MEMORANDUM FOR All ROTC Cadets, Webfoot Warrior Battalion

SUBJECT: Webfoot Warrior Battalion Army ROTC Handbook

1. This handbook is a reference for all cadets in the Webfoot Warrior Battalion and deals with the fundamental aspects of being a successful Army ROTC cadet.

2. Any student who shows sincere commitment to improve themselves physically, mentally and morally will be successful in the program and will commission as an officer in the United States Army.

University of Oregon Army ROTC
Professor of Military Science
THE CADET CREED

I am an Army Cadet. Soon I will take an oath and become an Army Officer committed to DEFENDING the values which make this Nation great. HONOR is my touchstone. I understand MISSION first and PEOPLE always.

I am the PAST - the spirit of those WARRIORS who made the final sacrifice.

I am the PRESENT - the scholar and apprentice soldier enhancing my skills in the science of warfare and the art of leadership.

But above all, I am the FUTURE - the future WARRIOR LEADER of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to WIN.

I WILL do my DUTY.
Army ROTC Mission

"To commission the future Officer leadership of the United States Army."

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THE SEVEN ARMY VALUES

- **LOYALTY**
  Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers.

- **DUTY**
  Fulfill your obligations.

- **RESPECT**
  Treat others as they should be treated.

- **SELFLESS SERVICE**
  Put the welfare of the nation, the Army, and your subordinates before your own.

- **HONOR**
  Live up to all the Army Values.

- **INTEGRITY**
  Do what is right, legally and morally.

- **PERSONAL COURAGE**
  Face fear, danger, or adversity.

The Army Values can be easily remembered by noting that the first letters of each value, when taken together, spell out **LDRSHIP**. The lesson is that the Army Values and leadership go together, and that to be a good leader you must live by the Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

Bottom Line: when you think of leadership, think of the Army Values.
THE WARRIOR ETHOS

I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL NEVER ACCEPT DEFEAT.

I WILL NEVER QUIT.

I WILL NEVER LEAVE A FALLEN COMRADE.

The Army Values and the Warrior Ethos epitomize the ideals of the United States Army. Any soldier who lives by these principles both on duty and off will set the example for his peers and subordinates and will make the Army and his superiors proud.

Notice that the first statement of the Warrior Ethos is, “I will always place the mission first.” Whatever you do in the Army, always keep the mission in mind. Everything that we do should go toward accomplishing our mission.
DUTY, HONOR, COUNTRY

DUTY - Obedience and disciplined performance. Despite difficulty or danger, duty requires self-responsibility and selfless devotion.

HONOR - Encompassing integrity and dedication. Honor is the thread which holds together the fabric of our Army.

COUNTRY - For which men and women have given their lives. Our country shines as the light of freedom and dignity to the world.

“Duty, Honor, Country: Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are your rallying points: to build courage when courage seems to fail; to regain faith when there seems to be little cause for faith; to create hope when hope becomes forlorn…”

GEN Douglas MacArthur
12 May 1962
West Point, NY
ARMY RANK STRUCTURE

Officer vs. Enlisted:
In the Army, there are two main career paths, the enlisted soldier and the commissioned officer. Enlisted ranks range from Private (E-1) to Sergeant Major of the Army (E-9). Officer ranks range from 2nd Lieutenant (O-1) to General of the Army (O-11, which is a very rare rank that is only utilized during special wartime circumstances). Commissioned officers outrank enlisted soldiers.

Non-Commissioned Officers:
As enlisted soldiers are promoted and move up in rank, they eventually become Non-Commissioned Officers, or NCOs. All enlisted ranks from Corporal (E-4) through Sergeant Major of the Army (E-9) are Non-Commissioned Officer ranks. The NCO Corps is known as “the backbone of the Army,” because they provide the support and structure needed to accomplish the various missions of the Army.

Commissioned Officers:
The officers are the ones who plan and lead the various missions of the Army. Ultimately, the officers are the ones who are responsible for everything that happens or fails to happen in their respective units of command. This responsibility means that the officer must strive to be proficient in the tactics and techniques of the Army and continually be able to think on the move and adjust plans when necessary.
ARMY ENLISTED RANK & INSIGNIA

- Private E-1 (PVT)
- Private E-2 (PV2)
- Private First Class E-3 (PFC)
- Specialist E-4 (SPC)
- Corporal E-4 (CPL)
- Sergeant E-5 (SGT)
- Staff Sergeant E-6 (SSG)
- Sergeant First Class E-7 (SFC)
- Master Sergeant E-8 (MSG)
- First Sergeant E-8 (1SG)
- Sergeant Major E-9 (SM)
- Command Sergeant Major E-9 (CSM)
- Sergeant Major of the Army E-9 (SMA)
ARMY OFFICER RANK & INSIGNIA

