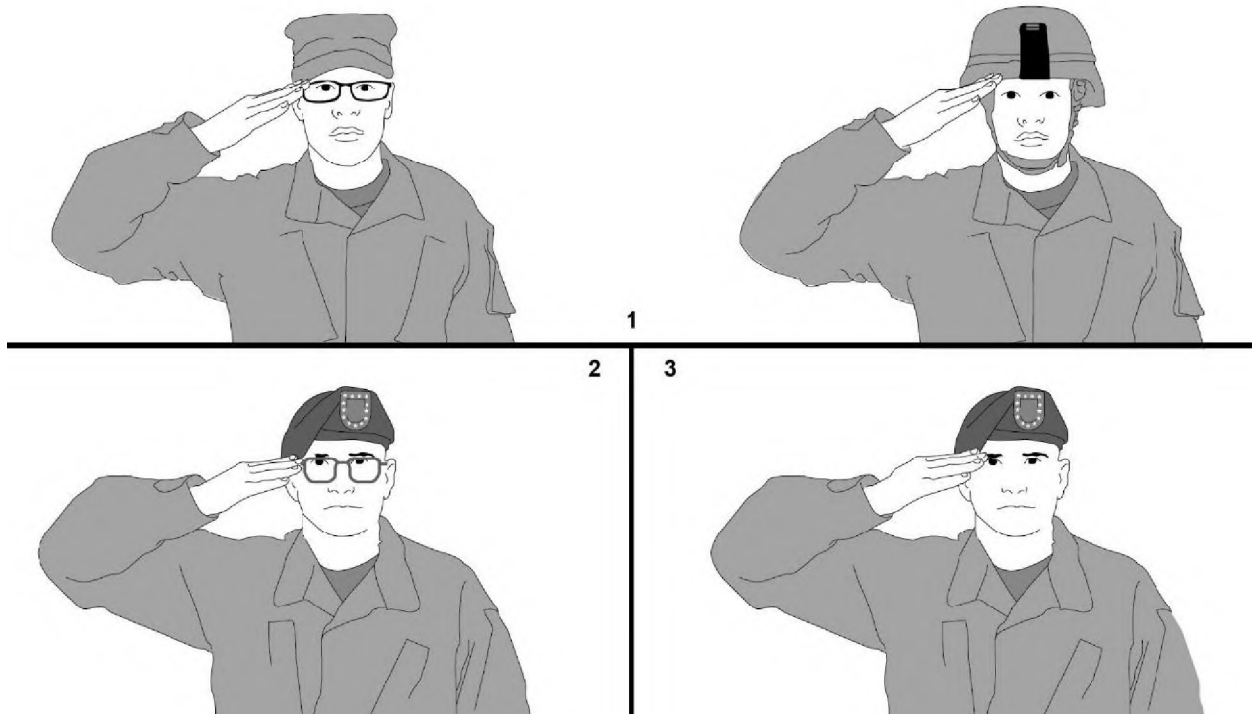
**ROTC Cadets:**

- Address Cadets holding officer ranks (e.g., C/ CPT) as "Cadet (Rank) (Last Name)" or simply by their leadership position, e.g., "Cadet Company Commander." Less formally, "Cadet (Last Name)" may be used, e.g., "Cadet Smith."

In written correspondence, use the full rank and name (e.g., CPT John Doe, or C/CPT Jane Doe). When in doubt, it is always best to use a more formal address.

**D. Saluting**

The Hand Salute is a courteous exchange of greetings and a mark of respect in the military. Soldiers, cadets, NCOs, and officers all salute superior commissioned officers. Cadets and Soldiers do not salute NCOs.



**Executing the Hand Salute:**

- Raise your right hand sharply, fingers and thumb extended and joined, palm facing down.
- Place the tip of your right forefinger on the rim of your headgear above and slightly to the right of your right eye, or at the corner of your right eyebrow if not wearing headgear.

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- Keep your upper arm horizontal, with your elbow slightly forward of your body.
- Keep your wrist and hand straight, with your palm angled slightly downward.
- The rest of your body remains at the Position of Attention.

