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Chapter 1
AFJROTC History, Mission Statement, Goals, and Objectives

*History*

The Air Force Junior Reserve Officer Training Corps (AFJROTC) was founded under Public Law 88-647 (also known as the Revitalization Act of 1964). The first AFJROTC units began operation in 1966 in just 20 high schools. As of January 2016, there are over 900 AFJROTC units in high schools throughout the United States and military bases around the world. Our unit, AFJROTC Unit SC-951, was established at Clover High School on 1 July 1995. The designation SC-951 means that our AFJROTC unit was the first unit to be activated in South Carolina in 1995.

*Mission Statement*

The mission of AFJROTC is to develop citizens of character dedicated to serving their nation and community.

The mission of AFJROTC Unit SC-951 is to help our cadets become better citizens in school, community, and country by providing opportunities for the development of teamwork, leadership, personal responsibility, self-discipline, and academic excellence.

*Goals and Objectives*

The goals of AFJROTC are to:

1. Instill values of citizenship.
2. Provide service to the United States.
3. Establish personal responsibility and sense of accomplishment.

The objectives of AFJROTC are to:

1. Educate and train high school cadets in citizenship.
2. Promote community service.
3. Instill responsibility, character, and self-discipline.
4. Provide instruction in air and space fundamentals.

The objectives of AFJROTC Unit SC-951 are to:

1. Encourage a high degree of personal honor, self-reliance, and leadership by example.
2. Encourage the pursuit of excellence in academic studies.
3. Promote patriotism and respect for the American flag and country.
4. Promote habits of attention to detail, orderliness, and precision in all activities.
5. Encourage appreciation and respect for constituted authority.
6. Promote understanding of military command structures.
7. Encourage appreciation for the traditions of the United States military (especially the Air Force).
Chapter 2

Class Syllabus

General

There are seven courses of AFJROTC:

1. AFJROTC-1 CP (stand alone class)
2. AFJROTC-2 CP (AS 2, AS 3, AS 4 grouped together)
3. AFJROTC-3 CP (AS 2, AS 3, AS 4 grouped together)
4. AFJROTC-4 CP (AS 2, AS 3, AS 4 grouped together)
5. AFJROTC-3 Honors (AS 3H and AS 4H grouped together)
6. AFJROTC-4 Honors (AS 3H and AS 4H grouped together)
7. AFJROTC-5 Aviation Honors Ground School (junior and senior cadets)

All CP courses are one semester long and meet for 90 minutes per day. The AFJROTC-3 Honors and AFJROTC-4 Honors courses are mixed together into an Early Bird class, which meets for 45 minutes per day from 0730 to 0815. AFJROTC-5 Aviation Honors Ground School is for junior and senior cadets only. Cadets must take Science of Flight prior to enrollment and be preapproved by an instructor for this course. Every course consists of 40% Aerospace Science (AS), 40% Leadership Education (LE), and 20% Wellness/Fitness.

To progress to the next CP level of AFJROTC, you must have a final grade of 85% or higher in the previous AFJROTC class you took, complete the appropriate application and be approved by the SASI. To progress to AFJROTC-3 Honors or AFJROTC-4 Honors, you must have a final grade of a 93% or higher in the previous AFJROTC class you took, attend the Cadet Leadership Course (unless waived by the SASI), and attain membership in the Kitty Hawk Air Society, which has its prescribed requirements for membership in Chapter 19.

AFJROTC-1 CP will take Science of Flight each year, AFJROTC-2 CP, AFJROTC-3 CP & AFJROTC-4 CP will take the same Aerospace Science class each year regardless of year group. The Aerospace Science class rotates between Aviation History, Exploring Space, & Survival each year in order to avoid possible duplication. Some AFJROTC-3-CP & 4 CP cadets in flight leadership postions will also get a portion of Management of the Cadet Corps. The Aerospace Science component for AFJROTC-3 Honors, and AFJROTC-4 Honors is Management of the Cadet Corps. AFJROTC-1 CP will always take LE-100, Traditions, Wellness and Foundations of Citizenship, AFJROTC-2-CP & 3-CP will take LE-200, Communication, Awareness and Leadership and LE-300, Life Skills and Career Opportunities in alternating fashion to avoid duplication. AFJROTC-4-CP will take LE 400, Principles of Management.

AFJROTC-1 CP cadets receive one physical education credit. AFJROTC-2 CP, AFJROTC-3 CP, and AFJROTC-4 CP cadets receive one elective credit. AFJROTC-3 Honors, AFJROTC-4 Honors, and AFJROTC-5 Honors cadets receive one honors credit.
Instructors: Maj Batson, SMSgt Woodham and MSgt Ghent

Course Description: This is an aviation history course focusing on the development of flight throughout the centuries. It starts with ancient civilizations and flight, then progresses through time to future developments in aerospace, with an introduction into cyber technologies. The intent of this course is to bring alive the significant discoveries in flight a reality. This book tells the story of why we are so proud of our Air Force heritage—laying the foundation for future AFJROTC courses.

The Course Outcomes are:

- Describe historical facts and impacts of the early attempts of heavier-than-air flight.
- Analyze the impact World War I aviation had on commercial aviation.
- Examine the role aerial bombing had on the outcome of World War II.
- Investigate the impact commercial jet aviation has had on US travel.
- Analyze the lessons learned from global use of US airpower.
- Evaluate developing technology that will affect the US Air Force of the future.

Materials:

1. Milestones in Aviation History
2. SC-951 Cadet Handbook

Course Sections:

- Exploring Flight
- Developing Flight
- Evolution of the Early Air Force
- Commercial and General Aviation Takeoff
- The US Air Force is born
- The modern Air Force

Assignments:

1. Cadets will read chapters in the textbook and answer associated questions in class.

2. Cadets will complete and present a project on Aviation History in the second quarter of the semester.

3. Tests and quizzes will be given periodically to assess mastery of the covered material.

**Instructors:** Maj Batson, SMSgt Woodham and MSgt Ghent

**Course Description:** This course teaches cadets how airplanes fly, weather’s effects on flight, flight’s effects on the human body, and flight navigation. The course is designed to complement concepts learned in mathematics, physics, and other STEM-related courses. It is aligned with the National Science Education Standards, the Math Standards & Expectations, and the ISTE National Education Technology Standards for Students.

**Objectives:**

1. Analyze the elements of flight.
2. Evaluate how atmospheric conditions affect flight.
3. Evaluate how flight affects the human body.
4. Analyze flight navigation and the purpose of aerial navigation aids.

**Materials:**

2. SC-951 Cadet Handbook

**Course Sections:**

1. Chapter 1: How Airplanes Fly
2. Chapter 2: Working Through Flight Conditions
3. Chapter 3: Flight and the Human Body
4. Chapter 4: Flying From Here to There

**Assignments:**

1. Cadets will read chapters in the textbook and answer associated questions in class.
2. Cadets will complete and present a project on Science of Flight in the second quarter of the semester.
3. Tests and quizzes will be given periodically to assess mastery of the covered material.
Aerospace Science 400 – Management of the Cadet Corps

Instructors: Maj Batson, SMSgt Woodham & MSgt Ghent

Course Description: The cadets in this course manage the cadets within the entire corps. This hands-on experience affords these cadets the opportunity to put the theories of previous leadership education courses into practice. All of the planning, organizing, coordinating, directing, controlling, and decision-making is done by these cadets. They practice their communication, decision-making, personal-interaction, managerial, and organizational skills.

Objectives:

- Apply the theories and techniques learned in previous leadership education courses.
- Know how to develop leadership and management competency through participation.
- Apply strengthened organizational skills through active incorporation.
- Know how to develop confidence in ability by exercising decision-making skills.
- Apply Air Force standards, discipline, and conduct.

Materials:

1. Leadership Education 400: Principles of Management
2. SC-951 Cadet Handbook
3. 8 ½ x 11 spiral notebook

Assignments:

1. Cadets will plan, organize and execute cadet corps functions and activities including Field Day x2, Military Ball x2, award ceremonies, Commander’s Calls, fundraisers, community service activities, flag ceremonies, color guard details, promotion testing, CIA field trips, co-curricular activities, etc. Cadets will document all cadet corps activities in WINGS and other activities as designated by the SASI/ASI.

2. Cadets will complete two projects according to the guidance in this handbook. The first semester project is the Voice of Democracy Essay. The second semester project will consist of research and presentation on a selected leadership style.

3. Cadets will receive graded evaluations periodically to assess performance of assigned duties.

4. Cadets will complete weekly journal entries. Cadets will record a summary of their corps activities each day in their journals and submit their journals to the SASI on the last day of each school week for a major grade. Loose sheets of paper will not be accepted in lieu of the journal worksheets.

Early Bird Schedule:

a. Monday: Staff meeting for WG/CC, WG/CV, WG/IG, WG/CCE, TRG/CC, MSG/CC, WG/DS, WG/ST, and any other staff members asked to attend by WG/CC, SASI, or ASI. All other staff members will work on staff jobs.

b. Tuesday: Staff meeting for all Early Bird cadets.

c. Wednesday: Uniform and grooming inspection. Will be led by Flight Commander and Flight Sergeant. Spare time will be utilized for working on job duties.

d. Thursday: Physical training. Early Bird cadets are required to wear issued PT gearlike everyone
else. Early Bird cadets are only permitted to makeup 2 PT sessions per grading period (this only applies to absences).
e. Friday: Work on staff job. Drill practice 2 X per month led by Drill Team Commander or designated Drill Team Member. Journal entry due by end of class.
Aerospace Science 500: Aviation Honors Ground School

Instructors: Maj Batson, SMSgt Woodham, MSgt Ghent & Mr. Bob Krall

Course Description: This course is the foundation for students interested in receiving a private pilot’s license. The material covered is an advanced, more in-depth study of aerospace topics. When the course is completed students should be prepared to take and pass the Federal Aviation Administration (FAA) written examination per requirement of the Federal Aviation Regulations FAR 61-05 Section 61.3. Cadets in this course will be given the opportunity to take at least two one-hour exploratory flight lessons to reinforce material covered in the classroom.

Objectives:

- Comprehend the fundamentals of flight.
- Comprehend flight operations.
- Comprehend the atmosphere and its effect on aircraft operations.
- Comprehend the basics of navigation using charts and radio aids.
- Apply the principles of aeronautical decision-making and flight-related physiological factors.

Materials:

1. Private Pilot Manual
2. SC-951 Cadet Handbook

Course Sections:

- Discovering Aviation
- Airplane System
- Aerodynamic Principles
- Flight Environment
- Communication and Flight Information
- Meterology for Pilots
- Interpreting Weather Data Ground
- Airplane Performance
- Navigation
- Applying Human Factor Principles
- Flying Cross-Country

Assignments:

1. Cadets will read chapters in the textbook and answer associated questions in class.

2. Tests and quizzes will be given periodically to assess mastery of the covered material.

3. Cadets will be given preflight assignments prior to each flight lesson.
Leadership Education 100 – Citizenship, Character, and Air Force Tradition

Instructors: Maj Batson, SMSgt Woodham & MSgt Ghent

Course Description: This course introduces cadets to the AFJROTC program and provides a basis for progression through the rest of the AFJROTC program while instilling elements of good citizenship. It contains sections on cadet and Air Force organizational structure, uniform wear, customs, courtesies, self-control, and citizenship.

Objectives:

- Know the importance of AFJROTC history, mission, purpose, goals, and objectives.
- Know military traditions and the importance of maintaining high standards of dress and personal appearance.
- Know the importance of attitude, discipline, respect, and ethics.
- Know the importance of self-control and that an effective stress management program improves the quality of life.
- Know why and how courtesies are rendered to the United States flag and National Anthem.
- Know why it is important to be a good democratic citizen and to be familiar with the different forms of government.
- Know the importance of helping oneself and others stay well.

Materials:

1. Leadership Education 100: Citizenship, Character, and Air Force Tradition
2. SC-951 Cadet Handbook

Course Sections:

- Chapter 1: Introduction to JROTC Programs
- Chapter 2: Personal Behavior
- Chapter 3: Be Health Smart
- Chapter 4: Making Safe, Drug-Free Decisions

Assignments:

1. Cadets will read chapters in the textbook and answer associated questions in class.
2. Tests and quizzes will be given periodically to assess mastery of the covered material.
Leadership Education 200 – Communication, Awareness, and Leadership

Instructors: Maj Batson, SMSgt Woodham & MSgt Ghent

Course Description: This course stresses communication skills within cadet corps activities. Much information is provided on communicating effectively, understanding groups and teams, preparing for leadership, solving conflicts and problems, and personal development. Briefings and speeches complement the academic materials.

Objectives:

• Apply the key factors of effective communications.
• Know the ways in which personal awareness affects individual actions.
• Know the key elements of building and encouraging effective teams.
• Apply the key behaviors for becoming a credible and competent leader.

Materials:

Leadership Education 200: Communication, Awareness, and Leadership
SC-951 Cadet Handbook

Course Sections:

1. Unit 1: Learning, Communication, and Personal Development
   Chapter 1: Learning and Communication
   Chapter 2: Communicating Effectively
2. Unit 2: Building Personal Awareness
   Chapter 3: Understanding Your Attitude
   Chapter 4: Understanding Your Action
3. Unit 3: Understanding Groups and Teams
   Chapter 5: Developing Vision and Teams
   Chapter 6: Solving Conflicts and Problems
4. Unit 4: Preparing for Leadership
   Chapter 7: A Leadership Model
   Chapter 8: Adaptive Leadership

Assignments:

• Cadets will read chapters in the textbook and answer associated questions in class.
• Cadets will prepare and present a speech two to four minutes long on a topic to be determined.
• Cadets will prepare and present a military briefing three to five minutes long with appropriate use of visual support on a topic to be determined.
• Tests and quizzes will be given periodically to assess mastery of the covered material.
Leadership Education 400 – Principles of Management

Instructors: Maj Batson, SMSgt Woodham & MSgt Ghent

Course Description: This course provides a guide to understanding the fundamentals of management, managing yourself, and managing others. Emphasis is placed on allowing the student to see himself/herself as a manager. There are four building blocks of leadership considered in this course from the military and civilian perspective: management techniques, management decisions, management functions, and managing oneself and others.

Objectives:

Comprehend the importance of management.
Comprehend the techniques and skills involved in making management decisions.
Comprehend the concepts and skills of problem solving, decision-making, and negotiating.
Comprehend the importance of managing oneself and others.

Materials:

1. Leadership Education 400: Principles of Management
2. SC-951 Cadet Handbook

AFJROTC-3 Honors Course Sections:

Unit 1: Introduction to Management
   Chapter 1: Managers and Management
   Chapter 2: The Historical Roots of Contemporary Management Practices
   Chapter 3: The Management Environment
Unit 2: Planning
   Chapter 4: Foundations of Planning
   Chapter 5: Foundations of Decision Making

AFJROTC-4 Honors Course Sections:

Unit 3: Organizing
   Chapter 6: Managing Change, Stress and Innovation
Unit 4: Leading
   Chapter 7: Foundations of Individual and Group Behaviors
   Chapter 8: Understanding Work Teams
   Chapter 9: Communication and Interpersonal Skills
   Chapter 10: Leadership and Trust

Assignments:

1. Cadets will read chapters in the textbook and answer associated questions in class.
2. Tests and quizzes will be given periodically to assess mastery of the covered material.
3. All Early Bird cadets are required to command the 14-sequence color guard routine for a major grade by the end of the first semester.
4. All Early Bird cadets are required to command at least one color guard detail (other than the 14-sequence color guard routine) for a major grade by the end of the second semester.
Leadership Education 500 – Drill

Instructors: Maj Batson, SMSgt Woodham & MSgt Ghent

Course Description: This course concentrates on the elements of drill and describes individual and group precision movements, procedures for saluting, drill, ceremonies, reviews, parades and development of command voice.

The course objectives are:

- Know the importance of drill and ceremonies.
- Know basic commands and characteristics of command voice.
- Apply and execute the concepts and principles of basic drill positions and movements.
- Know when and how to salute.
- Apply the procedures of drill movements used with smaller units to the movement of the squadron.

Wellness Program

Instructors: Maj Batson, SMSgt Woodham & MSgt Ghent

Course Description: This course concentrates on the health and physical fitness of cadets through education and physical fitness exercises. Cadets will participate in physical training once per week for 1.5 hours.

The course objective: To motivate AFJROTC cadets to lead active, healthy lifestyles beyond program requirements and into their adult lives.

Grading System

Major grades make up 60% of the cadet’s grade and include:

1. Uniform and grooming inspections
2. Tests
3. Projects
4. Staff journals (if applicable)
5. Drill routines and/or color guard details (if applicable)
6. Community service hours

Minor grades make up 40% of the cadet’s grade and include:

1. Physical training
2. Drill participation
3. Workbook assignments
4. Bearing and behavior (attendance, merits/demerits, adherence to AFJROTC rules, etc.)

UWD Grading Rules and Procedures

Cadets are expected to meet the uniform and grooming standards prescribed in Chapter 9 and Chapter 10 of this handbook. Cadets are inspected weekly for compliance with these uniform and grooming standards. It is the cadet’s responsibility to ensure they are inspected to avoid receiving a grade of 0% for that uniform wear day. Cadets should be mindful of the following rules and procedures concerning uniform and grooming standards
grading:

A. Cadets not in uniform (unless excused) will receive a UWD grade of 0% for that week. Cadets who make it up the very next day may receive a maximum score of 75% if first offense. Cadets will continue to lose 25 points per day until the next uniform wear day.

B. Cadets not wearing the correct uniform combination may receive a maximum UWD grade of 80% for that day. Cadets should check the announcement binder and weekly operations order for the upcoming week’s UWD combination.

C. Cadets must make up all missed uniform wear days by the end of each quarter. Failure to do so will result in their overall average being manually adjusted to 59% (regardless of actual average).

D. Cadets absent from school on a UWD must wear the uniform on the first day they return to school in order to avoid penalty. Cadets absent from school for an extended time period must make up all UWDs that were missed upon return to school. If cadets fail to make up wear the first day back, 25 points per day will be deducted.

First Semester Non-Honors Project

All non-honors cadets will present a formal PowerPoint presentation. The presentation should be three to five minutes in length and follow the provided rubric on the proceeding page. This project is double-weighted. The SASI will announce the due date for this project. Late projects will not be accepted.

Second Semester Non-Honors Project

All non-honors cadets will present a formal PowerPoint presentation. The presentation should be three to five minutes in length and follow the provided rubric on the proceeding page. This project is double-weighted. The SASI will announce the due date for this project. Late projects will not be accepted.