1st Lieutenant O-2 (1LT)

Captain O-3 (CPT)

Major O-4 (MAJ)

Lieutenant Colonel O-5 (LTC)

Colonel O-6 (COL)

Brigadier General O-7 (BG)

Major General O-8 (MG)

Lieutenant General O-9 (LTG)

General O-10 (GEN)

General of the Army O-11 (GOA)
ROTC CADET RANKS

CADET
PVT MS1
CADET
CPL MS2
CADET
SGT MS3
(Team Leader)
CADET
SSG MS3
(Squad Leader)
CADET
SFC MS3
(Platoon Sergeant)

CADET
1SG MS3
(First Sergeant)
CADET
SGM
CADET
CSM

CADET
2LT
MS3
(PLT LDR)
CADET
1LT
MS3
(Co. XO)
CADET
CPT
MS4 and MS3
(Co. CO)
CADET
MAJ
MS4
(Bat. XO, S3, Senior Tac)
CADET
LTC
MS4
(BC)
MILITARY CUSTOMS AND COURTESIES

There is an old military maxim that in the relations between seniors and juniors, "The senior will never think of the difference in rank; the junior will never forget it." This adage is just as true in social as it is in official relations. Adherence to this principle leads to ease and harmony. Violation of it often leads to unpleasantness and sometimes to outright embarrassment.

ADDRESSING OFFICERS AND NCOs

Addressing officers:

There are two appropriate ways to address officers. Either A) by using their rank and last name, or B) by using “Sir” or “Ma’am.”

Examples of appropriate greetings to officers:

“Good afternoon, Captain Miller.”
“Hello, Sir.”
“Good morning, Colonel Lingle.”
“See you tomorrow, Ma’am.”

Addressing NCOs:

As with commissioned officers, there are two appropriate ways to address NCOs. Either A) by using their title (based on rank) and last name, or B) by using their title (which is the equivalent of “Sir” or “Ma’am” to an officer).
The appropriate titles for NCOs depend on rank. For the sergeant ranks of E-5 thru E-8, their title is “Sergeant.” (Sergeants, Staff Sergeants, Sergeants First Class, and Master Sergeants are all addressed to as “Sergeant.”)

Examples of appropriate greetings to NCOs:
“Good evening, Sergeant.”
“Hello, Sergeant Miotke.”

Also, when saying things like “yes” or “no” or “thanks” or “no thank you” to cadre, be sure to add Sir / Ma’am / Sergeant (whichever is appropriate). Do not just say “yes” or “no,” and never say “yeah” to cadre.

**POSITION OF ATTENTION**

Assume the position of attention on the command **FALL IN** or the command **Squad (platoon), ATTENTION**.

To assume this position, bring the heels together sharply on line, with the toes pointing out equally, forming an angle of 45 degrees. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square.
Keep the head erect and face straight to the front with the chin drawn in so that alignment of the head and neck is vertical.

Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.

Remain silent and do not move unless otherwise directed.
SALUTING

One required act of military courtesy is the salute. Regulations governing its use are founded on military custom deeply rooted in tradition. The salute is a symbol of respect and a sign of comradeship among service personnel. The salute is simple and dignified; but, there is great significance in that gesture. It is a time-honored demonstration of courtesy among all military personnel that expresses mutual respect and pride in the service. Never resent or try to avoid saluting persons entitled to receive the salute.

Enlisted soldiers and cadets salute all officers, and officers salute their seniors. When approaching an officer, start your salute far enough away from the officer to allow time for your salute to be seen and returned (about six paces). Always salute with the right hand, and hold the salute until it is returned by the officer. Accompany your salute with a cheerful, respectful greeting (e.g., “Good morning, sir” or “Good afternoon, Captain McMahon”). When saluting UO ROTC cadre, the greeting is “Train to lead, sir/ma’am” and the officer will respond with “Webfoot Warriors.”

You should salute cadre officers when in the vicinity of the battalion HQ or at training events such as PT, leadership lab, and FTXs.
WEAR & APPEARANCE OF THE UNIFORM

Army grooming standards:

Army Regulation 670-1 outlines the Army grooming standards. Males must be clean-shaven, with hair that is short enough so that it A) does not fall over the ears, B) does not fall over the eyebrows, and C) does not fall over the back of the collar.

When in uniform, females’ hair must be worn “up” (e.g., in a bun), and like the males, females’ hair cannot fall over the ears or eyebrows, or fall over the back of the collar.

Cadets must also adhere to Army regulations pertaining to the use and wear of jewelry. In general, all Cadets are not authorized to wear any type of facial jewelry to include nose and lip rings, and male Cadets are not authorized to wear earrings.