### **When to Salute:**

- When meeting and recognizing officers of the U.S. Armed Forces and friendly foreign nations.
- When the National Anthem, "To the Color," "Hail to the Chief," or foreign national anthems are played.
- When the U.S. flag is being raised, lowered, or carried past you.
- When reporting to an officer.
- During ceremonies like reveille and retreat.

### **When Not to Salute:**

- When indoors, unless reporting to an officer or during an indoor ceremony.
- When in formation (only the commander salutes).
- When engaged in work, PT, or while carrying items with both hands.
- When in civilian clothes (verbal greeting is appropriate).

### **How Long to Hold the Salute:**

- Hold the salute until it is returned by the officer or until the officer has passed.
- When saluting during the National Anthem or flag ceremonies, hold the salute until the music stops or the flag has passed.

## Chapter 5: The Army Values (LDRSHIP), and Army Song

**A. The Army Values (LDRSHIP).** The United States Army is built upon a set of core values that guide the actions and decisions of every Soldier. These seven values are often remembered by the acronym LDRSHIP and form the bedrock of Army culture and professionalism. As a Cadet, you are expected to learn, understand, and embody these values in all that you do.

### **Loyalty**

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers. Loyalty is the bedrock of trust. It means supporting the leadership, standing up for your fellow Cadets and Soldiers, and being committed to the mission and the organization. By wearing the uniform, you express this loyalty, and by fulfilling your responsibilities, you demonstrate it to your unit and teammates.

### **Duty**

Fulfill your obligations. Duty extends beyond simply carrying out assigned tasks; it means taking initiative, accepting responsibility for your actions, and striving for excellence in all your endeavors. It involves understanding your role within the team and contributing your best effort to accomplish the mission, resisting any temptation to take shortcuts that could compromise the outcome or integrity.

### **Respect**

Treat people as they should be treated. This value is about recognizing the inherent dignity and worth of all individuals. It means treating others with fairness, courtesy, and consideration, regardless of rank, position, or background. Respect also encompasses self-respect, which comes from knowing you have given your best effort and upheld the highest standards. In the Army, teamwork is paramount, and respect for one another is essential for cohesion and effectiveness.

### **Selfless Service**

Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service means prioritizing the needs of the mission and your team above personal desires or comfort. It is about commitment to a cause greater than oneself and contributing to the collective effort without expectation of personal recognition or gain.

### **Honor**

Live up to all the Army Values. Honor is the sum of all the values; it is a matter of character. It means conducting yourself with integrity and upholding the highest ethical and moral standards in every aspect of your life. It involves making the right choices, even when difficult, and living by the principles that define a Soldier.

### **Integrity**

Do what's right, legally and morally. Integrity is about being honest, truthful, and principled in your words and actions. It means adhering to a strong moral code and doing the right thing even when no one is watching. Trust is built on integrity, and it is a non-negotiable aspect of leadership and service.

### **Personal Courage**

Face fear, danger, or adversity (physical or moral). Courage is not the absence of fear, but the ability to overcome it. Physical courage involves enduring hardship and risking personal safety when necessary. Moral courage means standing up for what is right, even in the face of opposition or unpopularity. It is about having the strength of conviction to act on your values.

### **B. The Army Song: "The Army Goes Rolling Along"**

The official song of the U.S. Army is "The Army Goes Rolling Along." As a Cadet and future Army leader, you will be expected to know the lyrics and participate in singing it during appropriate ceremonies and events. It is a symbol of Army heritage and pride.

### **Lyrics**

March along, sing our song, with the Army of the free.  
Count the brave, count the true, who have fought to victory.  
We're the Army and proud of our name!  
We're the Army and proudly proclaim:

First to fight for the right,  
And to build the Nation's might,  
And the Army goes rolling along.  
Proud of all we have done,  
Fighting till the battle's won,  
And the Army goes rolling along.

Then it's hi! hi! hey!  
The Army's on its way.  
Count off the cadence loud and strong;  
For where'er we go,  
You will always know  
That the Army goes rolling along.