First Semester Honors Project

All honors cadets will participate in the Veterans of Foreign Wars (VFW) Voice of Democracy Essay Competition. The essay should have enough content to be presented in three to five minutes and follow the provided rubric on the proceeding page. Cadets whose essays are selected as the top in the unit will be asked to provide an audio tape recording of their essay. This project is double-weighted. The SASI will announce the due date for this project. Late projects will not be accepted. Cadets can get more information by visiting the Voice of Democracy Essay Contest Website. https://www.vfw.org/community/youth-and-education/youth-scholarships

Second Semester Honors Project

All honors cadets will present a formal PowerPoint presentation to inform or persuade their audience about a relevant leadership style such as situational leadership, strategic leadership, democratic leadership, and transformational leadership. All topics must be preapproved by the SASI/ASI, and the presentation should follow the provided rubric on the proceeding page. This project is double-weighted. The SASI will announce the due date for this project. Late projects will not be accepted.
### Project Rubric

<table>
<thead>
<tr>
<th>Category</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amount of Information</strong></td>
<td>Topic is well supported and all main ideas have at least 2 sentences/bullets about each. Paper is typed in 2 pages and double-spaced. Slide presentation is 3 to 5 minutes long and contains at least 10 slides.</td>
<td>Topic is well supported and most main ideas have at least 2 sentences/bullets about each. Paper is typed in 2 pages and double-spaced. Slide presentation is 3 minutes long and contains 9 slides.</td>
<td>Topic is adequately supported and some main ideas have at least 1 sentence/bullet about each. Paper is almost typed in 2 pages and double-spaced. Slide presentation is 2 ½ minutes long and contains 7 to 8 slides.</td>
<td>Topic was not supported. Paper is not the required length and/or not double-spaced. Slide presentation is only 1 minute long and contains fewer than 6 slides.</td>
</tr>
<tr>
<td><strong>Quality of Information</strong></td>
<td>Information clearly relates to the main topic. It includes several supporting details and/or examples. Completely followed instructions.</td>
<td>Information clearly relates to the main topic. It provides 1 to 2 supporting details and/or examples. Followed most instructions.</td>
<td>Information clearly relates to the main topic. No details and/or examples are given. Followed some instructions.</td>
<td>Information has little or nothing to do with the main topic. Failed to follow instructions.</td>
</tr>
<tr>
<td><strong>Sources and References</strong></td>
<td>All sources (information and graphics) are accurately documented in APA/MLA format.</td>
<td>All sources (information and graphics) are accurately documented, but a few are not in APA/MLA format.</td>
<td>All sources (information and graphics) are accurately documented, but many are not in APA/MLA format.</td>
<td>Some sources are not accurately documented in APA/MLA format.</td>
</tr>
<tr>
<td><strong>Grammar Mechanics</strong></td>
<td>No grammatical, spelling, or punctuation errors.</td>
<td>Almost no grammatical, spelling, or punctuation errors.</td>
<td>A few grammatical, spelling, or punctuation errors.</td>
<td>Many grammatical, spelling, or punctuation errors.</td>
</tr>
<tr>
<td><strong>Paragraph Construction</strong></td>
<td>All paragraphs include introductory sentence, explanations or details, and concluding sentence. Slide presentation used bullet format (a main idea bullet with secondary bullets indented). Included an overview slide and summary slide.</td>
<td>Most paragraphs include introductory sentence, explanations or details, and concluding sentence. Slide presentation used bullet format (a main idea bullet with secondary bullets indented). Included an overview slide and summary slide.</td>
<td>Paragraphs included related information but were typically not constructed well. Slide presentation used some bullet format. Not consistent throughout presentation. Included either an overview slide or summary slide but not both.</td>
<td>Paragraphing structure was not clear and sentences were not typically related within the paragraphs. Failed to use bullet format in slide presentation. Did not include overview and summary slide.</td>
</tr>
<tr>
<td><strong>Diagrams, Illustrations, and Fonts</strong></td>
<td>Diagrams and illustrations are neat, accurate and add to the audience’s understanding of the topic. Font size was no larger than 12 point on typed papers. Font size and color were easy to read on slide presentations.</td>
<td>Diagrams and illustrations are accurate and add to the audience’s understanding of the topic. Font size was no larger than 12 point on typed papers. Font size and color were easy to read on slide presentations.</td>
<td>Diagrams and illustrations are neat and accurate and sometimes add to the audience’s understanding of the topic. Most fonts were 12 point on typed papers. Most fonts were easy to read on slide presentations.</td>
<td>Diagrams and illustrations are not accurate or do not add to the audience’s understanding of the topic. Font sizes on written papers exceeded 12 point. Fonts on slide presentations were difficult to read.</td>
</tr>
</tbody>
</table>
Chapter 3

Classroom Rules and Procedures

General

By enrolling in AFJROTC, you are agreeing to follow all of the classroom rules. Conduct and attitude not following these rules will result in disciplinary action and a loss of privileges (food/drinks in classroom, field trips, promotions, AFJROTC co-curricular activities participation, etc.). Cadets whose conduct and attitude continuously affect the class in an adverse manner will be recommended to the principal for disenrollment from AFJROTC. Disenrollment from AFJROTC will result in a failing grade for the course (regardless of current average).

Classroom Rules

1. Cadets are expected to be in formation and standing at attention prior to the tardy bell ringing in the shop area. Tardiness will affect your AFJROTC grade, promotion eligibility, field trip consideration, and award nomination. Excessive tardiness will result in disciplinary action by the administration.
2. During class and for official cadet corps business, cadets will address each other by title and surname. For example, a cadet named Bob Smith with the rank of C/SMSgt would be addressed as “Cadet Smith,” “Cadet Senior Master Sergeant Smith,” or “Cadet Sergeant Smith.”
3. Cadets wishing to address the SASI/ASI during classroom instruction will raise their hands and wait to be called upon.
4. Cadets wishing to address the SASI/ASI while outdoors will come to attention and request permission to speak in the third person. For example: “Sir, Cadet Smith requests permission to speak.”
5. Cadets addressed by the SASI/ASI while outdoors (in or out of formation) will come to attention and remain at attention until given other instructions or upon departure of the SASI/ASI. If in formation, the cadet will return to the former position.
6. Cadets will not slouch in their seats, put their feet on chairs, sit on the tops of desks or tables, or be inattentive to instruction.
7. Sleeping during classroom instruction is prohibited. Cadets who feel sleepy may, at any time without asking permission, stand at parade rest in the rear of the classroom until they can remain awake. No disciplinary action will be taken. Cadets with their heads down in their desks are considered asleep. This is your first warning! Upon the second incident, disciplinary action will be taken.
8. Cadets will not chew gum at any time while in the classroom or on the drill pad. Doing so will result in a lunch detention to clean gum stuck beneath tables and chairs. Cadets may use small breath mints such as Tic-Tacs, Lifesavers, and Altoids.
9. Water is permitted in the classroom. Soft drinks and food will not be eaten in the classroom unless they are authorized by the SASI/ASI. Soft drinks and food may be consumed in the shop area as long as the area remains clean.
10. Cadets will have all cellphones, iPods, and other electronic devices (with the exception of the MacBook, assuming the SASI/ASI permits its use for classroom activities) turned off and secured in a book bag or purse. These devices must be out of sight when cadets enter the classroom.
11. During instruction, personal conversations are not permitted.
12. Cadets will not leave their seats without asking permission, except to stand due to sleepiness.
13. Cadets will not enter the supply room or logistics area without permission from the SASI/ASI. Members of the Logistics Squadron may enter these areas if they are under the direct supervision of the SASI/ASI.
Classroom Procedures

At the beginning of class, all cadets should immediately go into the shop area, place book bags and other personal belongings neatly along the floor or on a table by the shop exterior doors, and prepare for flight formation. Every day, the beginning of class will be conducted in the following manner:

1. When the tardy bell rings, the Flight Commander or Flight Sergeant will command, “Fall in!”
2. Cadets will fall into line formation and face the Flight Commander or Flight Sergeant while attaining normal dress and cover at the position of attention. The flight will then be given the command “parade rest.”
3. The Flight Sergeant will face the flight and take roll call. To take roll call, he/she should say “Cadet (last name).” Each cadet will snap to attention when his/her name is called and respond with, “Here sir/ma’am.” The cadet will then resume standing at parade rest.
4. Once roll call is complete and all absences are noted, the Flight Sergeant will report the status of the flight to the Flight Commander. The report is executed with a salute and statement along the lines of “Sir/Ma’am, ___ Flight is all present and accounted for” or “Sir/Ma’am, ___ Flight has ___ cadet(s) absent.”
5. The Flight Commander will return the salute, instruct the Flight Sergeant post to his/her designated spot within the flight, and then lead the flight in reciting the Pledge of Allegiance.
6. The Flight Commander will read all announcements in the announcement binder and ensure that all items on the Flight Commander checklist are completed.
7. The Flight Commander will dismiss the flight into the classroom for instruction or other activities designated by the SASI/ASI. Cadets should gather all necessary belongings and proceed quietly into the classroom or other designated area.

During class, cadets may need to report in to the SASI/ASI. Cadets will never enter the office without permission. To do so is a violation of military custom and displays gross disrespect. To report in to the SASI/ASI in his/her office, the cadet will complete the following steps:

1. Remove any articles from the right hand.
2. Come to the position of attention.
3. Knock on the door and wait for a response.
4. Upon being admitted into the office, promptly march in using the most direct route and halt approximately two paces away from the SASI’s/ASI’s desk.
5. Render a salute. Begin the reporting statement as soon as the hand reaches the salute position. The statement should be along the lines of “Cadet (last name) reporting in as requested” or “Cadet (last name) requesting permission to speak.”
6. Upon the SASI/ASI returning the salute or saying “at ease,” drop the salute and ask what is needed or say what needs to be said.
7. At the end of the conversation, come to attention, render a salute, and ask, “Will that be all, sir/ma’am?”
8. Upon the SASI/ASI returning the salute, drop the salute and execute an about face.
9. Take the most direct route out of the office.

Toward the end of the class period, the Flight Commander will give the command “fall in,” remind the flight of any announcements, and dismiss the flight. Cadets will look around the room and pick up any trash, which they will deposit in the trashcan. They will then collect their book bags and personal items and wait for the dismissal bell. When the bell rings, cadets will exit the classroom or shop area quickly and quietly.
Chapter 4

Cadet Conduct

General

Cadets will conduct themselves in a positive manner at all times in order to reflect good credit upon themselves, their parents/guardians, Clover High School, and the United States Air Force.

Military Courtesy

In addition to saluting, cadets will address the SASI, ASI, and cadet officers of higher rank by rank and surname or by "sir/ma’am.” This same courtesy should be extended to all teachers and administrators of Clover High School. Your actions inside and outside the classroom reflect upon the entire cadet corps. Disrespect toward any faculty member, administrator, or other cadet will result in disciplinary action.

Cadet Officer/NCO Authority

All cadet officers and non-commissioned officers (NCOs) are authorized and required to take charge of subordinate cadets in the performance of AFJROTC leadership training. This includes the correction of uniform wear violations and inappropriate behavior any place on school grounds or at AFJROTC functions. However, cadet officers and NCOs will not disrupt any teacher’s class to make corrections, not use physical contact when correcting a cadet without the cadet’s permission, and never use force on another cadet. They will judiciously enforce military discipline at all times and will never demean, belittle, harass, or use profane language. Proven abuse of authority will result in immediate demotion or other disciplinary action.

Improper Use of Rank

Cadets will not attempt to use their AFJROTC rank or position to obtain personal favors or gains. Cadet rank only exists when taking part in authorized AFJROTC activities. Blatant misuse of cadet rank or authority will result in demotion, loss of position, and possibly disenrollment from the program.

Hazing

Hazing is the practice of directing someone of a lower rank to perform a humiliating action that entails the surrender of dignity and/or self-respect or a hazardous action that exposes one to physical injury or harm. Therefore, hazing is strictly forbidden and will result in demotion or disenrollment from the AFJROTC program.

Secret Organizations

Cadets are prohibited from organizing or belonging to secret organizations, including cliques and gangs. Such organizations are frequently violent, devious, divisive, and discriminatory. Participation in such groups will result in a recommendation to the principal for disenrollment from AFJROTC and a failing grade for the course.
Inappropriate Behavior

Inappropriate behavior, whether you are in or out of uniform, is prohibited while participating in AFJROTC and will result in disciplinary action by the SASI/ASI and/or CHS administration. This behavior includes, but is not limited to:

1. Alcohol consumption
2. Drug abuse
3. Tobacco use
4. Horseplay
5. Public display of affection
6. Fighting
7. Disparaging remarks
8. Insubordination
9. Disrespect
10. Verbal threats
11. Physical attacks

The initiation of a verbal threat or physical attack will be considered an assault, which is an illegal act and cause for disciplinary referral to the CHS administration and immediate disenrollment from the AFJROTC program.

Harassment and Bullying

Harassment or bullying of any cadet by anyone of any rank is strictly forbidden. Examples of harassment or bullying are unwanted physical contact (especially of a sexual nature) and improper or abusive language including profanity, obscenity, “in your face,” and gossip.
Chapter 5
Merit and Demerit System

Purpose
The merit and demerit system is used to recognize service, promote observance of military customs and courtesies, and reinforce positive behavior. It is comprised of a point system that directly affects the cadet's overall grade via the monthly Bearing and Behavior Grade.

Recording Procedures

1. Flight commanders and other cadet officers/NCOs will document merits awarded and demerits assessed on the appropriate slips and place the slips in the Wing Command Chief’s distribution box.
2. A cadet receiving demerits must sign the demerit slip. If the cadet refuses to sign, communicate such action on the form. Remember that counseling should always come first before the issue of demerits is confirmed to be necessary.
3. The Wing Command Chief will submit all slips to the ASI on the last day of each school week.
4. The ASI will review and return all slips to the Wing Command Chief by the first day of the proceeding school week.

Merits
Merits are awarded commensurate with the degree of expected performance. In the event a performance is canceled for unforeseen reasons, cadets who were in place at the appropriate time will receive full credit for the performance.

Merits may be awarded for exceptional performance in areas listed below (not all inclusive). A cadet officer/NCO who outranks the recipient must document these merits in detail. All merits/demerits awarded are subject to review by the Wing Command Chief and approval by the ASI. The following is a list of merit-worthy performances and the maximum merits that may be awarded for each performance:

<table>
<thead>
<tr>
<th>Performance</th>
<th>Merits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional performance of duties</td>
<td>5</td>
</tr>
<tr>
<td>Military parade or review</td>
<td>2</td>
</tr>
<tr>
<td>Color guard detail (except competitions)</td>
<td>2</td>
</tr>
<tr>
<td>Recruiting Team presentation</td>
<td>2</td>
</tr>
<tr>
<td>Fundraising (per $10 profit)</td>
<td>1</td>
</tr>
<tr>
<td>CHS A or A/B Honor Roll (per quarter)</td>
<td>5</td>
</tr>
<tr>
<td>OPR for minor event</td>
<td>3</td>
</tr>
<tr>
<td>OPR for major event</td>
<td>5</td>
</tr>
<tr>
<td>Member of AFJROTC Activity Committee</td>
<td>3</td>
</tr>
<tr>
<td>Flag detail (per day)</td>
<td>1</td>
</tr>
<tr>
<td>Community service project (per 6 hours)</td>
<td>2</td>
</tr>
<tr>
<td>Outstanding Flight of the Quarter</td>
<td>5</td>
</tr>
<tr>
<td>Cadet of the Month or Semester</td>
<td>5</td>
</tr>
<tr>
<td>Distinguished AFJROTC Cadet of the Year</td>
<td>10</td>
</tr>
<tr>
<td>Reserve cadet uniform wear (per week)</td>
<td>5</td>
</tr>
</tbody>
</table>
Demerits

Attendance and conduct offenses will comply with the guidelines in the CHS Student Handbook. Any cadet assessing demerits should first try counseling the offending cadet on the infraction he/she committed. If counseling fails to correct the behavior, the issuing cadet should explain to the cadet receiving the demerits the nature of the offense and the number of demerits being assessed. The cadet receiving the demerits must sign the demerit slip prior to submission. Should counseling and demerits fail to modify the inappropriate behavior, other alternatives (possibly disenrollment from the program) may be taken. The following is a list of actions that call for the issue of demerits and the maximum amount that may be assessed for each action:

<table>
<thead>
<tr>
<th>Action</th>
<th>Maximum Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uniform wear or grooming infraction (excluding inspection)</td>
<td>1</td>
</tr>
<tr>
<td>Failure to perform assigned duties</td>
<td>3</td>
</tr>
<tr>
<td>Insubordination</td>
<td>5</td>
</tr>
<tr>
<td>Sleeping during class or disrupting class</td>
<td>5</td>
</tr>
<tr>
<td>Disrespect toward the flag or other patriotic symbol</td>
<td>5</td>
</tr>
<tr>
<td>Failure to report for a performance</td>
<td>5</td>
</tr>
<tr>
<td>Inappropriate behavior (per infraction)</td>
<td>1</td>
</tr>
<tr>
<td>Hazing</td>
<td>5</td>
</tr>
</tbody>
</table>

Cadets may appeal demerits through the Chain of Command. Demerits assessed against a cadet may be reduced by appeal; they cannot be increased. The Wing Command Chief and ASI must approve all demerits.
AFJROTC Unit SC-951 is organized as a wing as specified in AFJROTC Instruction 36-2001. Refer to the Chain of Command chart illustrated below.
**Cadet Appointment and Duty Rotation**

The SASI and ASI select the Wing Commander, subordinate commanders, and Wing Staff members in accordance with the UMD. The incoming Wing Commander will provide a list of nominees for staff positions to the SASI/ASI.

Rotation of most cadet positions will occur at the start of each semester. However, the SASI reserves the right to make out-of-cycle rotations as needed. Due to experience limitations, it may also be necessary to keep certain cadets in specific positions for longer periods. Position assignments will be based upon performance in previous positions, recommendations from the Wing Commander, and displayed abilities.

Unless a cadet has attended Cadet Officer Leadership School or has achieved permanent cadet officer status, he/she will be temporarily promoted to the minimum rank of his/her staff job description. Once the cadet no longer holds that particular staff job, he/she reverts back to his/her original rank. The Information Management Officer/NCO should cut all applicable orders.

**Staff Positions**

**Staff Position: Wing Commander (WG/CC)**

**Rank Range:** C/Col

**Duties:**

1. Reports in directly to the SASI/ASI.
2. With the assistance of the Vice Wing Commander, supervises and prepares monthly evaluations for the following staff members:
   a. Vice Wing Commander
   b. Inspector General
   c. Executive Officer
   d. Director of Staff
   e. Special Teams Commander
   f. Mission Support Group Commander
   g. Training Group Commander
   h. Chief of Stan Eval
3. Acts as the Chairman of the Wing Staff.
4. Responsible for the command, control, appearance, discipline, efficiency, training, and conduct of the cadet wing.
5. Administers unit activities according to Air Force principles and procedures.
6. Develops training plans and assists with training cadet staff on the duties of their positions.
7. Heads all staff meetings. Chairs a head staff meeting each Monday and Wing Staff meeting each Tuesday.
8. Evaluates the progress of subordinate commanders to ensure their effectiveness (monthly staff evals).
9. Visits committee and club meetings (KHAS, Drill Team, etc.). Visible around the wing visiting duty sections and subordinate groups and squadrons.
10. Chairs Cadet of the Month, Cadet of the Semester, and Honor Board.
11. Holds quarterly Commander’s Calls.
12. Reviews Operations Order. Due to SASI COB Thursday each week.
13. Performs any other duties assigned by the SASI/ASI.
14. Reviews journal entries of subordinates prior to weekly submission.

**Staff Position: Vice Wing Commander (WG/CV)**

**Rank Range:** C/Lt Col

**Duties:**

1. Reports in directly to the Wing Commander.
2. Assists the Wing Commander in supervising and preparing monthly evaluations for his/her direct subordinates.
3. Assumes command of the cadet wing in the absence of the Wing Commander.
4. Prepares and coordinates all staff meeting agendas.
5. In coordination with the SASI/ASI, creates the monthly uniform combination calendar. Informs the Operations Officer of the upcoming week’s UWD combination no later than the first school day of the previous week.
6. In coordination with the SASI/ASI, orders graduation cords for senior cadets.
7. In coordination with the SASI/ASI and Wing/CC, organizes Annual Military Signing Day Ceremony.
8. Performs any other duties assigned by the Wing Commander or SASI/ASI.

**Staff Position: Inspector General (WG/IG)**

**Rank Range:** C/Maj to C/Col

**Duties:**

1. Reports in directly to the Wing Commander.
2. Advises the Wing Commander and SASI/ASI on issues within the cadet wing and suggests possible solutions.
3. Acts as a regulator of the cadet wing by ensuring that it is knowledgeable of and in compliance with SC-951 regulations, policies, and procedures.
5. Ensures items posted in the announcement binder and on the bulletin boards are current. Coordinates with the SASI/ASI and pertinent staff members when items are outdated.
6. Investigates possible Honor Code violations and forwards findings to the Wing Commander and SASI/ASI.
7. In coordination with the Wing Commander, selects other Honor Board members as needed.
8. Writes all Honor Board after-action reports.
9. Submits monthly Commander’s Honor Board report to SASI/ASI for consideration.
11. Performs any other duties assigned by the Wing Commander or SASI/ASI.
12. Reviews journal entries of subordinates prior to weekly submission.