Cadets will adhere to Army grooming standards during any ROTC function, to include classroom instruction. Cadets will also adhere to Army grooming standards when reporting to the Battalion HQ, whether in civilian clothes or uniform. This includes male Cadets not entering the HQ without a clean shave!

Wearing ACUs:

The normal uniform for leadership lab and ROTC training events is the Army Combat Uniform, or ACU. On the day of primary lab training events, contracted Cadets are required to show pride in their uniform and wear their ACUs on
campus for the duration of the day. During Off Week Labs, MSIIIs and IVs will wear their ACUs when reporting to lab. It is important that you wear the uniform the proper way with all the patches in their correct places. (See the diagram on the next page for guidance on uniform wear.)

Guidelines on wearing ACUs:

1. Pants are tucked into the boots.
2. Boot laces are tucked into the boots or wrapped neatly around the top of the boot.
3. The patrol cap is worn when outdoors, but not worn when indoors.
4. You cannot put your hands in your pockets in ACUs, except to retrieve something.
5. The Cadet Command patch (i.e., unit patch) goes on the left shoulder.
6. The US Flag patch goes on the upper right shoulder.
7. The “US ARMY” nametape goes on the left chest. Your last name goes on the right chest.
8. Rank is worn on the center chest.
Wearing the Improved Physical Fitness Uniform (IPFU)

Cadets are required to wear the IPFU during all Monday and Wednesday PT sessions. On Fridays, civilian attire is allowed, unless the IPFU is directed by the chain of command for specific events (for example, the Battalion Run). The standard IPFU consists of the Army Shorts, T-Shirt, and the reflective belt. When directed, you may also wear their issued long sleeve shirt, hat, gloves and the cold weather pants and jacket. Cadets will always wear their reflective belt regardless if their attire is the IPFU or civilian attire.

Guidelines on wearing the IPFU:
1. The reflective belt is worn around the waist with no jacket, and diagonal from the right shoulder to the left waste when wearing the jacket.
2. The T-Shirt is always tucked in.
3. White socks only, with no logos, and high enough to cover the ankle, but not above your calf.
4. When wearing the jacket, it is always zipped up.
ARMY PHYSICAL FITNESS TEST

Each cadet will be tested on the Army Physical Fitness Test (APFT) twice each term. It will be the cadets' responsibility to maintain the proper physical conditioning, and to stay within the Army weight standards. Refer to TC 3-21.20 for APFT standards.

Physical training will be a part of the Army ROTC Program throughout the school year. Our PT is conducted during the academic terms Mon-Wed-Fri, 0630-0730.

The APFT consists of three events: 2 minutes of push-ups, 2 minutes of sit-ups, and the 2-mile run. There are 100 points possible for each event with 300 points being a perfect score on the test.

PUSH-UP

The Push-up: Cadets start in the front leaning rest position and will have two minutes to complete this exercise. The arms and back must be straight in the starting position, and your body must form a generally straight line. On the command of GO, begin your push-ups by bending at the elbow and lowering your body until the top of the upper arms are aligned parallel to the ground. You will then return to the starting position by raising your
body. This will count as 1 push-up. You may rest in an authorize rest position, by either sagging in the middle or flexing your back.

AGE 17-21

(1) Minimum Male - 42 Push-ups; 60 points
(2) Maximum Male - 71 Push-ups; 100 points
(3) Minimum Female - 19 Push-ups; 60 points
(4) Maximum Female - 42 Push-ups; 100 points

SIT-UP

The Sit-up: The start position is flat on your back, knees bent at a 90 degree angle, fingers interlocked behind your head. You have two minutes to complete this test. On the command of GO, begin curling your body forward and return to the vertical position and return to starting position. During the exercise, another cadet will hold your ankles down to the ground. The hands must remain interlocked behind your head throughout the exercise. You may rest only in the up position.
AGE 17-21

(a) Minimum Male - 53 Sit-ups: 60 Points

(b) Maximum Male - 78 Sit-ups: 100 Points

(c) Minimum Female - 53 Sit-ups: 60 points

(d) Maximum Female - 78 Sit-ups: 100 points

2-MILE RUN

The third and final event of the APFT is the 2-mile run. Although walking is authorized, it is strongly discouraged. Runners may not be physically helped in any way during the event. However, cheering and pacing runners is authorized and strongly encouraged.

AGE 17-21

(a) Minimum Male - 15:54: 60 points

(b) Maximum Male - 13:00: 100 points

(c) Minimum Female - 18:54: 60 points

(d) Maximum Female - 15:36: 100 points
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MILITARY ACRONYMS

The Army, like any profession, has its own special jargon. The military uses a lot of abbreviations and acronyms. Commonly used ones you will likely encounter are listed below. The complete official reference is Army Regulation 310-50. "Authorized Abbreviations and Brevity Codes." With time and experience you will be speaking like a native and will communicate military ideas quickly.