## **Chapter 6: Cadet Extracurricular Opportunities**

Beyond regular classes and PT, Army ROTC offers extracurricular activities that allow Cadets to develop specialized skills, leadership, and camaraderie. Two prominent examples are the Color Guard and the Ranger Challenge Team.

### **A. Color Guard**

a. The Color Guard is a team of Cadets responsible for carrying and safeguarding the National Colors (U.S. flag) and other flags, such as the state flag, Army flag, or unit colors, during ceremonies and official events. Participating in the Color Guard is a great honor and a significant responsibility. The Color Guard represents the unit and the nation, and their performance must be precise and dignified.

b. Responsibilities and Honors: Members of the Color Guard learn specific drill and ceremony movements related to handling flags. They participate in events such as parades, athletic competitions (presenting the colors before games), military balls, commissioning ceremonies, and community events. It requires dedication, attention to detail, and a high degree of professionalism.

### **B. Ranger Challenge Team**

a. Ranger Challenge is often described as the "varsity sport" of Army ROTC. It is a demanding competition where teams of Cadets from different universities compete against each other in a series of challenging mental and physical events. These events test soldiering skills, teamwork, leadership, and endurance.

b. Typical Events, Training Commitment, and Benefits: Events can include ruck marching, land navigation, marksmanship, constructing a one-rope bridge, grenade assault course, physical fitness tests, and tactical simulations. Training for Ranger Challenge is rigorous and time-consuming, requiring significant dedication from team members. Benefits include enhanced physical fitness, improved soldiering skills, strong bonds with teammates, and the pride of representing your battalion.

### **C. Summer Training Opportunities**

Each year, over 800 special training opportunities are extended to cadets through the Cadet Professional Development Training (CPDT) program. Summer opportunities include Army agency internships, leadership shadow opportunities (CTLT), and army schools like Airborne and Air Assault.

**Appendices**

**A. NATO Phonetic Alphabet**

The phonetic alphabet is used in radio communication and other situations to clarify letters, especially when spelling out names or codes.

- |             |              |
|-------------|--------------|
| 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     |

**B. Military Time**

Military time (also known as a 24-hour clock) is used to avoid confusion between AM and PM.

12:00 AM	0000	12:00 PM	1200
1:00 AM	0100	1:00 PM	1300
2:00 AM	0200	2:00 PM	1400
3:00 AM	0300	3:00 PM	1500
4:00 AM	0400	4:00 PM	1600
5:00 AM	0500	5:00 PM	1700
6:00 AM	0600	6:00 PM	1800
7:00 AM	0700	7:00 PM	1900
8:00 AM	0800	8:00 PM	2000
9:00 AM	0900	9:00 PM	2100
10:00 AM	1000	10:00 PM	2200
11:00 AM	1100	11:00 PM	2300

(To convert from standard PM time to military time, add 12 to the hour, e.g., 3:00 PM = 1500 hours. Pronounce as "fifteen hundred hours.")

### C. Common Military Terminology and Acronyms

As you begin your journey in Army ROTC, you will encounter a new vocabulary filled with military-specific terms, abbreviations, and acronyms. Understanding this language is crucial for effective communication and integration into the military environment.

**AAR** (After Action Review): A structured review process of an event or exercise to identify what happened, why it happened, and how to sustain strengths and improve weaknesses. AARs are a key part of Army learning.

**ACU** (Army Combat Uniform): The standard Army combat uniform. This is the duty uniform for all ROTC events. The Uniform is ACU, the camouflage pattern is OCP.

**AFT** (Army Fitness Test): The physical fitness test of record for the U.S. Army, consisting of five events designed to measure combat readiness.

**ALICE** (All-Purpose Lightweight Individual Carrying Equipment): An older generation of load-bearing equipment. While largely replaced by MOLLE, you might still encounter the term or some components.

**APFU** (Army Physical Fitness Uniform): The uniform worn for physical training.

**AR** (Army Regulation): Official publications that provide policies and procedures for the U.S. Army (e.g., AR 670-1 for uniform wear).