**Staff Position: Chief Stan Eval (WG/STAN)**

**Rank Range:** C/MSgt to Capt

**Duties:**

1. Holds formal logistics area inspection once per week. May spot check items. Communicates any discrepancies encountered to the Logistics Squadron Commander and ASI for correction.
2. Conducts monthly inventory spot checks of equipment items. Communicates any discrepancies encountered to the Logistics Squadron Commander and ASI for correction.
3. Validates monthly ADPE and curriculum inventory inspection. Communicates any discrepancies encountered to the Logistics Squadron Commander and ASI for correction.
4. Conducts monthly inspection of flight personnel cadet folders. Checks for completed personnel forms. Identifies discrepancies with DORs, personnel information, events, promotions, awards and decorations. Forwards discrepancies to the appropriate Training Group Squadron Commander and SASI/ASI.
5. Conducts monthly uniform inspection of training flights to ensure uniform/grooming standardization within the Cadet Wing. May be augmented by Wing Staff if necessary. Communicates any discrepancies encountered to the appropriate Squadron Commander and SASI/ASI.
6. Reviews journal entries of subordinates prior to weekly submission.

**Staff Position: Stan Eval (WG/STAN)**

**Rank Range:** C/MSgt to Capt

**Duties:**

1. Holds formal logistics area inspection once per week. May spot check items. Communicates any discrepancies encountered to the Logistics Squadron Commander and ASI for correction.
2. Conducts monthly inventory spot checks of equipment items. Communicates any discrepancies encountered to the Logistics Squadron Commander and ASI for correction.
3. Validates monthly ADPE and curriculum inventory inspection. Communicates any discrepancies encountered to the Logistics Squadron Commander and ASI for correction.
4. Conducts monthly inspection of flight personnel cadet folders. Checks for completed personnel forms. Identifies discrepancies with DORs, personnel information, events, promotions, awards and decorations. Forwards discrepancies to the appropriate Training Group Squadron Commander and SASI/ASI.
5. Conducts monthly uniform inspection of training flights to ensure uniform/grooming standardization within the Cadet Wing. May be augmented by Wing Staff if necessary. Communicates any discrepancies encountered to the appropriate Squadron Commander and SASI/ASI.
6. Reviews journal entries of subordinates prior to weekly submission.

**Staff Position: Executive Officer (WG/CCE)**

**Rank Range:** C/Capt to C/Lt Col

**Duties:**
1. Reports in directly to the Wing Commander.
2. Schedules and coordinates the activities of the cadet wing (including all staff meetings).
3. Maintains, updates, and posts a calendar of events for the year during all staff meetings. This should include event names, dates, assigned OPRs, milestone dates, completion dates, and cadet participation.
4. Prepares staff meeting PowerPoint presentations and coordinates staff briefings each Tuesday.
5. Provides a copy of staff meeting PowerPoint slides to all flight commanders within one day of wing staff meeting.
6. Maintains a file of event tasks that includes a short description of the tasks, OPRs, due dates, checkpoint dates, and completion dates. This tasking file will be updated daily and briefed during all staff meetings.
7. Collect notes/minutes from the weekly wing staff meeting and provide a copy to SASI/ASI and all head staff members NLT COB Wednesday.
8. Performs any other duties assigned by the Wing Commander or SASI/ASI.

**Staff Position: Special Projects Officers (WG/SPO)**

**Rank Range:** C/1Lt to C/Lt Col

**Duties:**
1. The Cadet Wing Commander will appoint a Cadet Project Officer (PO) for each major task assigned to the cadet corps (i.e. Military Ball, Field Day, Veteran’s Day, POW/MIA events, Christmas Parade, Canned Food Drives, etc). Project Officers will be responsible for planning, coordinating, and supervising their specific projects. Each PO will complete a project continuity notebook for each assigned task/event.
2. The Project Officer will schedule planning or practice sessions and will make regular progress reports to the corps commander and SASI. The PO will brief the corps commander and SASI on final details at least two days prior to the event. The PO will turn in the completed continuity notebook to the Cadet Executive Officer at the completion of the project.
3. Performs any other duties assigned by the Wing Commander or SASI/ASI.

**Staff Position: Director of Staff (WG/DS)**

**Rank Range:** C/Maj to C/Lt Col

**Duties:**
1. Reports in directly to the Wing Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
   a. Wing Command Chief
   b. Finance Officer/NCO
   c. Safety Officer/NCO
   d. Weather Officer/NCO
   e. Historian Officer/NCO
3. Directs subordinate staff members in their position functions and responsibilities.
4. Assists the Executive Officer and Vice Wing Commander in preparing media for staff meetings (i.e. PowerPoint slides and any calendars).
5. Performs any other duties assigned by the Wing Commander or SASI/ASI.
6. Reviews journal entries of subordinates prior to weekly submission.

**Staff Position: Wing Command Chief (WG/CCC)**

**Rank Range:** C/CMSgt

**Duties:**
1. Reports in directly to the Director of Staff.
2. Acts as a liaison between the cadet enlisted corps and the cadet officer corps.
3. Schedules and manages bi-monthly cadet NCO promotion testing. Reviews personnel folders prior to each testing date to ensure that testers meet all promotion requisites indicated in Chapter 7.
4. Manages cadet merit/demerit system appeals process.
5. Maintains and publishes merit/demerit table with established values.
6. Provides the ASI with completed merits/demerits.
7. In coordination with the Wing Commander, establishes and maintains written wing policies that provide standard guidance in wing operations.
8. Maintains promotion testing study section/references within the cadet handbook.
9. Performs any other duties assigned by the Director of Staff or SASI/ASI.

Staff Position: Finance Officer/NCO (WG/FM)
Rank Range: C/MSgt to C/Capt
Duties:
1. Reports in directly to the Director of Staff.
2. Manages and supervises the financial function of the cadet wing.
3. Under SASI/ASI supervision, counts money and prepares paperwork to deposit the money.
4. Prepares and coordinates the wing budget.
5. Maintains an up-to-date record of all cadets who owe money to the unit (i.e. dry cleaning fees, field trip fees, etc.)
6. Compiles a monthly dry cleaning fee status report. Data is provided via flight commanders. Brief status once per month at the wing staff meeting.
7. Presents a financial report at staff meetings (if asked to do so by SASI/ASI).
8. Assists the SASI/ASI and wing staff in planning and coordinating fundraising activities.
9. Ensures requests for checks are completed accurately and coordinated with the SASI/ASI before submitting them to the principal.
10. Performs any other duties assigned by the Director of Staff or SASI/ASI.

Staff Position: Safety Officer/NCO (WG/SE)
Rank Range: C/MSgt to C/Capt
Duties:
1. Reports in directly to the Director of Staff.
2. Posts a weekly safety briefing in the announcement binder and on the bulletin board by 0800 on the last school day of the week prior.
3. Creates special safety briefs for high risk activities (i.e. field day, orienteering, marksmanship, Raider).
4. Inspects cadet facilities (i.e. logistics area, shop area, fire extinguisher) weekly for safety hazards. Creates inspection checklist as required. Submits checklist up chain of command to SASI each month.
5. Reports safety hazards to the SASI/ASI and provides recommendations for corrections.
6. Performs any other duties assigned by the Director of Staff or SASI/ASI.

Staff Position: Weather Officer/NCO (WG/WX)
Rank Range: C/MSgt to C/Capt
Duties:
1. Reports in directly to the Director of Staff.
2. Posts a weekly weather forecast in the announcement binder and on the bulletin board by 0800 on the last school day of the week prior.
3. Presents weather forecasts at staff meetings (if asked to do so by the SASI/ASI) and discusses how the forecasted weather could affect cadet wing activities.
4. Posts and updates hurricane tracking charts and other related items of interest.
5. Performs any other duties assigned by the Director of Staff or SASI/ASI.

Staff Position: Historian Officer/NCO Multimedia Specialist (WG/HO)
Rank Range: C/MSgt to C/Capt
Duties:
1. Reports in directly to the Director of Staff.
2. Compiles a hardcopy file of historical information pertaining to cadet wing activities (photographs, online articles, newspaper articles, etc.).
3. Maintains and organizes the cadet corps digital storage device. Ensures photographs are organized by year/semester/event and stored accordingly.
4. Collects SD cards/electronic photos from event OPRs and adds to digital storage device within 3 school days after event completion.
5. Maintains the video production area and equipment.
6. Maintains Wing Staff photo board (both buildings). Updates pictures as needed.
7. Maintains classroom bulletin boards.
8. Creates Cadet of the Month and Cadet of the Semester photo collage.
9. Performs any other duties assigned by the Director of Staff or SASI/ASI.

**Staff Position: Special Teams Commander (WG/ST)**

**Rank Range:** C/Maj to C/Lt Col

**Duties:**
1. Reports in directly to the Wing Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
   a. Drill Team Commander
   b. Orienteering Team Commander/NCO
   c. Awareness Presentation Team Commander/NCO
   d. Recruiting Team Commander/NCO
   e. Marksmanship Team Commander/NCO
   f. Color Guard Team Commander
   g. Kitty Hawk Air Society Commander
   h. Raider Team Commander
3. Prepares and coordinates the Special Teams Staff meeting agenda and provides input for the Wing Staff meeting agenda.
4. Trains Special Teams staff members on position functions and responsibilities.
5. Reviews APT presentations on a monthly basis for professionalism and completeness.
6. Reviews Recruiting Team presentations on a monthly basis for professionalism and completeness.
7. Reviews Recruiting Team video for professionalism and completeness.
8. Tasks/reviews subordinate commanders for public affairs articles after each major event.
9. Keeps the Wing Commander informed on all Special Teams activities.
10. Performs any other duties assigned by the Wing Commander or SASI/ASI.
11. Reviews journal entries of subordinates prior to weekly submission.

**Staff Position: Drill Team Commander (WG/DT)**

**Rank Range:** C/2Lt to C/Maj

**Duties:**
1. Reports in directly to the Special Teams Commander.
2. Supervises all Drill Team activities.
3. In coordination with the Drill Team Coach, advertises and holds Drill Team tryouts at the start of each semester.
4. Maintains a record of all Drill Team performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
5. Coordinates with the Drill Team Coach for all Drill Team events and practices.
6. In coordination with Drill Team Coach, creates equipment inventory spreadsheet as needed.
7. Inventories Drill Team equipment weekly and passes inventory spreadsheet to Drill Team Coach monthly.
8. Drafts any public affairs articles pertaining to completed Drill Team events and forwards them to the Public Affairs Officer/NCO.
9. Along with the Color Guard Team Commander, leads drill and color guard training for Early Bird cadets each Monday.
10. Ensures Drill Team reserve cadets are wearing uniform and complying with reserve cadet contract guidelines.
11. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

**Staff Position: Awareness Presentation Team Commander/NCO (WG/APT)**

**Rank Range:** C/MSgt to C/Maj

**Duties:**
1. Reports in directly to the Special Teams Commander.
2. Supervises all Awareness Presentation Team activities.
3. Develops and maintains continuity items for APT visits.
4. Maintains a record of all APT performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
5. Maintains pool of qualified APT briefers and makes recommendations to the SASI/ASI on briefer proficiency. Practices briefings as required but at least monthly.
6. Drafts any public affairs articles pertaining to completed APT events and forwards them to the Public Affairs Officer/NCO.
7. Ensures award of APT badge to team members as appropriate. Maintains database of badges awarded for logistics.
8. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

**Staff Position: Recruiting Team Commander/NCO (WG/RT)**

**Rank Range:** C/MSgt to C/Maj

**Duties:**
1. Reports in directly to the Special Teams Commander.
2. Supervises all Recruiting Team activities.
3. Organizes a recruiting visit to the feeder middle schools during the second semester.
4. Maintains a record of all Recruiting Team performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
5. Provides the SASI with an annual recruiting plan by the start of the second quarter.
6. Creates and posts recruiting posters in CHS and the middle schools by the start of the second semester.
7. Creates and maintains a recruiting video to show at the middle schools during recruiting visits.
8. Coordinates with the middle school principals to arrange recruiting visits.
9. Coordinates with the Drill Team Commander and ASI for recruiting demonstrations.
10. Develops and maintains a roster of returning cadets and rising 8th graders who are interested in taking AFJROTC. Compiles metrics and highlight any noted trends.
11. Drafts any public affairs articles pertaining to completed Recruiting Team events and forwards them to the Public Affairs Officer/NCO.
12. Maintain pool of recruiting briefers. Practices briefings as required but at least once monthly.
13. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

**Staff Position: Marksmanship Team Commander/NCO (WG/MT)**

**Rank Range:** C/MSgt to C/Maj

**Duties:**
1. Reports in directly to the Special Teams Commander.
2. Supervises all Marksmanship Team activities.
3. Coordinates with the ASI for all Marksmanship Team events and practices.
4. Maintains a record of all Marksmanship Team performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
5. In coordination with the Marksmanship Team coach, creates equipment inventory spreadsheet as needed.
6. Inventories Marksmanship Team equipment weekly and passes inventory to Marksmanship Coach once per month.
7. Drafts any public affairs articles pertaining to completed Marksmanship Team events and forwards them to the Public Affairs Officer/NCO.
8. Ensures Marksmanship Team reserve cadets are wearing uniform and complying with reserve cadet contract guidelines.
10. Ensures marksmanship rifle locker is secure after each practice and spot checked at least once per day.
11. Maintains database of marksmanship badges and cords issued for logistics.
12. Maintains database of marksmanship rifles used by team members.
13. Maintains binder with all permission and safety training documentation.
14. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

**Staff Position: Raider Team Commander/NCO (WG/RT)**

**Rank Range:** C/MSgt to C/Maj
Duties:
1. Reports in directly to the Special Teams Commander.
2. Supervises all Raider Team activities.
3. Coordinates with the ASI for all Raider Team events and practices.
4. Maintains a record of all Raider Team performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
5. In coordination with the Raider Team coach, creates equipment inventory spreadsheet as needed.
6. Inventories Raider Team equipment weekly and passes inventory to Raider Coach once per month.
7. Drafts any public affairs articles pertaining to completed Raider Team events and forwards them to the Public Affairs Officer/NCO.
8. Ensures Raider Team reserve cadets are wearing uniform and complying with reserve cadet contract guidelines.
10. Maintains database of Raider Team cords issued for logistics.
11. Maintains binder with all permission and safety training documentation.
12. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Color Guard Team Commander (WG/CG)
Rank Range: C/2Lt to C/Maj
Duties:
1. Reports in directly to the Special Teams Commander.
2. Supervises all Color Guard Team activities.
3. Creates an event schedule with assigned members and provide copy to SASI/ASI on a weekly basis.
4. In coordination with the ASI, advertises/holds Color Guard Team tryouts at the start of each semester.
5. Maintains a record of all Color Guard Team performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
6. Coordinates with the ASI for all Color Guard Team events and practices.
7. Maintains a database of equipment (i.e. cords and berets) lent out to Color Guard Team members.
8. Inventories Color Guard Team equipment weekly and passes any discrepancies to the ASI.
9. Pulls Color Guard Team equipment prior to each detail and ensures the road kit is complete.
10. Drafts any public affairs articles pertaining to completed Color Guard Team events and forwards them to the Public Affairs Officer/NCO.
11. Along with the Drill Team Commander, leads drill and color guard training for Early Bird cadets each Monday.
12. Ensures Color Guard Team reserve cadets are wearing uniform and complying with reserve cadet contract guidelines.
13. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Kitty Hawk Air Society Commander (WG/KH)
Rank Range: C/2Lt to C/Maj
Duties:
1. Reports in directly to the Special Teams Commander.
2. Supervises all KHAS activities.
3. Manages the KHAS Pledge Program.
4. Maintains a record of all KHAS performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
5. Acts as the Chairman for monthly KHAS meetings.
6. Advertises KHAS and recruits interested cadets.
7. Organizes and leads at least one community service project per quarter.
8. Maintains contact list of KHAS members that are willing to assist other cadets as tutors.
9. Advertises KHAS tutoring to the wing.
10. Organizes the bi-annual KHAS induction ceremony.
11. Drafts any public affairs articles pertaining to completed KHAS events and forwards them to the Public Affairs Officer/NCO.
12. Ensures KHAS reserve cadets are wearing uniform and complying with reserve cadet contract guidelines.
14. Ensures Eagle Closet Donation Bin is emptied each Monday and Thursday.
15. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.
Staff Position: Mission Support Group Commander (MSG/CC)
Rank Range: C/Maj to C/Col
Duties:
1. Reports in directly to the Wing Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
   a. Mission Support Group Deputy Commander
   b. Mission Support Squadron Commander
   c. Logistics Squadron Commander
3. Ensures professional appearance, discipline, training, and conduct of the Mission Support Group.
4. Ensures all Mission Support Group operations are conducted in accordance with SC-951 regulations, policies, and procedures.
7. Reviews all public affairs articles prior to submission to SASI/ASI.
8. Reviews all public affairs videos prior to submission to SASI/ASI.
9. Reviews each weekly PT plan.
10. Spot checks Information Management updates in WINGs database.
11. Conducts weekly walk through of logistics areas. Reviews logistics inventories for accuracy.
12. Reviews the Operations Order each week. Operations Order is due to SASI COB Thursday each week.
13. Performs any other duties assigned by the Wing Commander or SASI/ASI.
14. Reviews journal entries of subordinates prior to submission.

Staff Position: Mission Support Group Deputy Commander (MSG/CD)
Rank Range: C/Capt to C/Maj
Duties:
1. Reports in directly to the Mission Support Group Commander.
3. Assists the Mission Support Group Commander in his/her duties.
4. Performs any other duties assigned by the Mission Support Group Commander or SASI/ASI.

Staff Position: Mission Support Squadron Commander (MSS/CC)
Rank Range: C/Capt to C/Maj
Duties:
1. Reports in directly to the Mission Support Group Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
   o Cyber Officer/NCO
   o Public Affairs Officer/NCO
   o Information Management Officer/NCO
   o Athletics Officer/NCO
3. Ensures professional appearance, discipline, training, and conduct of the Mission Support Squadron.
4. Ensures all Mission Support Squadron operations are conducted in accordance with SC-951 regulations, policies, and procedures.
5. Ensures public affairs articles (both print and electronic) are submitted on time and have been reviewed for professionalism and completeness.
6. Ensures weekly PT plan is submitted on time and has been reviewed for professionalism and completeness.
7. Ensures End of Semester, End of Year, Graduating Senior and Field Day Videos are submitted on time and are of high quality and professional in appearance.
9. Performs any other duties assigned by the Mission Support Group Commander or SASI/ASI.
10. Reviews journal entries of subordinates prior to submission.