Definition of Acronyms.

AAR: After Action Review - A group critique at the end of a mission or exercise to maximize the learning experience of the group.

AGR: Active Guard/Reserve - Reserve Component officers serving full time on Active Duty in support of the Reserve Component mission.

APMS: Assistant Professor of Military Science - An ROTC Cadre Officer.

APFT: Army Physical Fitness Test - Evaluates a soldier’s physical condition and consists of push-ups, sit-ups and a 2-mile run.

AR: Army Regulation – A publication produced by the Army rules and regulations for specific topics (e.g., AR 670-1, Wear and Appearance of the Army Uniform).
ARNG: Army National Guard.

ASAP: As Soon As Possible.

ACU: Army Combat Uniform - The camouflage utility uniform worn with combat boots.

BOLC: Basic Officer Leader Course – Branch-specific training following commissioning from ROTC.

CCP – Casualty Collection Point.

CDT CMD: U.S. Army ROTC Cadet Command - The major Active Duty Command which oversees ROTC.

CO: Commanding Officer - The officer with legal authority over all personnel and operations in the unit.

CONUS: Continental United States - Usually refers to an assignment within the lower 48 states of the US.

D&C: Drill and Ceremony - How troops move from place to place and render honors.

FM: Field Manual - Describes doctrine (how to do something) e.g., FM 7-8, Infantry Rifle Platoon and Squad.
FRAGO: Fragmentary Order – The order issued when changes are made to an existing OPORD; also in five-paragraph format.

FTX: Field Training Exercise - Training conducted outside the classroom, maximizing hands-on experience.

FY: Fiscal Year - A fiscal accounting year. For the U.S. Government it begins 1 October and ends 30 September.

GRFD: Guaranteed Reserve Forces Duty - A commissioning contract option guaranteeing a new lieutenant will not serve on active duty except for the Officer's Basic Course.

HQ: Headquarters - Where the unit commander is located.

IAW: In Accordance With - Tells you what reference to use to obtain guidance on how to accomplish something.

LDP: Leadership Development Program - An evaluation program of leadership potential for Army ROTC and West Point cadets.

LBV: Load-Bearing Vest - (Also sometimes called LBE for Load Bearing Equipment). The web gear carried by a soldier while in the field. It usually consists of the pistol belt, suspenders, canteens and ammunition pouches.
MRE: Meal Ready-to-Eat. The Army’s modern form of rations.

MS: Military Science / Student - Refers to ROTC cadets or classes (MS I-Freshmen, MS II-Sophomores, MS III-Juniors, and MS IV-Seniors).

NCO: Noncommissioned Officer - Supervisors in the Army; includes Corporal and all of the Sergeant ranks.

NLT: No Later Than - Tells you to do something by a specific time.

OER: Officer Evaluation Report - A job evaluation and report card.

OML: Order of Merit List - Ranked and prioritized list of people based on their demonstrated performance and leadership potential.

OPORD: Operations Order - The Army’s system of disseminating orders. OPORDs fit a structured five-paragraph outline.

PT: Physical Training - Includes stretching, calisthenics, strength training and cardio-vascular training to prepare for the APFT.

SOP: Standard Operating Procedure - The organization's standard/approved way to do something.
THE ARMY SONG
(First verse & refrain)

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 (two, three)
For where’er we go,
You will always know
That The Army Goes Rolling Along.

A BAR OF GOLD ON ARMY GREEN

A Bar of Gold on Army Green,
A Bar of Gold on Army Green,
If you’re looking for a leader
One who’s heard as well as seen,
Look to the one who’s earned respect
And a Bar of Gold on Army Green.
A Bar of Gold on Army Green
Recommend Reading Martial

TC 3-22.20 Physical Readiness Training
FM 22-5 Drill and Ceremony
FM 3-21.8 The Infantry Rifle Platoon and Squad
FM 5-0 The Operations process
FM 6-22 Army Leadership
FM 21-150 Combatives
FM 22-6 Guard Duty
FM 22-100 Military Leadership
FM 25-100 Training the Force
FM 25-101 Battle Forces Training
FM 21-11 First Aid for Soldiers
FM 21-26 Map Reading and Land Navigation
FM 7-10 The Rife Company, Platoon and Squad
FM 7-70 Light Infantry Platoon and Squad
AR 840-10 Flags, Guidons, Streamers
SH 21-76 Ranger Hand Book
STP 21-1 Warrior Skills Level 1
CC 670-1 Wear and Appearance of the Military Uniform