**BN** (Battalion): A military unit typically consisting of 300 to 1,000 Soldiers, commanded by a Lieutenant Colonel. Your ROTC program is likely organized as a Cadet Battalion.

**Cadre**: The group of instructors and staff, typically active duty or reserve Army personnel, who manage and teach the ROTC program.

**CO** (Commanding Officer): The officer in command of a company-sized unit, typically a Captain.

**CONUS** (Continental United States): Refers to the 48 contiguous states of the USA.

**CSM** (Command Sergeant Major): The senior enlisted advisor to a battalion, brigade, or division commander. The highest enlisted rank at that echelon.

**D&C** (Drill and Ceremony): The precise movements and procedures used in formations and formal events.

**DFAC** (Dining Facility): Pronounced "DEE-fak." The military cafeteria where Soldiers eat.

**FM** (Field Manual): Army publications that contain doctrine, tactics, techniques, and procedures (e.g., FM 3-21.5 for Drill and Ceremonies, now TC 3-21.5).

**FTX** (Field Training Exercise): A practical training event conducted in a field environment to simulate combat conditions and practice soldiering skills.

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**HMMWV** (High Mobility Multipurpose Wheeled Vehicle): Pronounced "Humvee." A common light tactical vehicle.

**LMTV** (Light Medium Tactical Vehicle): A standard cargo truck used by the Army.

**METL** (Mission Essential Task List): A list of the fundamental tasks a unit must be proficient in to accomplish its wartime mission.

**MOLLE** (Modular Lightweight Load-carrying Equipment): The current generation of load-bearing equipment used by the U.S. Army.

**MRE** (Meal, Ready-to-Eat): Packaged individual meals used by Soldiers in the field when fresh food is not available.

**MS** (Military Science): Refers to the ROTC curriculum levels (e.g., MS1 for freshmen, MS2 for sophomores).

**NCO** (Noncommissioned Officer): Enlisted leaders in the Army, from Corporal to Sergeant Major of the Army. They are responsible for training and leading Soldiers.

**OCONUS** (Outside Continental United States): Refers to locations outside the 48 contiguous states.

**OCP** (Operational Camouflage Pattern): The current camouflage pattern used by the U.S. Army.

**OPORD** (Operations Order): A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

**POV** (Privately Owned Vehicle): A Soldier's or Cadet's personal car or truck.

**PT** (Physical Training): Organized exercise sessions designed to improve physical fitness.

**PX / BX** (Post Exchange / Base Exchange): A department store on an Army post (PX) or Air Force base (BX) that sells goods to military personnel and their families.

**ROTC** (Reserve Officers' Training Corps): A college based program that trains students to become commissioned officers in the U.S. Armed Forces.

**Ruck March** (Rucksack March): Marching with a weighted backpack (rucksack) over a set distance, a common physical and mental endurance event.

**SOP** (Standard Operating Procedure): A set of established or prescribed methods to be followed routinely for the performance of designated operations or in designated situations.

**TC** (Training Circular): Army publications that provide guidance on training matters (e.g., TC 3-21.5 Drill and Ceremonies).

**TC** (Tank Commander): Term for the person in charge of any vehicle while it's in motion. Not the driver, usually the person in the front passenger seat.

**TDY** (Temporary Duty): A temporary assignment to a location other than a Soldier's permanent duty station.

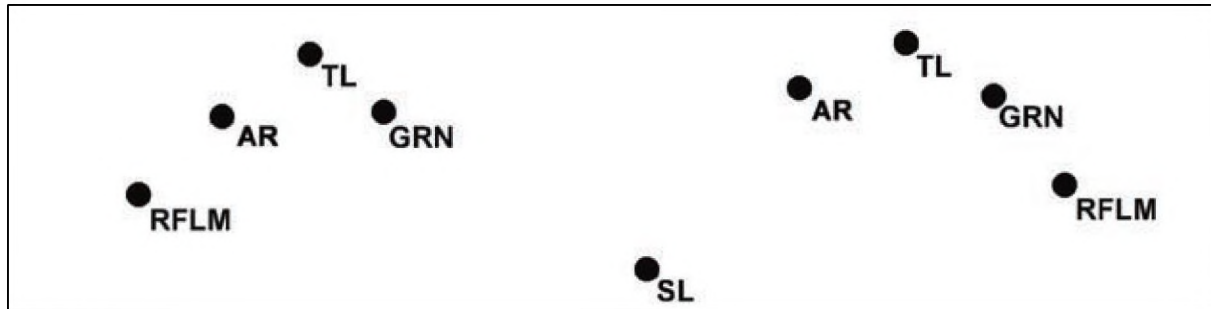
**XO** (Executive Officer): The second-in-command of a unit, typically a company or battalion. Assists the commander and manages staff functions.