Staff Position: Cyber Officer/NCO (MSS/CO)
Rank Range: C/MSgt to C/Capt
Duties:
1. Reports in directly to the Mission Support Squadron Commander.
2. Coordinates and fixes Cyber Patriot issues.
3. Acts as the point of contact for Wing websites.
4. Provides information security for information systems.
5. Conducts quarterly ADPE inventory.
6. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

**Staff Position: Public Affairs Officer/NCO Print and Online Journalist (MSS/PA)**

**Rank Range:** C/MSgt to C/Capt

**Duties:**
1. Reports in directly to the Mission Support Squadron Commander.
2. In coordination with the cadet wing, prepares weekly electronic newsletter. Must be submitted by COB Thursday each week.
3. In coordination with the SASI/ASI, submits news articles concerning cadet activities to local newspapers.
4. Provides photographic services for the wing during its activities.
5. Ensures advanced publicity is provided to the media as needed for cadet activities.
6. Assists cadet briefers with graphic support.
7. Posts news stories about cadets and former cadets on bulletin boards.
8. Provides input for wing social media outlets.
9. On a monthly basis, submit article and photos for HQ AFJROTC newsletter.
10. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

**Staff Position: Public Affairs Officer/NCO Digital and Social Media Manager(MSS/PA)**

**Rank Range:** C/MSgt to C/Capt

**Duties:**
1. Reports in directly to the Mission Support Squadron Commander.
2. Co-administrator for SC-951 Facebook, Twitter, Instagram social media outlets. Post AFJROTC information on a daily basis.
3. In coordination with the SASI/ASI, posts news and photographs highlighting corps activities.
4. Provides photographic services for the wing during its activities.
5. Ensures advanced publicity is provided to the media as needed for cadet activities.
6. Manages Remind Text Service Program. Sends periodic reminders of corps activities and functions (uniform wear, PT, fees due, etc.).
7. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

**Staff Position: Public Affairs Officer/NCO Video Production (MSS/PA)**

**Rank Range:** C/MSgt to C/Capt

**Duties:**
1. Reports in directly to the Mission Support Squadron Commander.
2. Creates Semester in Review and Year in Review Cadet Corps Video.
3. Creates Graduating Senior Video to be used during SC-951 Awards Presentation Program.
4. Creates video to be used at the Military Ball.
5. Provides videographic services for the cadet wing during its activities.
6. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

**Staff Position: Information Management Officer/NCO WINGS Events (MSS/IM)**

**Rank Range:** C/MSgt to C/Capt

**Duties:**
1. Reports in directly to the Mission Support Squadron Commander.
2. Manages and supervises the administrative functions of the cadet wing.
3. Coordinates, collects and inputs community service events/hours into WINGS Database.
4. Collects data and inputs Curriculum in Action Field Trip data into WINGS Database.
5. Collects data and inputs Co-curricular data into WINGS Database.
6. Collects data and inputs Competition data into WINGS Database.
7. Performs any other duties assigned by the Mission Support Squadron Commander or the SASI/ASI.
**Staff Position: Information Management Officer/NCO WINGS Special Orders (MSS/IM)**  
**Rank Range:** C/MSgt to C/Capt  
**Duties:**  
1. Reports in directly to the Mission Support Squadron Commander.  
2. Manages and supervises the administrative functions of the cadet wing.  
3. When notified by chain of command (SC-951 Form 9), cuts promotion orders and awards orders in WINGS Database. Adds promotion order to Google Drive folder. Sends completed Form 9 back to requesting flight.  
4. Prints hard copy orders and coordinates signature with SASI upon approval.  
5. Maintains hard copy orders in special orders binder.  
7. Performs any other duties assigned by the Mission Support Squadron Commander or the SASI/ASI.

**Staff Position: Community Service Officer (MSS/CS)**  
**Rank Range:** C/1Lt to Maj  
**Duties:**  
1. Reports in directly to the Mission Support Squadron Commander.  
2. Responsible for tracking and briefing the Wing Community Service Goal.  
3. Responsible for researching, scheduling and coordinating community service events for the wing.  
4. In coordination with the Wing Commander, appoints OPRs for wing community service events.  
5. Ensures after action reports are completed and coordinated within 5 duty days of service events.  
6. Provides Information Management a list of cadets and service hours accrued for documentation in Wings after each service event.  
7. Supervises Community Service Clerk  
8. Performs any other duties assigned by the Mission Support Squadron Commander or the SASI/ASI.

**Staff Position: Athletics Officer/NCO (MSS/HW)**  
**Rank Range:** C/MSgt to C/Capt  
**Duties:**  
1. Reports in directly to the Mission Support Squadron Commander.  
2. Develops and manages the Health and Wellness Program.  
3. Coordinates with flight commanders to ensure compliance with wing physical fitness standards.  
4. Provides a PT plan in the announcement binder for each class block at least one week in advance. Forwards this plan to the Operations Officer no later than the first day of the week prior. A backup plan should always be included in case if inclement weather or other discrepancy occurs.  
5. Inventories athletics equipment monthly and passes any discrepancies to the ASI.  
6. Conducts the Presidential Fitness Test and documents results in WINGS Database.  
7. Maintains a WINGS database of fitness permission slips.  
8. Conducts a weekly inventory of cadet personnel files to ensure completion of fitness permission slips.  
9. Ensures every cadet has fitness goals that are documented on a 3x5 index card.  
10. Creates/maintains cadet fitness recognition program. Updates both PT record boards.  
11. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

**Staff Position: Logistics Squadron Commander (LGS/CC)**  
**Rank Range:** C/Capt to C/Maj  
**Duties:**  
1. Reports in directly to the Mission Support Group Commander.  
2. Supervises and prepares monthly evaluations for the following staff members:  
   a. Logistics/Supply Inventory Specialist  
   b. Logistics/Supply WINGS Specialist  
   c. Logistics/Supply/ADPE Equipment Custodian  
3. Ensures professional appearance, discipline, training, and conduct of the Logistics Squadron.  
4. Ensures all Logistics Squadron operations are conducted in accordance with SC-951 regulations, policies, and procedures.
5. Prepares Logistics Squadron for weekly inspection conducted by the Stan Eval. Passes any discrepancies found during the inspection to the ASI.
6. Plans and executes daily Logistics Squadron operations.
7. Ensures logistics area is neat and clean at all times.
8. Ensures logistics area is secured when not in use (i.e. padlock).
9. Reviews hand receipt binders for accuracy and completeness on a monthly basis.
10. Provides guidance and training to Logistics personnel as needed.
11. Reviews weekly journals of subordinates for accuracy and completeness. Provides journals to SASI for grading.
12. Performs any other duties assigned by the Mission Support Group Commander or SASI/ASI.

**Staff Position: Logistics/Supply Officer/NCO Inventory Specialist (LGS/IS)**

**Rank Range:** C/MSgt to C/Capt

**Duties:**
1. Reports in directly to the Logistics Squadron Commander.
2. At least two cadets are responsible for all non-hanging items (i.e. shoes, PT gear, socks, t-shirts, hats, etc.)
   a. Non-hanging items must be neat, well organized, properly stored in the correct containers and inventoried on at least a monthly basis.
   b. Shoes should be kept in sequence order and separated by male/female.
   c. ABU boots should be tagged and in proper order.
   d. Logistics equipment in mailbox should be put away as required.
3. At least two cadets are responsible for all hanging items (i.e. shirts, slacks, ABUs, etc.)
   a. All hanging items except ABUs must be bagged at all times.
   b. All hanging items must be hung in the same direction, with hangars facing the same direction and placed behind correct size ring.
   c. All hanging items must be tagged with correct size annotated on label and affixed to plastic bag.
   d. Uniforms on holding rack must be bagged, tagged and hung in proper section as needed.
   e. Hanging items must be neat, well organized and inventoried on at least a monthly basis.
4. Performs any other duties assigned by the Logistics Squadron Commander or SASI/ASI.
5. Provides completed inventory to ASI via the chain of command.

**Staff Position: Logistics/Supply WINGS Specialist (LGS/WS)**

**Rank Range:** C/MSgt to C/Capt

**Duties:**
1. Reports in directly to the Logistics Squadron Commander.
2. Organizes hand receipts into flight binders after uniform issue.
3. Inputs hand receipt data into WINGS Database.
4. Reconcile WINGS hand receipt with WINGS Database as needed.
5. Provides guidance to the cadet corps on proper supply discipline.
6. Compares manual inventory count against WINGS inventory quantities. Provides results to ASI via the chain of command.
7. Performs any other duties assigned by the Logistics Squadron Commander or SASI/ASI.

**Staff Position: Logistics/Supply/ADPE Equipment Custodian (LGS/EC)**

**Rank Range:** C/MSgt to C/Capt

**Duties:**
1. Conducts a monthly inventory of all AFJROTC curriculum materials (textbooks, DVDs).
2. Ensures supplies for co-curricular activities are organized and in working condition.
3. Assists the ASI with maintaining supply records in accordance with AFJROTC Regulation 67-2.
4. Ensures storage facilities are maintained in a clean and orderly manner.
5. Maintains a local database with equipment storage locations.
6. Conducts a monthly inventory of accountable ADPE/non-ADPE equipment (computers, monitors, portable hard drive, flight simulators, cameras, projectors, etc).
7. Ensures all equipment is properly marked and has the required ADPE label affixed.
8. Provides completed inventory to SASI via the chain of command.

**Staff Position: Training Group Commander (TRG/CC)**
Rank Range: C/Maj to C/Col

Duties:
1. Reports in directly to the Wing Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
   a. Training Group Deputy Commander
   b. Training Support Squadron Commander
   c. Training Squadron Commanders #1 & #2
3. Ensures professional appearance, discipline, training, and conduct of the Training Group.
4. Ensures all Training Group operations are conducted in accordance with SC-951 regulations, policies, and procedures.
6. Plans and executes daily Training Group operations.
7. Plans and organizes fundraisers as directed by the SASI/ASI.
8. Reviews flight commander Excel databases for accuracy and completeness.
9. Reviews Operations Order each week. Operations Order is due to SASI COB Thursday of each week.
10. Performs any other duties assigned by the Wing Commander or SASI/ASI.
11. Reviews journal entries of subordinates for accuracy and completeness.

Staff Position: Training Group Deputy Commander (TRG/CD)
Rank Range: C/Capt to C/Maj

Duties:
- Reports in directly to the Training Group Commander.
- Assumes command of the Training Group in the absence of the Training Group Commander.
- Assists the Training Group Commander in his/her duties.
- Performs any other duties assigned by the Training Group Commander or SASI/ASI.

Staff Position: Training Support Squadron Commander (TSS/CC)
Rank Range: C/Capt to C/Maj

Duties:
- Reports in directly to the Training Support Squadron Commander.
- Supervises and prepares monthly evaluations for the following staff members:
  a. Operations Officer
  b. Plans and Scheduling Officer/NCO
- Ensures professional appearance, discipline, training, and conduct of the Training Support Squadron.
- Ensures all Training Support Squadron operations are conducted in accordance with SC-951 regulations, policies, and procedures.
- Reviews Operations Order each week for accuracy and completeness. Operations Order is due to SASI COB Thursday of each week.
- Plans and executes daily Training Support Squadron operations.
- Performs any other duties assigned by the Training Group Commander or SASI/ASI.
- Reviews journal entries of subordiantes for accuracy and completeness.

Staff Position: Operations Officer (TSS/DO)
Rank Range: C/2Lt to C/Capt

Duties:
1. Reports in directly to the Training Support Squadron Commander.
2. Retrieves wing activities information from pertinent staff members and OPRs. Uses this information to create a weekly operations order that contains information about the upcoming week’s flag detail, uniform wear day and combo, physical training, special events, etc. This should be publicized to the cadet wing no later than the last school day of the week prior. Include any backup plans. Operations Order is due to SASI COB Thursday of each week. Operations order should be routed up the chain of command prior to submission
3. Performs any other duties assigned by the Training Support Squadron Commander or SASI/ASI.

Staff Position: Plans and Scheduling Officer/NCO (TSS/PS)
Rank Range: C/MSgt to C/Capt
Duties:
- Reports in directly to the Training Support Squadron Commander.
- In coordination with the SASI/ASI, assists in planning and scheduling field trips.
- In coordination with the SASI/ASI, prepares and posts cadet field trip rosters (i.e. attendants and meals).
- Tracks Ground School cadets simulator and orientation flights. Ensures appointments slips are distributed and logged upon return. Notifies SASI/ASI prior to flights if appointment slips are missing.
- Performs any other duties assigned by the Training Support Squadron Commander or SASI/ASI.

Staff Position: Training Squadron Commander #1 (TS/CC1)
Rank Range: C/Capt to C/Maj
Duties:
- Reports in directly to the Training Group Commander.
- Supervises and prepares monthly evaluations for all subordinate flight commanders.
- Manages and supervises the mission and effectiveness of all flights on the main CHS campus and Reserve Flight.
- Keeps the Training Group Commander informed on the status of all flights.
- Ensures professional appearance, discipline, training, and conduct of Training Squadron #1.
- Ensures all Training Squadron operations are conducted in accordance with SC-951 regulations, policies, and procedures.
- Leads and directs Training Squadron #1 at all unit functions.
- Promotes enthusiasm and support of all Training Squadron #1 activities.
- Plans and executes daily Training Squadron #1 operations.
- Review flight cadet information folders and excel rosters at least once per month for completeness.
- Performs any other duties assigned by the Training Group Commander or SASI/ASI.

Staff Position: Training Squadron Commander #2 (TS/CC2)
Rank Range: C/Capt to C/Maj
Duties:
- Reports in directly to the Training Group Commander.
- Supervises and prepares quarterly evaluations for all flight members.
- Maintains flight order and discipline at all times.
- Manages and supervises the mission and effectiveness of the flight.
- Keeps the Training Squadron Commander informed on the status of the flight.
- Ensures flight compliance with SC-951 rules, regulations, and policies.
- Leads and directs the flight at all unit functions.
- Promotes enthusiasm and support of all flight activities.

Staff Position: Flight Commander (TS/FC)
Rank Range: C/2Lt to C/Capt
Duties:
- Reports directly to the applicable Training Squadron Commander.
- Supervises and prepares quarterly evaluations for all flight members.
- Maintains flight order and discipline at all times.
- Manages and supervises the mission and effectiveness of the flight.
- Keeps the Training Squadron Commander informed on the status of the flight.
- Ensures flight compliance with SC-951 rules, regulations, and policies.
- Leads and directs the flight at all unit functions.
- Promotes enthusiasm and support of all flight activities.
• Acts as liaison between the flight and the SASI/ASI.
• Instructs the flight in drill.
• Calls the flight to attention and oversees roll call at the beginning of class.
• Dismisses flight at the end of class.
• Maintains an alphabetized cadet information folder for each cadet in the flight. The folder should include at a minimum: promotion tests, quarterly evaluations and correctly filled out SC-951 Form 9s.
• At a minimum, tracks the following information via excel spreadsheet for each flight member:
  A. Dry cleaning fee status.
  B. Field day shirt size.
  C. Field day permission slips.
• Coordinates and communicates procedures for PT makeup grades to flight members.
• Notify flight members of missing uniform wear and missing PT grades.
• Attends Flight Commander training as required.
• Maintains alphabetized inspection sheets for all flight members. Ensures inspection form fully completed and properly documented at all times. Ensures inspection sheets are dated each week including absent cadets. Gives SASI/ASI inspection sheets immediately after all makeup uniform wears.
• Submits makeup PT forms to SASI/ASI immediately upon receipt. Reminds cadets that forms are due prior to next PT session.
• Administer promotion testing for SrA and below. Monitors cadets Time in Grade requirements for testing. At a minimum, offer testing opportunities at least once per week. Forward SC-951 Form 9 to Info Mgmt for Wings update.
• Validate Awards and Decoration eligibility. Forward SC-951 Form 9 to Info Mgmt for Wings update.
• Collect and maintain alphabetized folder with the flight’s community service logs. Remind cadets of suspenses.
• Performs any other duties assigned by the Training Squadron Commander or SASI/ASI.

Staff Position:  Flight Sergeant (TS/FS)
Rank Range:  C/Sgt to C/SMSgt
Duties:
1. Reports in directly to the Flight Commander.
2. Maintains flight order and discipline at all times.
3. Leads roll call at the beginning of class.
4. Prepares the flight for inspection.
5. Maintains a current flight roster that includes ranks and staff positions.
6. Assists the Flight Commander in drill instruction and other classroom activities.
7. Assists the Flight Commander with flight database.
8. Performs any other duties assigned by the Flight Commander or SASI/ASI.
Chapter 7

Promotion and Demotion System

General

As a general rule, promotions are based on the most qualified individual for a position. No racial nor gender quotas exist in determining one’s potential to be promoted. Promotions require excellent attitude and performance. They recognize achievement in AFJROTC and the potential to perform in a position with greater authority and responsibility. If a cadet excels when given leadership opportunities, then he/she will be given a higher leadership position with a higher rank. Cadets who fail to be responsible in leadership positions assigned to them will be demoted.

Permanent Ranks

All cadets are assigned a permanent cadet enlisted rank based on the amount of time they have satisfactorily participated in AFJROTC. This permanent rank is the lowest rank the cadet may possibly hold. Upon initial enrollment as a first-year cadet, all cadets have the rank of Cadet Airman Basic. The permanent ranks for active cadets to be awarded at the start of the second quarter of each semester are as follows:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Permanent Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>First-year cadets</td>
<td>C/Amn</td>
</tr>
<tr>
<td>Second-year cadets</td>
<td>C/A1C</td>
</tr>
<tr>
<td>Third-year cadets</td>
<td>C/SrA</td>
</tr>
<tr>
<td>Fourth-year cadets</td>
<td>C/SSgt</td>
</tr>
</tbody>
</table>

Seniority

If two cadets share the same rank, then rank seniority is determined by time-in-grade. However, keep in mind that the Chain of Command takes precedence over rank seniority. For example, say C/Col Alpha is the Inspector General and has a time-in-grade of 90 days. On the other hand, C/Col Bravo is the Wing Commander and has a time-in-grade of 45 days. C/Col Alpha has rank seniority over C/Col Bravo, but C/Col Bravo still has overall authority over C/Col Alpha in accordance with the Chain of Command.

Promotions

Enlisted cadets are considered for promotion once per month (except for promotions to C/Amn and C/A1C). Enlisted reserve cadets testing for any rank above C/SSgt are eligible to test only once per semester unless waived by the SASI. Cadets are required to have the required time-in-grade prior to promotion eligibility. Time-in-grade is calculated by counting forward from the date of the previous promotion order.

Cadet officers are considered for promotion once per quarter. However, the SASI reserves the right to make any out-of-cycle promotions in order to fill vacant positions or to recognize special merit.

Cadets who have not attended Cadet Officer Leadership School but have successfully completed two AFJROTC courses while holding temporary officer status may (with SASI approval) remain in officer status for the remainder of their time spent in AFJROTC. Cadets who complete one AFJROTC course while holding temporary officer status will revert back to their actual enlisted rank. Successful completion of a course requires receiving an AFJROTC grade average of 85% or higher for each quarterly grading period of the course. The eligibility requirements for promotions by rank are as follows:
Cadet Airman Basic

1. Enlist into AFJROTC.

Cadet Airman

1. Possess a C/AB time-in-grade of at least two weeks.
2. Correctly execute the following basic in-place drill movements:
   a. Attention
   b. Parade rest
   c. Right face
   d. Left face
   e. About face
   f. At ease/rest
   g. Present arms
   h. Order arms
3. Know the three Air Force Core Values and their meanings.
4. Have no missed, unexcused uniform wear days and have no more than two major errors per inspection.

Cadet Airman First Class

1. Possess a C/A1m time-in-grade of at least two weeks.
2. Correctly execute all of the previously listed in-place movements and the following marching movements:
   a. Forward march
   b. Halt
   c. Right flank march
   d. Left flank march
   e. To the rear march
3. Score at least 80% on the cadet uniform quiz and at least 80% on the cadet rank quiz.
4. Have no missed, unexcused uniform wear days and have no more than two major errors per inspection.

Cadet Senior Airman

1. Possess a C/A1C time-in-grade of at least one month.
2. Possess an AFJROTC grade average of at least 85% in current or most recent class.
3. Score at least 90% on the cadet rank quiz and at least 70% on the active duty rank quiz.
4. Have no missed, unexcused uniform wear days and have no more than two major errors per inspection.
5. Complete at least 6 hours of community service since first joining AFJROTC.