(Do not hesitate to ask for clarification if you hear a term you don't understand. Your NCOs, instructors, and senior Cadets are there to help you learn.)

**D. Tactical Formations**

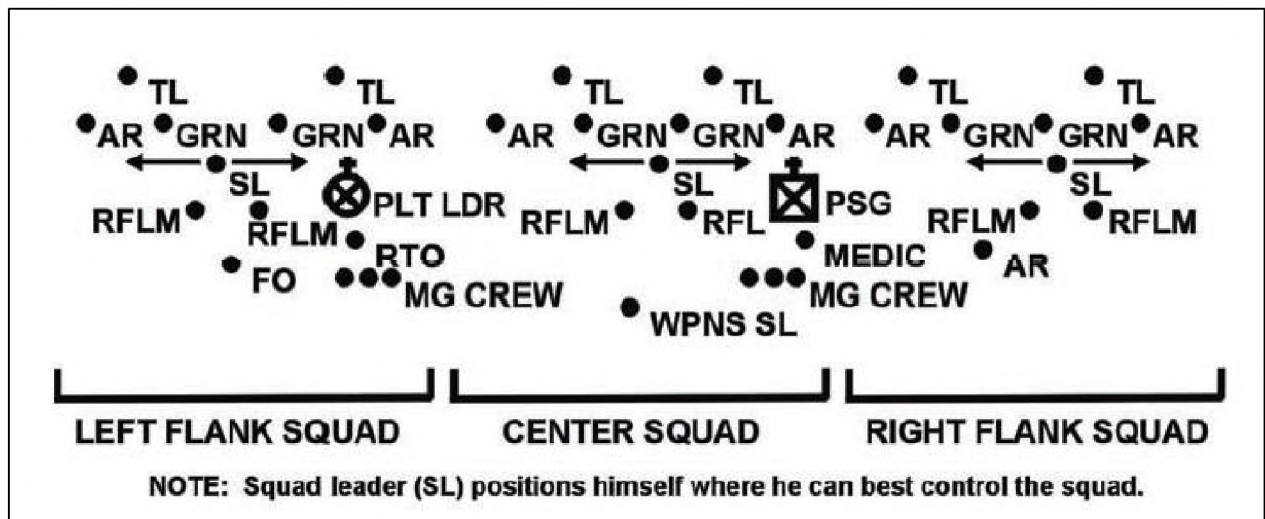
As an MS1/MS2 Cadet, you will primarily encounter squad and platoon formations.