Cadet Staff Sergeant

1. Possess a C/SrA time-in-grade of at least one month.
2. Possess an AFJROTC grade average of at least 85% in current or most recent class.
3. Command the 30-sequence drill routine with no more than three missed commands.
4. Score at least 21 out of 30 on the C/SSgt Promotion Fitness Exam.
5. Score at least 35 out of 50 on most recent cadet evaluation.
6. Have no missed, unexcused uniform wear days and have no more than two major errors per inspection.
7. Complete at least 12 hours of community service since first joining AFJROTC.

NOTE: Cadets testing for promotion to any NCO rank (C/SSgt – C/CMSgt) can access an extremely useful study guide on pages 83 and 84. This study guide tells you the format of the written tests, what information you are expected to know, and where you can acquire that information. In addition, it provides a link to a Kahoot with questions that are extremely similar to the questions found on the PFEs. You can practice with this Kahoot on your own by opening two windows on your computer and using one to run the Kahoot and the other to answer the questions.
Cadet Technical Sergeant

1. Be at least a second-year cadet.
2. Possess a C/SSgt time-in-grade of at least one month.
3. Possess an AFJROTC grade average of at least 85% in current or most recent class.
4. Command the 30-sequence drill routine with no more than two missed commands.
5. Score at least 32 out of 40 on the C/Tsgt Promotion Fitness Exam.
6. Score at least 35 out of 50 on most recent cadet evaluation.
7. Have no missed, unexcused uniform wear days and have no more than one major error per inspection.
8. Complete at least 18 hours of community service since first joining AFJROTC.

Cadet Master Sergeant

1. Possess a C/Tsgt time-in-grade of at least one month.
2. Possess an AFJROTC grade average of at least 93% in current or most recent class.
3. Command the 30-sequence drill routine with no missed command.
4. Score at least 43 out of 50 on the C/MSgt Promotion Fitness Exam.
5. Score at least 40 out of 50 on most recent cadet evaluation.
6. Complete the 15-count manual of arms with no more than two discrepancies.
7. Have no missed, unexcused uniform wear days and have no more than one major error per inspection.
8. Complete at least 24 hours of community service since first joining AFJROTC.

Cadet Senior Master Sergeant

1. Possess a C/MSgt time-in-grade of at least one month.
2. Possess an AFJROTC grade average of at least 93% in current or most recent class.
3. Command the 30-sequence drill routine with no missed commands.
4. Score at least 54 out of 60 on the C/SMSgt Promotion Fitness Exam.
5. Score at least 40 out of 50 on most recent cadet evaluation.
6. Complete the 15-count manual of arms with no more than one discrepancy.
7. Have no missed, unexcused uniform wear days and have no major errors on any inspections.
8. Complete at least 30 hours of community service since first joining AFJROTC.

Cadet Chief Master Sergeant

1. Possess a C/SMSgt time-in-grade of at least one month.
2. Possess an AFJROTC grade average of at least 93% in current or most recent class.
3. Command the 30-sequence drill routine with no missed commands.
4. Score at least 65 out of 70 on the C/CMSgt Promotion Fitness Exam.
5. Score at least 45 out of 50 on most recent cadet evaluation.
6. Complete the 15-count manual of arms with no discrepancies.
7. Have no missed, unexcused uniform wear days and have no major errors on any inspections.
8. Complete at least 40 hours of community service since first joining AFJROTC.

Cadet Second Lieutenant

1. Be selected by the SASI and ASI to attend Cadet Officer Leadership School.
2. Successfully complete Cadet Officer Leadership School.
3. Take the Oath of Office.

Cadet First Lieutenant to Cadet Colonel

1. Obtain a staff position (selected by the SASI and ASI with the help of the Wing Commander’s recommendations) that requires the rank to be held. This is based on the minimum rank of the staff position as indicated in Chapter 6.
2. Promotions beyond the minimum rank of the staff position are used to recognize merit.
Demotions

Cadets that are promoted/appointed to a new rank/position will be given a maximum of four weeks to learn the responsibilities of the rank/position. Following the training period, the cadet is expected to satisfactorily carry out the responsibilities of the rank/position. Individuals unwilling or unable to perform required duties will be demoted to their permanent cadet enlisted rank. Cadets will be demoted a minimum of one rank if they do any of the following:

1. Consistently fail to comply with cadet rules and regulations. This includes uniform wear/grooming standards and assigned duties/responsibilities. Reserve cadets who fail to wear the uniform and get inspected will be demoted and removed from the Reserve Program.
2. Commit a major infraction of school rules resulting in out-of-school suspension.
3. Consistently display disrespect toward the SASI, ASI, or cadets of higher rank. This includes persistent or intentional failure to use the individual’s rank or “sir/ma’am” when addressing them.
4. Have missed any uniform wear days during the semester without a valid excuse.
5. Consistently display a negative attitude toward AFJROTC, the cadet corps, or class activities.
Chapter 8

Clothing and Equipment

Accountability

The AFJROTC uniforms and equipment are the property of the United States government. Each cadet is accountable for the clothing and equipment assigned to his/her care and will be held financially liable for the cost of replacing items that are lost or damaged. Each cadet will sign a receipt form at the time his/her clothing and equipment is issued. This acknowledges the receipt of the uniform items and the cadet’s responsibility for the care and maintenance of these items.

Cleaning Fee

Each cadet will pay a cleaning fee of $30 at the start of the semester that they are enrolled in AFJROTC or join the Reserve Program. This fee covers the costs of cleaning uniform items at the end of the semester. Periodic cleaning of uniform items throughout the semester is the cadet’s responsibility. Specifically, the short sleeve shirt/blouse should be laundered or dry-cleaned weekly. End-of-year student report cards will be withheld until all of the cadet’s cleaning fees are paid or all of the uniform items are returned cleaned.

Late Return Fee

Cadets that finish a semester in AFJROTC but are not joining the Reserve Program have five school days from the designated return date to return all uniform items (except for the PT shirt, ribbons, oxford shoes, and socks) without penalty. Cadets who fail to return all uniform items on time will incur a late fee of $2 per week until all of the items are returned or a replacement cost is paid for the lost or damaged items. The return of uniform items also counts as a homework grade. Cadets returning all items on the designated date will receive a grade of 100%. Cadets will lose seven points per day until all of the items are returned. After the five days have passed, the cadet will receive a score of 0%. Cadets removed from the AFJROTC program have five school days from their date of removal to return their uniform items without penalty.

Replacement of Clothing and Equipment

Uniform items that become unserviceable through normal use will be replaced free of charge. Items of clothing that no longer fit properly due to growth should be exchanged as soon as possible (preferably the day after UWD). Items brought in for exchange must be clean or else a nominal fee will be charged for the cleaning of the items. Clothing or equipment that is lost or damaged due to neglect or theft must be paid for in order for a replacement to be issued. Payment for items may be made by cash or check to the AFJROTC Department. Make checks payable to Clover High School. Failure to pay for damaged or missing uniform items will result in report cards and/or transcripts being withheld. Refer to the chart on the proceeding page for the costs of replacing uniform items.
**Uniform Item Replacement Prices**

<table>
<thead>
<tr>
<th><strong>Male Cadet Uniform Items</strong></th>
<th><strong>Cost</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight cap</td>
<td>$9.30</td>
</tr>
<tr>
<td>Service dress coat</td>
<td>$98.00</td>
</tr>
<tr>
<td>Short sleeve shirt</td>
<td>$13.20</td>
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<tr>
<td>Trousers</td>
<td>$34.80</td>
</tr>
<tr>
<td>Shoes</td>
<td>$44.75</td>
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<tr>
<td>Tie</td>
<td>$5.55</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Female Cadet Uniform Items</strong></th>
<th><strong>Cost</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight cap</td>
<td>$8.00</td>
</tr>
<tr>
<td>Service dress coat</td>
<td>$91.00</td>
</tr>
<tr>
<td>Short sleeve blouse</td>
<td>$12.40</td>
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<tr>
<td>Slacks</td>
<td>$31.35</td>
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<tr>
<td>Shoes</td>
<td>$49.00</td>
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<tr>
<td>Tie-tab</td>
<td>$6.05</td>
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<table>
<thead>
<tr>
<th><strong>Physical Training Clothing</strong></th>
<th><strong>Cost</strong></th>
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<tbody>
<tr>
<td>Shirt</td>
<td>$7.00</td>
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<tr>
<td>Shorts</td>
<td>$12.57</td>
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<tr>
<td>Sweatpants</td>
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<tr>
<td>Sweatshirt</td>
<td>$7.48</td>
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<table>
<thead>
<tr>
<th><strong>Generic Items</strong></th>
<th><strong>Cost</strong></th>
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<tbody>
<tr>
<td>Lightweight jacket</td>
<td>$107.50</td>
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<tr>
<td>Officer hat insignia</td>
<td>$0.80</td>
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<tr>
<td>AFJROTC shoulder patch</td>
<td>$0.75</td>
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<tr>
<td>Belt buckle</td>
<td>$6.20</td>
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<tr>
<td>Belt</td>
<td>$2.15</td>
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<tr>
<td>Socks</td>
<td>$1.05</td>
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<table>
<thead>
<tr>
<th><strong>Cadet Enlisted Rank Insignia</strong></th>
<th><strong>Cost/Pair</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>C/Amn</td>
<td>$3.50</td>
</tr>
<tr>
<td>C/A1C</td>
<td>$3.50</td>
</tr>
<tr>
<td>C/SrA</td>
<td>$3.50</td>
</tr>
<tr>
<td>C/SSgt</td>
<td>$3.50</td>
</tr>
<tr>
<td>C/TSgt</td>
<td>$3.50</td>
</tr>
<tr>
<td>C/MSgt</td>
<td>$3.50</td>
</tr>
<tr>
<td>C/SMSgt</td>
<td>$3.50</td>
</tr>
<tr>
<td>C/CMSgt</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Cadet Officer Rank Insignia (Mini)</strong></th>
<th><strong>Cost/Pair</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>C/2Lt</td>
<td>$2.14</td>
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<tr>
<td>C/1Lt</td>
<td>$1.25</td>
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<tr>
<td>C/Capt</td>
<td>$1.26</td>
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<tr>
<td>C/Maj</td>
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<tr>
<td>C/LtCol</td>
<td>$2.58</td>
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<tr>
<td>C/Col</td>
<td>$1.28</td>
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</tbody>
</table>

**NOTE:** All prices are subjected to change. The actual replacement price will be based on the current catalog at the time of replacement.
Chapter 9

Wear of the Uniform

General

The uniform worn by cadets is the same uniform worn by active duty United States Air Force personnel with the exception of the insignia. Each cadet must wear the uniform properly and avoid bringing disgrace or discredit to the uniform. The uniform is the symbol of a proud and honorable service; wear it with pride! Conduct while in uniform and in civilian attire must reflect a positive attitude toward the AFJROTC program, Clover High School, and your fellow cadets.

Uniform Wear Disciplinary Actions

Cadets are expected to properly wear all uniforms (physical training, blues, and ABUs) whenever prescribed to do so by the SASI/ASI. Repeated failure to follow any of the uniform rules and requirements stated in this handbook will result in the following actions:

1. First offense: Letter of counseling from TS/FC (or other applicable direct superior).
   a. Letter must be endorsed by SASI/ASI.
   b. Letter must be signed by parent/guardian and returned to the issuer within five school days; otherwise, the cadet will automatically be issued a second offense.
2. Second offense: Administrative referral and phone call from SASI/ASI to parent/guardian.
3. Third offense: Administrative referral for expulsion from AFJROTC.

Uniform Wear Day

One day per week (normally Wednesday) is designated as the weekly uniform wear day (UWD), which provides practical experience in military grooming, behavior, and appearance standards. Each cadet must meet the standards for uniform wear and grooming each week to receive a passing grade in AFJROTC. On UWD, cadets are required to wear the uniform and are evaluated on uniform wear requirements and grooming standards. Cadets that are absent or not in uniform on UWD are expected to wear the uniform the next school day they are present. Cadets who are not in uniform on UWD must have a valid written excuse from their parent/guardian to avoid receiving a grade of 0% for that UWD. The SASI will determine the validity of all excuses. Verbal excuses are never acceptable. Cadets who intentionally fail to meet all of the uniform requirements stated in this handbook will receive a failing grade for the term regardless of academic average. Repeated offenses will result in disciplinary action as prescribed in the previous section.

Uniform Wear Rules

1. Each UWD, wear the correct uniform combination as prescribed by the SASI/ASI. Cadets who wear the incorrect uniform combination may receive a maximum inspection grade of 80% for that UWD.
2. On UWD the uniform must be worn from home to school, all day at school, and back home again to receive full credit.
3. Cadets changing out of uniform during the school day without permission from the SASI/ASI will receive a grade of 0% for that UWD and will not receive credit until it is made up.
4. If a cadet must change out of uniform (except for participation in physical education activities), permission must be received in advance from the SASI/ASI.
5. Cadets may change into appropriate clothing for after-school extracurricular sports and clubs, and they do not have to change back into uniform before going home.
6. Cadets attending before-school activities where wear of the uniform is inappropriate will change into the uniform before first block begins.
7. Cadets who consistently fail to wear the uniform will not be permitted to participate in AFJROTC co-currucular activities (i.e. Military Ball and Field Day).
8. If any uniform item is ever stored inside of a locker, it should be placed inside of a plastic bag. Paint transfer from the locker to the clothing will not come out, and it will be the cadet’s responsibility to replace the soiled clothing.
9. Do not mix uniform items with any non-uniform attire (jackets, baseball caps, etc.).
10. Only wear the flight cap and other authorized head garments on the drill pad. The rest of the Clover High School campus is a no-hat area.
11. Place insignia on the uniform properly and only wear AFJROTC insignia.
12. Keep hands out of pockets. The only exception to this rule is if it is cold outside and the hands need to be placed in the pockets of the lightweight jacket for warmth.
13. Keep the gig line (the line formed by the shirt, the edge of the belt buckle, and the fly on the trousers/slacks) straight at all times.
14. Trim off loose strings and frayed seams on the uniform. (Fingernail clippers work well.)
15. Keep the shrittail and the sides of the shirt tucked in without excessive blousing.
16. Keep shoes highly polished. Heels and sole edges should be kept clean of dirt and scuffs. Beware of using “shortcuts” for polishing shoes. If the shoes are ruined from neglecting to shine them correctly, the cadet will be responsible for purchasing a new pair.
17. Males may never wear earrings while in uniform. Females may wear a pair of single small, conservative diamond, gold, silver, white pearl, or clip earrings. The earrings in the two ears must match. Earrings must be stud-type; dangling earrings are not permitted. Earrings should fit snugly without extending below the earlobe. Earrings may not be worn in any part of the ear except the earlobe. No other exposed body piercings are permitted while in uniform. Cover any piercings with a flesh-colored bandage or other adhesive device. Coverage of piercing must be done for the entire day while in uniform (not just in the AFJROTC classroom). Failure to comply with piercing standards will result in removal from the program.
18. A maximum of three rings on both hands combined may be worn. Thumb rings are not permitted.
19. A single bracelet on each wrist is permitted. Bracelets must be conservative, not exceed ½ inch in width, and fit closely to the wrist. Ankle bracelets are not permitted. Bracelets promoting a cause other than POW or MIA are not permitted. Medical alert bracelets are permitted. A single, conservative wristwatch may be worn on one wrist in addition with an authorized a bracelet.
20. Necklaces will be completely concealed under the collar or undershirt.
21. When wearing the lightweight jacket, keep it zipped up at least halfway.
22. Handheld electronic devices such as cellphones will be plain and black, silver, dark blue, or gray in color. Holster and other storage devices used to carry handheld electronic devices will be plain and black, silver, dark blue, or gray in color. One handheld electronic device may be attached to a belt or waistband on either side, clipped to a purse, or carried in the left hand. Otherwise, it must be placed in the cadet’s backpack or other storage bag.
23. Headphones and earphones may not be worn in uniform unless if the cadet is performing a duty that specifically requires the headphones or earphones to be worn.
24. Umbrellas will be plain black and carried in the left hand.
25. Ribbons will not be worn with medals. Medals will not be worn on the light blue shirt/blouse. Medals should be worn on the service coat and reserved for special occasions. Medals should not be worn to competitions.
Male Cadet Uniform Requirements

Male cadets must wear appropriate undergarments, including a white V-neck T-shirt when wearing a uniform combination that does not involve the tie. A white crew-neck T-shirt may be worn under the short sleeve shirt when the tie is worn. Athletic or tank style undershirts are not permitted. The following is a general guidance for the wear of uniform items for male cadets:

1. Flight cap
   a. Worn slightly to the wearer’s right with the vertical crease of the cap in line with the center of the forehead in a straight line with the nose.
   b. Extends about 1 inch from the eyebrows in the front.
   c. When not worn, is tucked under the belt on either side between the first and second belt loops without folding over the belt.
   d. May only be worn on the drill pad or off of the CHS campus.

2. Belt
   a. Adjusted to length so that only the belt’s silver tip shows past the end of the buckle.
   b. Do not cut the belt unless approved to do so by the ASI.

3. Oxford shoes
   a. Laced and highly polished.
   b. Black in color.

4. Socks
   a. Black crew style only.
   b. No ankle socks are permitted.

5. Short sleeve shirt
   a. May be machine-washed or dry-cleaned.
   b. Clean and free of wrinkles.
   c. Buttoned all the way down the front and tucked inside of the trousers.
   d. The only creases on the shirt are down the sleeves.
   e. All pockets must be buttoned.
   f. Only place small, non-bulky items in the pockets.

6. Trousers
   a. May only be dry-cleaned. Do not machine-wash!
   b. Worn snugly on the hips. Underclothes should not be exposed.
   c. Bottom of the trouser legs should touch the shoes in such a manner to slightly break the crease.
   d. Cuffs may not be worn.
   e. Rear pocket must be buttoned at all times.

7. Service dress coat
   a. May only be dry-cleaned. Do not machine-wash!
   b. Sleeve should extend \( \frac{1}{4} \) inch from the heel of the thumb when the arms hang naturally at the sides.
   c. Only put small, flat objects in the inside pockets.
   d. May be removed inside of the classroom when it becomes uncomfortably warm. Coat should be draped over the back of the cadet’s chair.
   e. May not be removed while in school hallways.
   f. Tie will not be removed or loosened.
   g. When the service dress coat is removed, the cadet nametag and rank insignia will be on the short sleeve shirt beneath.

8. Tie
   a. Tied in four-in-hand, half Windsor, or full Windsor.
   b. Clip-ons of the same color and style as the issued tie are authorized.
   c. Always worn with the service dress coat and long sleeve shirt.

9. Lightweight jacket
   a. May only be dry-cleaned. Do not machine-wash!
   b. Jacket and liner are a set. Losing either one will require a new set to be purchased.
   c. Zipped up at least halfway at all times. Otherwise, it should be taken off.
Female Cadet Uniform Requirements

Female cadets will wear appropriate undergarments, including a white V-neck T-shirt. A conservative, feminine appearance will be presented. Undergarments will not be exposed to view. The following is a general guidance for the wear of uniform items for female cadets:

1. Flight cap
   a. Hairstyle must not interfere with proper wear of the cap.
   b. Hair may protrude from the front of flight cap so long as none is touching the eyebrows.

2. Shoes
   a. Plain, black oxford shoes or plain, black pumps may be worn.
   b. If pumps are worn, the heels will not be higher than 3 inches.
   c. Laced and highly polished.

3. Short sleeve blouse
   a. See male cadet guidelines for short sleeve shirt.

4. Socks
   a. When oxfords are worn, black crew style socks or hose will be worn.
   b. No ankle socks are permitted.
   c. When pumps are worn, hose will be worn.

5. Slacks
   a. See male cadet guidelines for trousers.
   b. An authorized navy-blue skirt may be worn in lieu of the slacks so long as it extends down between the top and the bottom of the kneecap.

6. Service dress coat
   a. See male cadet guidelines for service dress coat.

7. Lightweight jacket
   a. See male cadet guidelines for lightweight jacket.

8. Tie-tab
   a. Always worn with the service dress coat and long sleeve blouse.

9. Nylon hose
   a. May be worn in lieu of socks when the slacks are worn.
   b. Mandatory when a skirt is worn.
   c. Must be neutral, non-patterned in one of the following colors:
      i. Flesh
      ii. Dark brown
      iii. Dark blue
      iv. Black
      v. Airman’s skin tone
Shoulder Cords

Shoulder cords are worn to distinguish particular staff personnel and members of Special Teams. If a cadet possesses more than one shoulder cord, then he/she will wear the shoulder cord appropriate to his/her position or activity at the time. Below is a list of cadets that are authorized to wear one shoulder cord on the left shoulder of the short sleeve shirt/blouse only. Shoulder cords may not be pinned on the service dress coat unless otherwise noted by the SASI/ASI.

<table>
<thead>
<tr>
<th>Role</th>
<th>Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wing Commander</td>
<td>Red</td>
</tr>
<tr>
<td>Vice Wing Commander</td>
<td>Maroon</td>
</tr>
<tr>
<td>Honors Flight / Cadet Staff</td>
<td>Royal Blue</td>
</tr>
<tr>
<td>Flight Commanders</td>
<td>Gray</td>
</tr>
<tr>
<td>Kitty Hawk Air Society member</td>
<td>Light Blue</td>
</tr>
<tr>
<td>Color Guard Team member</td>
<td>White</td>
</tr>
<tr>
<td>Marksmanship Team member</td>
<td>Black</td>
</tr>
<tr>
<td>Drill Team member</td>
<td>Navy Blue and Silver (varsity)</td>
</tr>
<tr>
<td></td>
<td>Silver only (JV)</td>
</tr>
<tr>
<td>Raider Team member</td>
<td>Black and Gold</td>
</tr>
</tbody>
</table>
AUTHORIZED AIR FORCE JROTC
BADGES AND INSIGNIA

Optional
Enlisted/Officer
Service Cap Insignia

Officers Service Cap Insignia

Model Rocketry Badge

Academy of Model Aeronautics
Silver Wings

Kitty Hawk Air Society Badge

Distinguished Cadet Badge

Metal or Cloth

Discipline

Ground School Badge

Flight Solo Badge

Flight Certificate Badge

AEF Badge
(NEW)

Marksmanship Shield

Awareness Presentation Team Badge

Marksmanship
Sharpshooter
Expert

Choose one only. Follow APT placement criteria. May NOT wear Marksman Ship Shield and a Marksmanship Badge.

Choose one only. Place directly underneath ribbons. May NOT wear Marksmanship Shield and Marksmanship Badge. Do not wear Marksmanship badges with medals.

Badges/Insignia not listed here are unauthorized.
AIR FORCE JROTC RANK INSIGNIA

CADET OFFICER RANK

NOTE: Cadet Officer rank used is either cloth epaulet or collar rank, depending on specific uniform worn.

CADET ENLISTED RANK

NOTE: Cadet Enlisted rank used is small collar rank only, regardless of uniform worn.

Rank insignia not listed here is unauthorized.
The First Sergeant device is not authorized.
CADET MALE HEADGEAR

SERVICE CAP (Officer and Enlisted)

Black hat band

Plain Black

Centered

Officer Service Cap may also be worn with the large officer service cap insignia.

FLIGHT CAP* (Officer and Enlisted)

1 1/4"

centered top to bottom and 1 1/2 inches from front of cap

- Enlisted Ranks will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.
CADET FEMALE HEADGEAR

SERVICE CAP (Officer Only)

Solid Blue Color with no embroidery
Centered

Enlisted Women’s Service Caps may be worn with the Hap Arnold Wings insignia.

FLIGHT CAP* (Officer and Enlisted)

1 ¼” centered top to bottom and 1 ½ inches from front of cap

- Enlisted Ranks will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.
Enlisted Cadets will not wear rank on the ABU cap.

Officers will wear rank insignia on the ABU cap.
1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
2. Unit patch on right ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia centered halfway up the lapel. Bottom of insignia is horizontal with the ground.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
5. AFJROTC patch on left sleeve ½ to 1 inch below shoulder seam centered.
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.
8. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the light weight jacket.
1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.
2. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge parallel to top of welt pocket.
3. Kitty Hawk Badge. See Note 15 below.
4. Unit patch. Place ½ to inch below shoulder seam and centered.
5. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch: Place ½ to 1 inch below shoulder seam and centered.
10. Flight Solo or Flight Certificate Badge. See Note 15 below.
11. Ground School Badge. See Note 15 below.
12. Ribbons, mandatory. Centered, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
13. Academy of Model Aeronautic (AMA) Wings. Worn 1 inch below pocket.
14. Model Rocketry Badge. Worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
15. First badge placed ⅓ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ⅓ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder.
17. Enlisted rank insignia MUST be worn on the blue shirt while wearing the service dress.
18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.
1. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge even with to 1 ½ inch higher or lower than the first exposed button.
2. Awareness Presentation Team Badge. See Note 15 below.
3. Unit patch. Center ½ to 1 inch below shoulder seam
4. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam
5. Kitty Hawk Badge. See Note 15 below.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
10. Ground School Badge. See Note 15 below.
11. AFJROTC Patch, mandatory. Center ½ to 1 inch below shoulder seam.
12. Academy of Model Aeronautic (AMA) Wings. Worn 1 inch below pocket.
13. Model Rocketry Badge. Worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
14. Ribbons, mandatory. Center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
15. First badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. **Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.**
1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name Tag: Mandatory wear. Blue Plastic with white letters. Must be grounded and centered over wearer’s right pocket.
3. Unit patch. Centered ½ to 1 inch below the shoulder seam.
4. Shoulder tab. Centered between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge. See Note 15.
6. Aerospace Education Foundation (AEF) Badge. See Note 15.
7. Distinguished Cadet Badge. See Note 15.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar.
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use larger male epaulets only).
11. Ground School Badge. See Note 15.
13. AFJROTC Patch, mandatory. Center ½ to 1 inch below shoulder seam.
14. Ribbons are optional. Wear all, some or no ribbons earned. If worn, ribbons will be centered, resting on, but not over the edge of the pleated pocket on the wearers left.
15. First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under epaulet.
17. Medals (regardless of what type) are not authorized for wear on this uniform.
1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.

2. Awareness Presentation Team (APT) Badge. See Note 16

3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.

4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.

5. Kitty Hawk Air Society Badge. See Note 16.

6. Aerospace Education Foundation (AEF) Badge. See Note 16.

7. Distinguished Cadet Badge. See Note 16.

8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar.

9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use smaller female epaulets only)

10. Flight Solo or Flight Certificate Badge. See Note 16.

11. Ground School Badge. See Note 16.

12. Academy of Model Aeronautics (AMA) Wings. See Note 16.

13. AFJROTC Patch, mandatory. Center on sleeve ½ to 1 inch below shoulder seam.

14. Model Rocketry Badge. See Note 16.

15. Ribbons are optional. Wear all, some or no ribbons earned. If worn, center ribbons on wearer’s left, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.

16. First badge is centered ½ inch above name tag or ribbons (as appropriate).

17. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under the epaulet.

18. Medals (regardless of what type) are not authorized for wear on this uniform.
Semi-Formal Dress Uniform

1. The blue or white long-sleeve shirt will be plain, knit or woven, commercial type with a short or medium point collar, with button or French cuffs.
2. Enlisted members do not need to wear two sets of ranks on the semi-formal uniform.
3. The Silver Name Tag will not be worn on the semi-formal dress uniform.
4. Black or Blue bow tie may be worn with the semi-formal uniform (white shirt only).
5. Ribbons will not be worn on the semi-formal uniform. Large medals may be worn on the Service Dress coat only, directly under ribbon rack.
6. Authorized badges may be worn on the semi-formal dress uniform. If medals are worn, badges that are normally worn directly under the ribbon rack will not be worn.
7. Headgear is not worn with the semi-formal dress uniform.
1. Unit patch (optional). If worn, will be placed on right pocket and centered. (AF Funds may not be used to procure unit patches.)
2. Last Name and AFJROTC tapes, dark blue (mandatory). Tapes are grounded and centered on pockets. Name tape only may be held with Velcro to enable reuse/reissue to a different cadet.
3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.
4. AFJROTC patch: WHITE patch only (mandatory). Will be worn on left pocket and centered.
# Uniform Combinations

<table>
<thead>
<tr>
<th>Combination 1</th>
<th>Combination 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service dress coat</td>
<td>Short sleeve shirt/blouse</td>
</tr>
<tr>
<td>Tie or tie-tab</td>
<td>Socks or hose</td>
</tr>
<tr>
<td>Short sleeve shirt/blouse</td>
<td>Trousers or slacks</td>
</tr>
<tr>
<td>Socks or hose</td>
<td>Shoes</td>
</tr>
<tr>
<td>Trousers or slacks</td>
<td>Belt and belt buckle</td>
</tr>
<tr>
<td>Shoes</td>
<td>Flight cap</td>
</tr>
<tr>
<td>Belt and belt buckle</td>
<td>V-neck T-shirt (white)</td>
</tr>
<tr>
<td>Flight cap</td>
<td>Lightweight jacket</td>
</tr>
<tr>
<td>V-neck or crew neck T-shirt (white)</td>
<td>Short sleeve shirt/blouse</td>
</tr>
<tr>
<td><strong>Combination 2</strong></td>
<td>Socks or hose</td>
</tr>
<tr>
<td>Tie or tie-tab</td>
<td>Trousers or slacks</td>
</tr>
<tr>
<td>Short sleeve shirt/blouse</td>
<td>Shoes</td>
</tr>
<tr>
<td>Socks or hose</td>
<td>Belt and belt buckle</td>
</tr>
<tr>
<td>Trousers or slacks</td>
<td>Flight cap</td>
</tr>
<tr>
<td>Shoes</td>
<td>V-neck T-shirt (white)</td>
</tr>
<tr>
<td>Belt and belt buckle</td>
<td>ABU (optional)</td>
</tr>
<tr>
<td>Flight cap</td>
<td>ABU shirt with name tape and patches</td>
</tr>
<tr>
<td>V-neck or crew neck T-shirt (white)</td>
<td>ABU pants</td>
</tr>
<tr>
<td><strong>Combination 2A</strong></td>
<td>T-Shirt (tan)</td>
</tr>
<tr>
<td>Lightweight jacket</td>
<td>Combat boots (sage green)</td>
</tr>
<tr>
<td>Tie or tie-tab</td>
<td>Socks (sage green)</td>
</tr>
<tr>
<td>Short sleeve shirt/blouse</td>
<td>ABU hat</td>
</tr>
<tr>
<td>Socks or hose</td>
<td>Belt (tan)</td>
</tr>
<tr>
<td>Trousers or slacks</td>
<td></td>
</tr>
<tr>
<td>Shoes</td>
<td></td>
</tr>
<tr>
<td>Belt and belt buckle</td>
<td>NOTE: The ABU may only be worn for credit on the first UWD of the month unless otherwise noted by the SASI/ASI.</td>
</tr>
<tr>
<td>Flight cap</td>
<td></td>
</tr>
<tr>
<td>V-neck or crew neck T-shirt (white)</td>
<td></td>
</tr>
</tbody>
</table>

Cadets may purchase a long sleeve shirt/blouse at their own expense and may wear it in lieu of the short sleeve shirt/blouse for all uniform combinations except combinations 3 and 3A. Female cadets may purchase skirts of the proper shade and material. The skirt should extend down in between the top and bottom of the kneecap when the cadet is standing at attention. Long sleeve shirts and skirts may be purchased from a local Army or Navy store.
Chapter 10

Grooming Standards

Fingernails

1. Male cadets are not authorized to wear nail polish.
2. If worn by females, nail polish will be a single color that does not distinctly contrast with the cadet’s complexion, detract from the uniform, or be extreme in color. Some examples of extreme colors are purple, gold, blue, black, and neon. Special nail designs and multi-tone colors are not permitted. However, white-tip French manicures are authorized.
3. Fingernails will not exceed \( \frac{1}{4} \) inch in length beyond the tips of the fingers and must be cleanly kept.
4. Fingernails will not interfere with the performance of assigned duties.

Body Piercing and Ornamentation

1. With the exception of earrings for women, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry, or other ornamentation on or through the ear, nose, tongue, eyebrows, lips, or any exposed body part. This includes anything visible through the uniform.
2. Existing piercing or ornamentation must be removed.
3. Failure to comply with piercing standards will result in removal from the AFJROTC program.

General Hair Standards

1. Hair must be clean and groomed well.
2. Hair will present a professional appearance.
3. Hair will not contain excessive amounts of grooming aids.
4. Hair will not appear lopsided, touch either eyebrow, or end below an imaginary line that is parallel to the ground across the forehead at the top of the eyebrows.
5. Hair may be dyed if the result is a natural human hair color.
   a. Hair color must complement the cadet’s complexion and skin tone.
   b. Examples of natural human hair colors are brown, blonde, brunette, ginger, black, and grey.
   c. Prohibited examples (not all inclusive) are burgundy, purple, orange, fluorescent, and neon.
6. Wigs, hairpieces, and extensions will meet the same standard required for natural hair and will be of good quality, fit properly, and comply with safety, functionality, and professionalism.
7. The SASI and ASI are the final authorities for acceptability of cadet hairstyles.

Male Cadet Hair Standards

1. Hair will not exceed 1 \( \frac{1}{4} \) inches in bulk, regardless of length.
2. Hair will not exceed more than \( \frac{1}{4} \) inch past the natural termination point on the back of the neck.
3. Only closely cut or shaved hair on the back of the neck may touch the collar.
4. Hair will not touch the ears or protrude under the front band of headgear.
5. Males are not authorized hair extensions.
6. Cleanly shaven heads, military high-and-tight, flat top, and block cuts are authorized.
7. Prohibited examples (not all inclusive) of haircuts are Mohawk, mullet, cornrows, dreadlocks, and etched design.
8. Hair must have a tapered appearance on both sides and the back of the head (both with and without headgear). A tapered appearance is one that, when viewed from any angle, outlines the cadet’s hair so that it conforms to the shape of the head and curves inward to the natural termination point without eccentric directional flow, twists, or spiking.
9. Sideburns will be straight and even width (not flared) and will not extend below the bottom of the orifice of the ear opening. Sideburns will end in a clean-shaven horizontal line.
10. Mustaches are authorized. However, they will be conservative and will not extend downward beyond the lip line of the upper lip or extend sideways beyond a vertical line drawn upward from both corners of the mouth.

11. Beards are not authorized unless except for medical reasons on the advice of a doctor. The SASI/ASI must be provided a written note signed by the doctor for the beard to be permitted. If the SASI/ASI authorizes the beard, it will be trimmed well and its hairs will not to exceed ¼ inch in length. Sculptured appearances are not permitted.

**Female Cadet Hair Standards**

1. Hair will be at least 1 inch in length unless waived by the SASI/ASI upon recommendation from a doctor for medical reasons.

2. Hair will not exceed 3½ inches in bulk regardless of length.

3. Hair will end above the bottom edge of collar and any side of an invisible line drawn parallel to the ground. When in doubt, assess correct length of hair with cadet standing in the position of attention. Except in the physical training uniform (PTU), hair lengths that would be below the bottom edge of the collar will be pinned-up with no loose ends.

4. Bangs will not touch either eyebrow on an invisible line drawn across eyebrows and parallel to the ground.

5. If worn, hairpins, combs, headbands, elastic bands, and barrettes should match the hair color, but the hair must still comply with bulk and appearance standards. Black hair accessories are permitted regardless of hair color. If worn, headband may not exceed 1 inch in width.

6. Ornaments (i.e. ribbons, beads, and jeweled pins) are not authorized.

7. Scrunches are authorized but should compliment hair color. Headbands are authorized but should not exceed 1 inch in width. Black hair accessories are permitted regardless of hair color.

8. While wearing the PTU, long hair will be secured but may have loose ends and may extend below the collar. The intent is for pinned-up hair to be styled in a manner that prevents loose ends from extending upward on the head. For example, when using a clip or hairpins, hair will not present the appearance of a rooster tail.

9. When hair is in a bun, all loose ends must be tucked in and secured.

10. When hair is in a ponytail, it must be pulled all the way through the elastic band and may hang naturally downward and not extend below the bottom of the collar (except while in the PTU).

11. Braids, micro-braids and cornrows are authorized. A braid is three or more portions/strands of interwoven hair.
   a. Must be conservative and not present a faddish appearance.
   b. When worn, multiple braids shall be of uniform dimension, not exceed ¼ inch in diameter, show no more than ¼ inch of scalp between the braids, and be tightly interwoven.
   c. Must continue to the end of the hair in one direction in a straight line and may be worn loose or in a secured style within hair standards.

12. Dreadlocks, shaved head, flat tops, and military high-and-tight cuts are examples of prohibited hairstyles for female cadets.

13. Highlights and frosting will not be faddish and will be a natural-looking hair color for human beings.
Male cadets are not authorized to wear cosmetics.

Female cadets may wear cosmetics that are conservative and in good taste.

a. Lipstick will not distinctly contrast with the cadet’s complexion, detract from the uniform, or be extreme in color. Some examples of extreme colors include purple, gold, blue, black, bright fire-engine red, and neon.

b. Blushes and powders should be used in moderate amounts. They should not distinctly contrast with the cadet’s complexion, detract from the uniform, or be extreme in color.

Cosmetics
Chapter 11

Saluting

General

Saluting is a time-honored tradition and one of the oldest military traditions. In fact, the tradition of the salute is so old that its origin is uncertain. The salute is a courteous greeting and a sign of respect practiced by military personnel and JROTC cadets of all branches.

Rules and Procedures

All cadets will be taught the proper manner of saluting and the rules governing saluting. Each cadet is expected to know whom, how, and when to salute. Cadet officers/NCOs should correct saluting violations in a courteous and helpful manner when a cadet junior to them makes such violations. All cadets are expected to accept these corrections with a proper attitude. Disrespect toward a cadet officer/NCO will result in a confrontation with SASI/ASI. The following is a list of guidelines concerning whom, how, and when to salute:

1. Saluting is required when a verbal greeting in a normal speaking voice comes from any of the following people:
   a. Senior Aerospace Science Instructor
   b. Aerospace Science Instructor
   c. Commissioned or warrant officers of any military branch
   d. Commissioned officers of friendly foreign countries
   e. Significant governmental officials (i.e. the President and state governors)
   f. Cadet officers of higher rank

2. Saluting is required when outside in uniform and a person listed above is approaching.
   a. Exceptions to this are in the following areas:
      i. Parking lot between the CHS main building and the ATC
      ii. Bus loading zone
      iii. Lunch courtyard

3. Saluting will be included with an extended greeting such as “Good morning, sir/ma’am.”

4. Saluting is required when reporting in to the SASI’s/ASI’s office or in any other reporting scenario.

5. Saluting may not be executed or returned while:
   a. Running
   b. Sitting down
   c. Indoors (unless if you are reporting in to the SASI/ASI or receiving an award from an officer)

6. The salute will be held until the higher-ranking cadet/official returns it.
   a. Cadet officers who do not return salutes should be reported to the SASI/ASI. Do not confront the higher-ranking cadet yourself.
Chapter 12
Flag Detail

*Flag has been recently illuminated and will be flown 24 hours per day. Flag detail is suspended.* (7/22/19-bkb)

**General**

The US flag is a symbol of our nation's heritage and will be flown with the state flag each school day, except during inclement weather. The ASI will determine when the weather is unsuitable to fly the flag. Flag detail is part of each cadet’s training in flag customs and courtesies. It should be treated as a serious responsibility. The Training Group Commander is responsible for seeing that the flag is successfully raised and lowered each day.