**Squad Line Formation:**



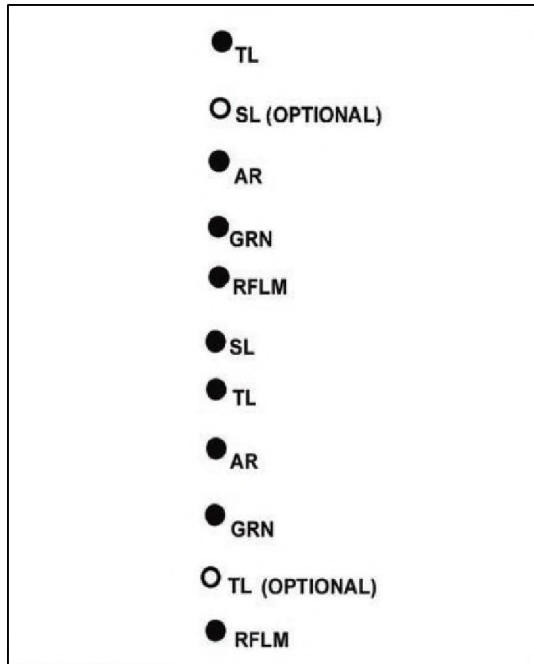
1 Squad Line

**Platoon Line Formation:**



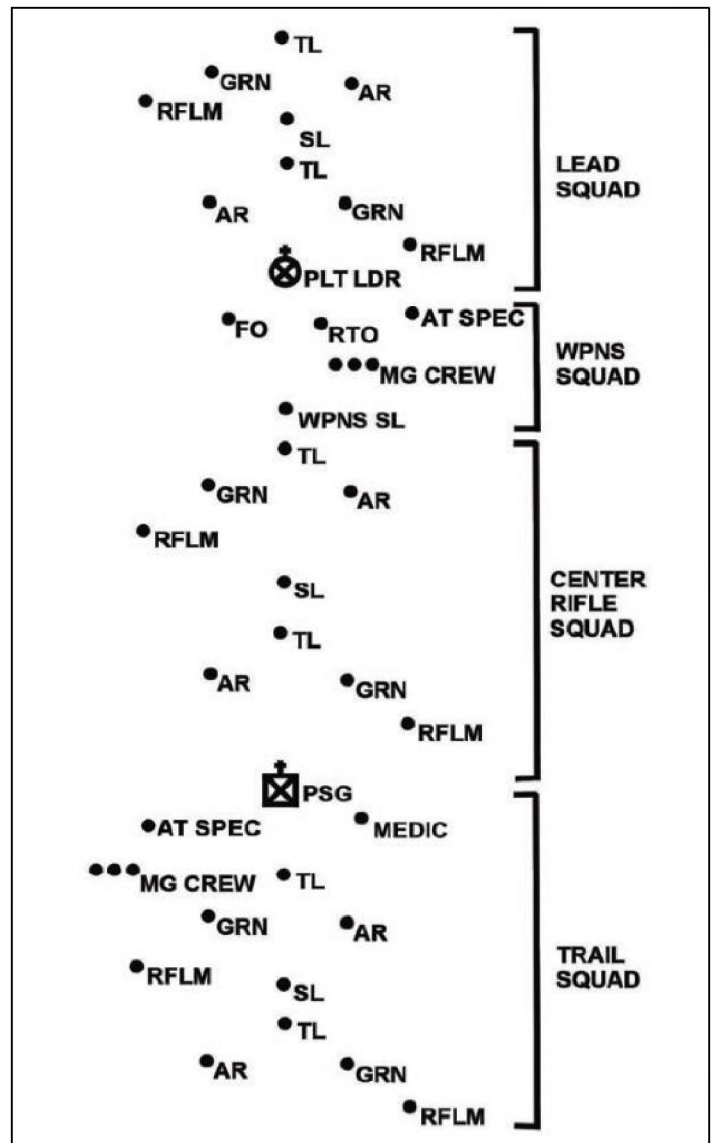
2 Platoon Line

**Squad Column Formation:** The squad forms in one or more files (typically two files, one behind the other, or a single file). Used for marching and moving through restricted areas.



3 Squad Column

**Platoon Column Formation:**



1 Platoon Column

## E. Drill and Ceremony

Understanding the language of drill is essential for executing movements correctly:

**Element:** An individual, squad, section, platoon, company, or larger unit forming part of a formation.

**Rank:** A line of Soldiers or Cadets standing side by side.

**File:** A line of Soldiers or Cadets standing one behind the other.

**Interval:** The lateral space between elements in the same rank. A normal interval is one arm's length. Close interval is 4 inches.

**Distance:** The space between elements in the same file. Normal distance is 40 inches (one pace).

**Cadence:** The uniform rhythm in which a movement is executed, or the number of steps per minute. Quick time is 120 steps per minute. Double time is 180 steps per minute.

**Step:** The prescribed distance from one heel to the other heel of a marching Soldier or Cadet. A 30-inch step is standard for most movements.