**Procedures**

1. The Flag Detail Officer/NCO will prepare a flag detail roster each week (minimum of four personnel with at least one experienced cadet per detail), post a copy on the bulletin board in the classroom, post a copy in the announcement binder, and provide a copy to the ASI no later than the last day of the school week prior to the upcoming week’s flag detail. The ASI will email teachers with names of cadets on flag raising and flag lowering details weekly.
2. The Flag Detail Officer/NCO will provide written notice to each flag detail cadet no later than the last day of the school week prior to their assigned flag detail week. An experienced cadet will be in charge of each detail.
3. Each cadet will check the flag detail rosters to confirm the dates he/she has flag duty. If a cadet cannot attend on any date assigned, it is the cadet’s responsibility to find a replacement at least one day prior to the scheduled duty. If the cadet cannot find a replacement, the cadet must inform the Flag Detail Officer/NCO at least one day prior to the scheduled duty. Failure to show up for flag detail without a valid excuse will result in a confrontation with the SASI/ASI and demerits. Persistent failure to attend assigned flag detail could result in loss of rank or position.
4. Cadets on flag raising duty should report to the CHS main office no later than 0810.
   a. Retrieve the flags and flag crank from the office receptionist.
   b. After raising the flags, return the flag crank to the office receptionist.
5. Cadets on flag lowering duty should report to the CHS main office no later than 1510.
   a. Retrieve the flag crank from the office receptionist.
   b. Upon completion of flag folding, the US flag should be in the shape of a triangle and the SC flag in the shape of a square.
   c. Return the flags and the flag crank to the office receptionist.
6. Cadets not actively raising or lowering the US flag will salute it until it reaches the top or bottom of the staff.
Chapter 13

Drill Team

General

The Drill Team helps cadets develop discipline, self-confidence, teamwork, skill, and pride. Routines are open to every cadet who has the correct attitude, ability, and time. The Drill Team practices in individual, element, flight, and color guard routines. The Drill Team may incorporate the use of weapons such as rifles and sabers. The ASI is the coach for the Drill Team and coordinates closely with the Drill Team Commander on all matters pertaining to the team. There will be 2 separate drill teams, Varsity and Junior Varsity. The Varsity Drill Team will practice and compete year round while the Junior Varsity will be set up at the beginning of the second semester.

Rules and Requirements

1. Follow all instructions given by the ASI and Drill Team Commander.
2. Avoid consistent practice absences. All excuses must be provided to the ASI or Drill Team Commander at least 24 hours in advance. Cadets who miss two consecutive practices without a valid excuse will be removed from the Drill Team.
3. No horseplay during practices is permitted. This includes attempting to impale other cadets with flags, rifles, and sabers.
4. Drill Team members must possess an AFJROTC grade average of at least 85% in their current or most recent AFJROTC class and a grade average of at least 77% in all other classes at the end of each academic quarter. Members failing to follow this requirement will be placed on probation until the standards are met again.

Procedures

1. Practices are normally held at least twice per week after school until 1700. Practices may also be held before school from 0730 to 0815 and on weekends/breaks as needed. In coordination with the ASI, the Drill Team Commander will publicize all weekly practice dates at least one week in advance.
2. Elements can have five to eleven cadets.
3. Flights have at least twelve cadets.
4. Color guard details have at least four cadets.
5. Cadets may participate in more than one routine. The ASI and Drill Team Commander have the final authority as to who participates in what routines.
6. In coordination with the ASI, the Drill Team Commander may cut members from the team as needed.
7. Members who participate in an entire season of drill and participate in at least 3 Drill Team Competitions will receive the Drill Team Ribbon and a Drill Team cord (Varsity is Blue and Metallic Silver, JV is Metallic Silver) that they may wear on their short sleeve shirt/blouse on UWDs.

Drill Competitions

Most competitions take place on Saturdays, and travel is normally via school activity bus. Departure time may be as early as 0445 with an uncertain time of return to the CHS campus. Cadets will have an approximate time of return to the campus, and they should be prepared to contact their ride by phone when the bus is 30 minutes away from return. This helps avoid unnecessary waiting for both parties. Be responsible and plan accordingly.
Chapter 14
Raider Team

General

The Raider Team helps cadets to promote esprit de corps, teamwork, and self-confidence among JROTC cadets. It also provides cadets a competitive program in five mentally and physically challenging training events. Routines are open to every cadet who has the correct attitude, ability, and time. The Raider Team practices physical strength conditioning, stamina, and techniques for competitions. The Raider Team may incorporate the use of heavy bags, tires, or other obstacles. Normal competitions will consist of a Modified Army Physical Fitness Test, One-Rope Bridge, 5-Kilometer Road March, Litter Carry and at least one other optional event. The ASI is the coach for the Raider Team and coordinates closely with the Raider Team Commander on all matters pertaining to the team. There will be 2 Raider teams that will both compete in the same competitions.

Rules and Requirements

5. Follow all instructions given by the ASI and Raider Team Commander.
6. Avoid consistent practice absences. All excuses must be provided to the ASI or Raider Team Commander at least 24 hours in advance. Cadets who miss two consecutive practices without a valid excuse will be removed from the Raider Team.
7. No horseplay during practices is permitted.
8. Raider Team members must possess an AFJROTC grade average of at least 85% in their current or most recent AFJROTC class and a grade average of at least 77% in all other classes at the end of each academic quarter. Members failing to follow this requirement will be placed on probation until the standards are met again.

Procedures

8. Practices are normally held at least twice per week after school until 1700. Practices may also be held before school from 0730 to 0815 and on weekends/breaks as needed. In coordination with the ASI, the Raider Team Commander will publicize all weekly practice dates at least one week in advance.
9. Each team will have 9 members.
10. The ASI and Raider Team Commander have the final authority as to who is on which team.
11. In coordination with the ASI, the Raider Team Commander may cut members from the team as needed.
12. Members who participate in an entire season of Raider will receive the Raider Team cord (Black and Gold) that they may wear on their short sleeve shirt/blouse on UWDs.

Raider Competitions

Most competitions take place on Saturdays, and travel is normally via school activity bus. Departure time may be as early as 0445 with an uncertain time of return to the CHS campus. Cadets will have an approximate time of return to the campus, and they should be prepared to contact their ride by phone when the bus is 30 minutes away from return. This helps avoid unnecessary waiting for both parties. Be responsible and plan accordingly.
Chapter 15

Orienteering Team

**General**

The Orienteering Team helps cadets develop self-confidence, teamwork, skill, and pride. The Orienteering Team participates in various orienteering meets in the local area during the year. It involves the use of a map and a compass to navigate through woodlands in order to find checkpoints (also known as controls). There are no tryouts or prerequisites for participation; all cadets are welcome. Cadets must attend a training session prior to competing.

**Procedures**

1. In coordination with the SASI/ASI, the Orienteering Team Commander/NCO will announce Orienteering Team meets at least two weeks in advance.
2. Cadets will turn in permission forms provided by the SASI/ASI. Participation for meets operates on a first-come-first-serve basis.
3. Upon successful completion of the training session and any orienteering course at a designated orienteering meet, cadets will receive the Orienteering Ribbon.

**Orienteering Meets**

Most meets take place on Saturdays. Sometimes activity bus transportation is provided, but other times it is not. When it is provided, cadets will have an approximate time of return to the campus, and they should be prepared to contact their ride by phone when the bus is 30 minutes away from return. This helps avoid unnecessary waiting for both parties. Be responsible and plan accordingly.
Chapter 16

Awareness Presentation Team

Purpose

The Awareness Presentation Team (APT) is an academic endeavor designed to provide positive role models for elementary and middle school students. It also provides a practical application of the skills learned in the leadership education portion of the AFJROTC curriculum.

Procedures

1. The SASI will select members of the APT based on demeanor, verbal abilities, and professional appearance. The SASI will assign one of the members to be the APT Commander/NCO.
2. The APT Commander/NCO will select topics, conduct research, and compile all information into an electronic medium, such as a video or a PowerPoint presentation. The SASI must approve all topics beforehand. Potential topics include the negative impacts of dropping out of high school and drug abuse.
3. The APT Commander/NCO will coordinate with the SASI and principals of any schools involved to select where and when to present the material. This is most effectively done alongside Recruiting Team visits.
4. Upon completion of an APT visit, all APT members will be awarded the APT Badge.
Chapter 17

Recruiting Team

Purpose

The recruiting of quality cadets in sufficient numbers is essential to the success of a dynamic AFJROTC program.

Basic Recruiting Procedures

1. At the start of the first semester each year, cadets who are in the AFJROTC program may recruit one or more students who are not enrolled in AFJROTC. The recruiter will submit a letter to the Recruiting Team Commander/NCO stating the name of the cadets they recruited. The letter must be signed by the cadet recruiter and the recruited cadets.

2. When the new cadets successfully complete their first quarterly grading period in the AFJROTC program with at least an 85% grade average, the Recruiting Team Commander/NCO will award the recruiter the Recruiting Ribbon if he/she successfully recruited two or more cadets.

Recruiting Visit Procedures

1. The Recruiting Team members will be selected by the Recruiting Team Commander/NCO. All members must be approved by the SASI. Nominees for membership must:
   a. Possess an AFJROTC grade average of at least 85% in current or most recent class.
   b. Have no missed, unexcused uniform wear days.
   c. Have a positive attitude toward AFJROTC.
   d. Present an excellent image while in uniform.

2. The Recruiting Team Commander/NCO will plan out the recruiting visit in coordination with the SASI and any principals of schools involved. Recruiting visits may be comprised of drill demonstrations, videos, PowerPoint presentations, etc.

3. Upon completion of a recruiting visit, the Recruiting Team Commander/NCO will award the Recruiting Ribbon to all recruiters who participated in the visit.
Chapter 18

Marksmanship Team

General

The Marksmanship Team helps cadets develop discipline, self-confidence, skill, and pride. It involves the use of sporting and competition rifles that are powered by compressed air. The positions of prone, kneeling, and standing are practiced. The ASI is the coach for the Marksmanship Team and coordinates closely with the Marksmanship Team Commander/NCO on all matters pertaining to the team.

Rules and Requirements

1. Follow all instructions given by the ASI and Marksmanship Team Commander/NCO.
2. Avoid consistent practice absences. All excuses must be provided to the ASI or Marksmanship Team Commander/NCO at least 24 hours in advance. Cadets who miss two consecutive practices without a valid excuse will be removed from the Marksmanship Team.
3. No horseplay during practices is permitted.
4. Never touch any Marksmanship Team equipment without permission from the ASI.
5. Never point a rifle at anyone, even if it is on safety mode and/or has a CBI inserted in it. Always keep a rifle pointed downrange or at an upward angle downrange.
6. When the ASI permits the rifles to be uncased, do that and nothing else. Do not fire until the ASI gives permission for the CBIs to be removed and gives the command “load and start.”
7. When the line is hot (at least one rifle does not have a CBI inserted in it), do not go downrange past the red firing line. Always wait until the ASI gives permission to go past the red firing line.
8. Marksmanship Team members must possess an AFJROTC grade average of at least 85% in their current or most recent AFJROTC class and a grade average of at least 77% in all other classes at the end of each academic quarter. Members failing to follow this requirement will be placed on probation until the standards are met again.

Procedures

1. In coordination with the ASI, the Marksmanship Team Commander/NCO will announce all weekly practice dates at least one week in advance.
2. Practices are normally held at least twice per week after school until 1700. Practices may also be held before school from 0730 to 0815 and on weekends/breaks as needed.
3. In coordination with the ASI, the Marksmanship Team Commander/NCO may cut members from the team as needed.
4. Members who participate in an entire season and compete in at least one Marksmanship Team competition will receive the Marksmanship Ribbon.
5. Members who shoot a combined score of 250 or above will be awarded the Marksmanship Team Badge.

Marksmanship Competitions

Competitions take place on various days (sometimes during school), and travel is normally via school activity bus if the competition is not a home competition. Cadets will have an approximate time of return to the campus, and they should be prepared to contact their ride by phone when the bus is 30 minutes away from return. This helps avoid unnecessary waiting for both parties. Be responsible and plan accordingly.
Chapter 19

Color Guard Team

General

The Color Guard Team presents the Colors at various school and civic functions during the school year. Such events include athletic games and formal ceremonies. Note that Drill Team color guard routines are not affiliated with the actual Color Guard Team and consequently do not count towards any Color Guard Team credit.

Procedures

1. At the beginning of each semester, a few practices may be held to train new members. After the new members gain adequate experience, practices will no longer be necessary. In coordination with the ASI, the Color Guard Team Commander will announce all practice dates at least one week in advance.
2. In coordination with the ASI, the Color Guard Team Commander may cut members from the team as needed.
3. A typical color guard detail will consist of four cadets, but additional flags can be added to the detail to include more members. Every color guard detail should have at least two flag bearers (one of which must carry the American flag) and two rifle guards.
4. Cadets assigned to color guard details are expected to arrive at the detail’s location at least 45 minutes before the detail so that they can set up and practice as needed.
5. Upon completion of one color guard detail, cadets will be issued a Color Guard Team cord that they may wear on their short sleeve shirt/blouse on UWDs.
6. Upon completion of five color guard details, cadets will be awarded the Color Guard Ribbon.
Chapter 20
Kitty Hawk Air Society

General
The Kitty Hawk Air Society is a national AFJROTC academic honor society that recognizes academic and military achievement by cadets, provides additional leadership and educational opportunities, and encourages excellence. Once inducted, members of the KHAS may wear the KHAS Badge on the uniform shoulder cord. The KHAS will be called upon to participate in various community service projects. Members are expected to attend meetings, actively participate in designated projects, and contribute positively to the KHAS and AFJROTC.

Requirements
1. Achieve a 90% grade average in AFJROTC during the previous academic quarter with no unexcused, missed uniform wears.
2. Achieve an overall grade average of 80% for all classes during the previous academic quarter.
3. Have no failing grades in any classes during the previous academic quarter.
4. Have no out-of-school suspension for the current academic quarter.
5. Cadets who meet all of the previously listed requirements are invited to participate in a pledge program to demonstrate their commitment to excellence. Cadets who are selected for the KHAS and successfully complete the pledge program will be inducted at an appropriate ceremony where they will receive the KHAS Badge and KHAS shoulder cord.

Maintaining Membership
1. Members are required to complete six community service hours with Kitty Hawk per year.
2. Members are required to attend all KHAS meetings and must provide the personnel officer a valid excuse if unable to attend, members who fail to attend two meetings without a valid excuse will be given probationary notice and will be removed upon their next failure to meet the attendance requirement.
3. Members who fail to maintain academic standards during a quarter will be placed on probation with no privileges lost. Members who fail to maintain standards for a second consecutive academic quarter will be removed from Kitty Hawk, not being permitted to wear the KHAS badge and shoulder cord.
4. If standards are met again, the cadet will be able to complete the pledge program for full membership into the KHAS.

Procedures
1. The members of the KHAS will elect the KHAS Commander and all other officers/NCOs for the upcoming school year at the final meeting of the spring semester. All officers/NCOs must be approved by the SASI.
2. The KHAS will meet at least once per month. A copy of the minutes will be filed into the KHAS continuity folder and a copy will be submitted to the SASI within two school days after the meeting. Include the names of members who attended.
3. The KHAS will conduct at least one community service project per semester. Each project will be fully documented in an after-action report. This report should describe the project, which members participated, and the results/outcome of the project. If applicable, include photos and share them with the Public Affairs Officer/NCO.
4. Any money collected by the KHAS will be turned in to the ASI for deposit in appropriate AFJROTC accounts. This money can be used for KHAS operating funds or act as donations to designated charitable groups.
5. To receive a graduation cord for the program, members have to earn twenty-four hours of community service from KHAS events.
Chapter 21

Academic Team

General

The Academic Team is a team-building endeavor with a main goal of preparing students for state exit and graduation exams as well as college entrance exams such as the SAT and ACT. A secondary goal of the program is to provide the SASI and ASI a measurement device to determine if cadets are learning and retaining AFJROTC curriculum.

Requirements

1. The SASI will select four primary members and two alternate members.
2. No more than two juniors may participate on the primary team and no more than one junior may be an alternate.
3. No seniors may participate (with the exception of the team coach, if applicable) on the team.
4. Primary selection will be made after evaluating practice round scores. The practice round exercise is available to all interested participants.

National US Air Force Academic Bowl Competition

The Academic Team will compete in the National US Air Force Academic Bowl, which is normally held in the fall semester of each academic year. The competition consists of three levels. The layout of the competition levels is as follows:

1. All AFJROTC units will participate in the Practice Round and Level I.
2. The teams who score in the top 50% from Level I will advance to Level II.
3. The top 16 teams across the nation from Level II will advance to Level III at the Academic Championship in Washington, DC.

Academic Content of Non-Championship Rounds

The AFJROTC questions will come from the Leadership Education book series with primary focus on leadership preparation, wellness, team dynamics, and communication skills. The breakdown of the first two levels is as follows:

1. Level I – “The Challenge”
   a. 25% AFJROTC questions
   b. 65% SAT/ACT format questions
   c. 10% current event questions
2. Level II – “Zero Hour Threat”
   a. 15% AFJROTC questions
   b. 75% SAT/ACT format questions
   c. 10% current event questions
Chapter 22
Model Rocketry

Program Guidance

1. Model Rocketry. Model rocketry is the designing, building, and flying of small rockets that are made of paper, plastic, balsa wood, or any other lightweight material. Model rockets constructed in this manner are approved for use by AFJROTC cadets. Model rocket engines are solid propellant engines made by commercial manufacturers intended for use in model rockets of the construction indicated. The manufacturer furnishes these "safe" engines ready for use; there is no need for the user to mix potentially dangerous chemical ingredients. Commercially produced engines are the only type approved for use by AFJROTC cadets.

2. Units will develop a training plan for cadets desiring to qualify for the Model Rocketry badge. The plan will provide for the completion of the Operational Performance Requirements and the Leadership Performance Requirements. Contact Holm Center/JROL for students who satisfactorily complete both sets of requirements for issue of the Model Rocketry badge.

3. Units will conduct the model rocketry program according to the provisions of this instruction and the following guidelines:

   - National Association of Rocketry (NAR)
   - United States Model Rocket Sporting Code
   - NAR Model Rocket Safety Code
   - Contest rules and safety regulations of the National Aeronautics Association (NAA) and the Federation Aeronautique International (FAI)
   - Federal Aviation Regulations, Part 101, Manned Balloons, Kits, and Unmanned Rockets.
   - Federal Communications Commission, Part 95, Citizens Radio Service.
   - State and local governments.

4. Cadets will keep a record of their rocket launchings to include aircraft flown on an individual, group, or competitive basis. Flight records will include duration of flight, fuel, repairs (if any), type of aircraft, and whether the operation is under supervision of a qualified flight instructor. Cadets should be prepared to provide flight information to the SASI.

5. Conduct individual model rocketry program activities involving launchings or flying under the supervision of the range officer, safety officer, and first aid officer.

   Positions and Responsibilities

Minimum positions and responsibilities necessary to supervise an AFJROTC model rocket competitive meet include:

**Range Officer or Contest Officer.** The range or contest officer takes complete charge of the range or flying field, directs all action, gives all orders, makes all decisions, supervises all operations, and is normally positioned at the control center. For AFJROTC launches or meets sponsored by AFJROTC, the range officer will be an AFJROTC instructor.

**Safety Officer.** The safety officer is responsible for checking all critical points of the operation in advance to ensure safety regulations are followed. The safety officer conducts safety briefings prior to launches and instructs all personnel in safety procedures. No launching or flying will take place until the safety officer issues clearance to the range officer.
First Aid Officer. The first aid officer administers first aid to participants and spectators as required. The first aid officer will be an individual who qualifies for the job by completing a Red Cross first aid course or similar training required by school officials.