**Formation:** The arrangement of elements in a prescribed manner.

**Guide:** The person designated to regulate the direction and rate of march.

**Base:** The element on which a movement is planned, regulated, or aligned.

**Cover:** Aligning yourself directly behind the person to your front while maintaining proper distance.

**Dress:** Aligning yourself with the person to your right or left while maintaining proper interval.

### 1. Marching from the Halt

**Forward March:** On the command "Forward, MARCH":

- Start marching with your left foot, taking a 30-inch step.
- Swing your arms naturally, 9 inches to the front and 6 inches to the rear.
- Keep your head and eyes to the front, with good posture.
- Maintain cadence at 120 steps per minute (quick time).

**Halt:** On the command "(Unit), HALT":

- The command of execution "HALT" is given as either foot strikes the ground.
- Take one more step after "HALT."
- Bring your trailing foot alongside your leading foot, resuming the Position of Attention.

## 2. Marching in Place

- On the command "Mark Time, MARCH" (given while halted):
- Raise and lower each foot alternately, starting with your left foot.
- Raise each foot 2 inches off the ground.
- Execute at quick time cadence (120 steps per minute).
- Maintain the Position of Attention from the waist up.
- If already marching, the command "Mark Time, MARCH" is given as either foot strikes the ground:
- Take one more step with the other foot.
- Begin marking time, raising and lowering each foot alternately.

## 3. Flanking Movements while Marching

**Right Flank:** On the command "Right Flank, MARCH" (given as the right foot strikes the ground):

- Take one more step with your left foot.
- Turn 90 degrees to the right on the ball of your left foot.
- Step off with your right foot in the new direction of march.

**Left Flank:** On the command "Left Flank, MARCH" (given as the left foot strikes the ground):

- Take one more step with your right foot.
- Turn 90 degrees to the left on the ball of your right foot.
- Step off with your left foot in the new direction of march.

## 4. To the Rear March

- On the command "To the Rear, MARCH" (given as the right foot strikes the ground):
- Take one more step with your left foot.
- Turn 180 degrees to the right on the balls of both feet.
- Step off with your left foot in the new direction of march.

## F. The Chain of Command

Adherence to the Chain of Command is not optional; it is a requirement. Bypassing the Chain of Command (i.e., going over your immediate supervisor's head without just cause) can undermine leadership, create confusion, and hinder the unit's effectiveness. It is important to:

**Trust Your Leaders:** Your immediate supervisors (e.g., Cadet Squad Leader, Platoon Sergeant, Platoon Leader) are your first point of contact for most issues, questions, or concerns.

**Give Your Leaders the Opportunity to Lead:** Bringing issues to the appropriate level allows leaders to address them and make decisions within their scope of responsibility.

**Maintain Unit Cohesion:** Following established channels helps build trust and cohesion within the team and the unit.

There are specific situations where you might communicate outside your immediate Chain of Command, such as Equal Opportunity (EO) complaints, reporting illegal or unethical activities

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(e.g., to an Inspector General or Chaplain), or using an "Open Door Policy" if your immediate supervisor is unresponsive or part of the problem. However, for routine matters, the Chain of Command is the prescribed route.

### 3. How to Report Issues and Seek Guidance

If you have a question, concern, or problem, the general procedure is as follows:

**Identify Your Immediate Supervisor:** This is typically your Cadet Squad Leader or Team Leader, then your Cadet Platoon Sergeant or Platoon Leader. Know who these individuals are.

**Approach Your Immediate Supervisor:** Clearly and respectfully present your issue or question to them.

**Allow Time for Resolution:** Give your supervisor a reasonable amount of time to address the issue or provide an answer.

**Elevate if Necessary:** If your immediate supervisor cannot resolve the issue, or if it is beyond their authority, they should elevate it to their supervisor, or you may be instructed to do so. This process continues up the Chain of Command until the issue is resolved at the appropriate level.

### 4. Your Santa Clara University ROTC Cadet Battalion Chain of Command

In order to give experience at different levels and types of leadership, cadets will rotate through leadership positions throughout the year.