Launch Supervisor, Flight Line Officer, or Contest Security Officer. Ensures established procedures are followed at the launch site/flying field, monitors launches and landings, and certifies a clear launch/flight area to the range officer before activity begins. This officer is responsible for ensuring the security of displayed static models.

Spectator Control Officer. The spectator control officer is responsible for clearing launch areas of all personnel not assigned to specific posts and ensuring spectators and personnel are at a safe distance before giving clearance for activity to the range officer.

Range Guards. Range guards are responsible for keeping passers-by out of the area, scanning the sky for aircraft, and certifying to the range officer that it is safe to launch rockets.

Observers and Trackers. Observers and trackers are responsible for tracking the path of the rocket and taking observations on the azimuth and angle of the elevation at the peak of the trajectory for plotting. They are also responsible for advising the range officer of in-flight emergencies and dead-stick landings, assisting in the safe recovery of downed aircraft, and reporting all pertinent data to the control center.

Public Affairs Officer. The public affairs officer arranges for advance publicity and provides for newspaper, radio, television, and magazine coverage of the activities, seeking favorable public relations. The public affairs officer is also responsible for maintaining lines of communication with supporting organizations, parent booster clubs, and school authorities as to the current activities of the program.

Model Rocketry Badge

The Model Rocketry Badge is awarded to cadets who have fulfilled model rocketry program requirements listed in this handbook.

Additional Sources of Information

4. Most control of model rocketry is on the state and/or local level. 48 states adhere to a common code of regulation for model rocketry known as National Fire Protection Association (NFPA) Code 1122. This code defines the power, weight, and other limits to which a rocket must comply in order to be classified as a (relatively unregulated) "model rocket." http://www.nfpa.org/index.asp?cookie%5Ftest=1

**OPERATIONAL PERFORMANCE REQUIREMENTS (OPR)**

OPR 1. Construct, launch, and evaluate at least one model suitable for the altitude competition described in the NAR United States Rocketry Sporting Code (NARUSRSC).

OPR 2. Construct, launch, and evaluate at least one model rocket suitable for the scale, plastic scale, or payload competition described in the NARUSRSC.

OPR 3. Construct, launch, and evaluate at least one model rocket suitable for the drag race, parachute duration, boost, or glide competition described in the NARUSRSC.

OPR 4. Construct, launch, and evaluate at least one model rocket suitable for the aerospace systems or research and development competition described in the NARUSRSC (Optional for advanced rocketry program only).

OPR 5. Prepare a diagram of a typical model rocket launch site. This diagram may be as elaborate as desired, but must include: launcher, model rocket, igniter, and land area requirements.

OPR 6. Submit for evaluation a journal of all activities completed in the model rocketry program. The journal must indicate completion of all OPRs.

**LEADERSHIP PERFORMANCE REQUIREMENTS (LPR)**

LPR 1. Demonstrate knowledge of the AFJROTC model rocketry program and its concepts and techniques by satisfactorily implementing, administering, supervising, and evaluating model rocketry activities.

LPR 2. Demonstrate a knowledge of the organization of AFJROTC model rocketry program activities, including personnel required, skills necessary, and the job responsibilities of cadets and adult supervisors for rocketry activities.

LPR 3. Demonstrate knowledge of the physical facilities required for all model rocketry operational activities, to include facilities for storage, handling, and building static models, flying and safety precautions, and spectator protection.

LPR 4. Demonstrate the leadership skills necessary to conduct an individual test, group test, and NAR-sanctioned model rocketry competitive meet.

LPR 5. Serve successfully as the safety officer in addition to a minimum of three of the remaining positions listed in para 2.4.2.6.

LPR 6. Pass an oral examination covering the topics of model rocketry techniques, procedures, operations, and safety precautions.
Chapter 23

Health and Wellness Program

General

Wellness and fitness are part of every cadet’s training. Physical training is generally held on Thursday, but it may be held on any other day of the week if the SASI/ASI chooses to do so. The Health and Wellness Program consists of stretching exercises and a regimen of targeted exercises designed to improve and measure fitness levels. It will also include team sports to foster leadership and teamwork. Cadets must return completed parental permission forms before they will be allowed to participate. Failure to return these forms could have a negative impact on the cadet’s grade.

Clothing

Cadets are issued a PT shirt, shorts, and a sweatshirt at the beginning of the semester. It is the cadet’s responsibility to keep track of these items over the course of their time spent in AFJROTC. Clothing will be reused over several AFJROTC courses unless if the cadet grows out of the clothing. Cadets must tuck in the PT shirt at all times. You are not required to tuck in the sweatshirt. Wear of the sweatshirt is optional, but cadets should be prepared to conduct PT outdoors during moderately cold temperatures. Sweatpants are not issued however you may wear your own. Sweatpants or leggings must be black, dark blue or gray in color. Small logos and stripes are acceptable however should be conservative. While participating in physical activities, cadets will wear appropriate footwear such as tennis shoes and running shoes. Examples of inappropriate footwear are sandals, high heels, dress shoes, and boots. The SASI has the final say concerning what footwear is appropriate. Cadets who do not bring their issued PT clothing and/or proper footwear will not be allowed to participate in PT, be sent to ISS for the period, and receive a PT grade of 0% for the day. Cadets who continuously do not follow the rules previously mentioned will be considered for removal from the AFJROTC program.

Grading

All cadets will receive a weekly grade for participation in the PT program. The cadet’s grade is determined by the following factors:

1. Wear of issued PT clothing
2. Wear of appropriate footwear
3. Participation during PT activities
4. Attitude displayed during PT activities
Chapter 24
Cadet of the Month/Semester
Commander’s Excellence Award

Purpose
The Cadet of the Month/Semester Board recognizes cadets for displaying leadership and excellence within their flight and the cadet corps. It also provides cadets an idea of how the interview process works.

Requirements
The cadet must:

1. Have at least a 93% grade average in AJFROTC and at least an 85% grade average in all other classes.
2. Have no missed, unexcused uniform wear days for the academic year.
3. Have participated in at least 50% of all cadet corps co-curricular activities in the current school year (i.e. Military Ball, Field Day, and parades).
4. Have completed at least three hours of community service during the month in which he/she was nominated.
5. Have no record of ISS or OSS since initial enrollment in AFJROTC.
7. Be nominated by the Flight Commander.

Nomination Deadlines and Board Convene Dates

<table>
<thead>
<tr>
<th>Sept COM nominations are due on 26 Sept</th>
<th>COM Board will convene on 1 Oct</th>
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<tr>
<td>Oct COM nominations are due on 31 Oct</td>
<td>COM Board will convene on 5 Nov</td>
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<td>Nov COM nominations are due on 21 Nov</td>
<td>COM Board will convene on 3 Dec</td>
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<td>Jan COM nominations are due 30 Jan</td>
<td>COM Board will convene on 4 Feb</td>
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<td>Feb COM nominations are due on 27 Feb</td>
<td>COM Board will convene on 3 Mar</td>
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<td>Mar COM nominations are due on 26 Mar</td>
<td>COM Board will convene on 2 Apr</td>
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<tr>
<td>Apr COM nominations are due on 30 Apr</td>
<td>COM Board will convene on 5 May</td>
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COM Procedures

- By the scheduled deadline, all flight commanders will nominate two cadets (usually one male and one female) from their respective flights for the COM. The flight commanders must provide at least five reasons per nominee discussing why he/she should be selected for COM. Writing less than five reasons will put nominees at a disadvantage. They should use the COM nomination slip to do this. Nominees must physically sign the nomination form prior to submission. Make sure to include when/where the board meets.
- Cadets can prepare for the board by watching the video “Cadet of the Month Procedures” at the following link:  [https://www.clover.k12.sc.us/Page/8346](https://www.clover.k12.sc.us/Page/8346).
- Cadets will be asked opinionated questions related to the following topics: core values, leadership, role models, community service, customs and courtesies, and citizenship.
- All COM boards will be held during flex on the designated day unless otherwise authorized by the SASI.
- The Wing Commander and Vice Wing Commander will always be on the COM Board, and they will select a third person to be on it with them (must be approved by the SASI).
- The Wing Commander will convene the COM Board. Each member of the COM Board will ask the cadets one question pertaining to aspects of the cadet corps. Personal questions are not permitted. All questions must be reviewed by the SASI for approval.
- The COM Board members will rate each cadet’s responses on a scale of 1 to 5 (with 1 being the lowest and 5 being the highest). The COM Board members will also rate each cadet’s report-in, report-out, dress/appearance, and military bearing.
- The SASI and COM Board members will convene to select the COM for each flight. Selections are based 50% on the COM Board interview and 50% on the reasons provided by the flight commanders.

**COM Award**

All cadets who are selected for their flight’s COM will receive a medal, the Superior Performance Ribbon, and five letter points.

**COS Procedures**

1. All COM winners for the semester are automatically nominated for COS. However, in order for the nominees to actually be considered, their respective flight commanders must provide at least seven reasons discussing why they should be selected for COS. They should use the COS nomination slip to do this.
2. The Wing Commander and Vice Wing Commander will always be on the COS Board, and they will select a third person to be on it with them (must be approved by the SASI).
3. The Wing Commander will convene the COS Board. Each member of the COS Board will ask the cadets two questions pertaining to aspects of the cadet corps. Personal questions are not permitted. All questions must be reviewed by the SASI for approval.
4. The COS Board members will rate each cadet’s responses on a scale of 1 to 5 (with 1 being the lowest and 5 being the highest). The COS Board members will also rate each cadet’s report-in, report-out, dress/appearance, and military bearing.
5. The SASI and COS Board members will convene to select the COS. Selection is based 50% on the COS Board interview and 50% on the reasons provided by the flight commanders.

**COS Award**

The COS selectee will receive a medal, the Achievement Ribbon, and ten letter points.

**The Commander’s Excellence Award**

The Commander’s Excellence Award is given monthly to the one cadet who has exceeded dress and appearance standards for the month. The Inspector General will solicit info from Flight Commanders and nominate three cadets through the chain of command to the SASI / ASI for selection. Award winners will receive the Superior Performance Ribbon. Nominations are due the last uniform wear day of the month.
Chapter 25

Reserve Program

Purpose

The Reserve Program provides an opportunity for cadets not actively enrolled in AFJROTC during a semester to participate in AFJROTC activities. Such activities include Field Day, Military Ball, Special Team events, and field trips. In addition, cadets in the Reserve Program are also permitted to retain their cadet rank from active status, hold positions on the cadet staff, take/pass one promotion test, and attend CLC (if selected). In order for a cadet to be admitted into the Reserve Program, they must complete the Reserve Contract and belong to one of the following AFJROTC special teams: Drill Team, Color Guard Team, Marksmanship Team, Raider Team, or Kitty Hawk Honor Society (KHAS). Due to uniform wear requirements, cadets on the Drill Team, Color Guard Team and Raider are REQUIRED to participate in the Reserve Program in order to be on the team. It’s optional for all other special team members however they may not participate in AFJROTC activities without Reserve membership. KHAS members who do not wish to participate in the Reserve Program will be considered “inactive” during this period however they retain program membership and are not required to repledge the program the following school year. During the inactive period, KHAS members are not eligible to participate in KHAS events or run for an officer position.

Requirements

The cadet must:

1. Be enrolled in AFJROTC for one semester of the academic year.
2. Possess an AFJROTC grade average of at least 85% in the most recent class he/she took.
4. Be approved by the SASI/ASI to participate in the Reserve Program.
5. Wear the uniform each week on UWD and meet all uniform and grooming standards. Cadets must report to the AFJROTC room before the end of the school day for inspection. Cadets who fail to report for inspection for two consecutive weeks without a valid written excuse will be removed from the Reserve Program. The SASI has the final say on the validity of excuses.
6. Fulfill all obligations of positions/committees to which he/she is appointed.
7. Have a high level of dedication toward the AFJROTC program.
8. Meet all other pertinent requirements stated in this handbook.

Failure to meet any of the above requirements will result in removal from the Reserve Program and potentially affect the cadet’s eligibility to enroll into AFJROTC in the future.

If a cadet no longer wants to participate in the Reserve Program, he/she should notify the Reserve Flight Commander and return his/her uniform items to the ASI. Cadets who follow these procedures will not be penalized.

Recognition

Cadets in the Reserve Program who successfully meet all of the obligations previously listed will be awarded five merits per week. If they receive a score of 85% or higher on all of their inspections and have no missed, unexcused UWDs during the semester, they will be awarded the Dress and Appearance Ribbon at the end of the semester.
Chapter 26

Community Service

General

All cadets are required to complete at least 12 hours of community service per semester they are enrolled in AFJROTC. Yearlong Early Bird cadets must complete 12 hours each semester totaling 24 hours for the year. 6 of the hours must be submitted each quarter. This is a major grade. Half of the hours must be with an AFJROTC sponsored activity. Print out the sheet provided below and use it to log community service hours. Babysitting and household chores should not be considered community service.

Community Service Log

Name: ____________________________________________

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“I have reviewed my son’s/daughter’s community service log and verify that all hours are accurate as recorded.”

--- Parent/Guardian signature: ____________________________________________
Chapter 27

Awards and Decorations

General

AFJROTC cadets may earn a wide variety of distinctive, coveted medals and ribbons. All awards are based upon demonstrated performance of academic and leadership excellence. A complete list of Awards and Decorations can be found at the back of the Cadet Handbook at Attachment 1.

Wear of Ribbons and Medals

AFJROTC ribbons are worn from left to right, top to bottom, from highest to lowest as viewed by the observer. Refer to the ribbon chart for proper order placement. Medals may be worn on the service coat and should not be worn at the same time as ribbons. Medals are only worn on formal occasions such as Military Ball or whenever otherwise specified by the SASI. AFJROTC cadets are not authorized to wear ribbons/medals earned/issued from Army, Navy, Marine Corps, or Coast Guard Junior ROTC programs. Cadets will be given equivalent AFJROTC ribbons to wear in lieu of Army, Navy, Marine Corps, or Coast Guard Junior ROTC ribbons/medals the cadet earned while serving in sister-service JROTC program. It is up to the SASI to make the best determination as to what equivalent AFJROTC ribbon to issue. Cadets receiving Civil Air Patrol (CAP) awards may be worn by cadets during regular uniform days and will be worn in the precedence listed below following the Patriotic Flag Ribbon. CAP Medals will not be worn on regular uniform days. Cadets may only receive one National-level Award for each year they are in AFJROTC and not receive the same National-level award twice.

Badges

Cadets are authorized to wear the following badges:

- **Ground School Badge.** Awarded for successful completion of the AFJROTC aviation honors ground school curriculum or successful completion of another aviation ground school program prescribed by the FAA.
- **Flight Solo Badge.** Awarded to any cadet possessing a solo flight certificate signed by a FAA certified flight instructor for either powered or non-powered aircraft.
- **Flight Certificate Badge.** Awarded to any cadet who possesses a valid FAA pilot’s certificate for either powered or non-powered aircraft.
- **Awareness Presentation Team Badge.** Awarded for participation on an Awareness Presentation Team.
- **Kitty Hawk Air Society Badge.** Awarded to cadets who are members of the Kitty Hawk Air Society.
- **Academy of Model Aeronautics (AMA) wings.** Awarded to cadets who are members of a local AMA chartered model airplane club.
- **Distinguished AFJROTC Cadet Badge.** This annual award consists of a certificate and the Distinguished AFJROTC Cadet badge. The award recognizes one outstanding second- year cadet (third-year cadet in a 4-year program) selected at the end of each school year. This allows the recipient to wear the award their final year in the AFJROTC program. The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The SASI, in coordination with the ASI and with the concurrence of the principal, selects the recipient of this award. The recipient will hold the following awards prior to selection:
  - Leadership Ribbon
  - Achievement Ribbon
  - Superior Performance Ribbon
  - Academic Ribbon
  - Leadership Development Requirement
  - Service Ribbon
• Aerospace Education Foundation (AEF) Academic Cadet Badge. Awarded to rising Junior and Senior cadets for academic excellence as signified by attaining a minimum 3.3 grade point average (GPA) with no grade below a 2.0 GPA on their transcript.
• Model Rocketry Badge. Awarded to cadets who have fulfilled model rocketry program requirements.
• Other Badges or Pins. CyberPatriot and Stellar Explorer pins are issued to participating cadets by the host organization.
• Marksmanship Awards. Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males wear the badges under the ribbons on the left pocket flap of the light blue shirt or below the ribbons on the service dress uniform. Females wear the badges above the ribbons on both uniforms. Marksmanship badges will not be worn with medals.
Chapter 28
Staff Meetings

General

Staff meetings are used to coordinate cadet corps activities, disseminate and receive information, and provide instruction. The Wing Commander will conduct a Wing Staff meeting and Early Bird Staff meeting once per week each. Staff meetings should be brief and adjourned once business is completed. The SASI and/or ASI will oversee all staff meetings and intervene as necessary. In the event a primary staff member cannot attend, the next cadet in the Chain of Command will attend and brief the primary member as soon as practical after the meeting. Staff members will conduct informational and planning meetings as required to monitor task accomplishment and to advise, train, correct, and assist their subordinates.

Procedures

1. All necessary members will initially enter the classroom except for the Wing Commander.
2. The Wing Commander will enter the classroom last. The Executive Officer will call the room to attention as the Wing Commander walks in. Once the Wing Commander puts the room at ease, the staff meeting has commenced.
3. The Executive Officer will initiate the staff meeting by showing a calendar of events and unit goals, addressing areas of concern, providing an update on pending items from prior meetings, and reading any general announcements.
4. The Wing Staff will then discuss assigned unit goals. These goals are developed in accordance with the SASI/ASI and should be the main focus of each staff meeting. The following should be mentioned with each goal:
   a. Areas of concern
   b. Progress and accomplishments
   c. Milestone dates
   d. Projected date of attainment
5. The Executive Officer will then present a living list of unit events in progress including OPRs and suspense dates.
6. If called upon, assigned OPRs for any events will provide a synopsis of their events and their current state (pending, complete, etc.). The OPRs should also mention individual assignments related to their activities and a projected timeline of events for the activities. Upon completion of any activities, OPRs should be prepared to provide an after-action report at the next staff meeting.
7. Throughout the meeting, the Executive Officer will record meeting minutes using the format provided on the proceeding page. This should be posted on the bulletin board no later than the last day of the week that the meeting was held. A copy should also be provided to the SASI and head staff members.
8. At the end of the staff meeting, the Wing Commander will call the room to attention and dismiss everyone.
9. Immediately after the staff meeting, the Executive Officer will email all flight commanders the PowerPoint presentation.
10. The flight commanders will review the PowerPoint presentation and brief any pertinent information to their flights.
Sample Staff Meeting Minutes

MEMORANDUM FOR: SASI and ASI
FROM: Executive Officer
SUBJECT: 23 January Staff Meeting Minutes

1. Announcements
   a. COM nominations are due from flight CCs by Wed 6 Feb.
   b. Cadet staff weekly journals are due Fri 25 Jan.
   c. Volunteers are needed to assist with Special Olympics. The signup sheet is in the announcement binder.

2. Reports/Comments
   a. Finance Officer reported current budget of $371. Expected cost of Field Day is $125.
   b. Recruiting Team Commander reported the Recruiting Team will visit CMS on Wed 13 Feb. They will put on a short drill exhibition in the gym.
   c. Public Affairs Officer reported she submitted an article and photograph about COLS to the local newspaper. Anyone with photos of the Christmas Parade should submit them to be scanned.
   d. Executive Officer briefed the status of current tasks. All are on schedule.

3. Assignments/Tasks
   a. Logistics Squadron Commander – Compile a list of supplies needed for Field Day and submit it to the ASI by Fri 21 Feb.
   b. Recruiting Team Commander – Prepare an after-action report on the CMS Recruiting Team visit and submit it to the Special Teams Commander by Fri 15 Feb. Include a list of prospective cadets.

4. Attendance
   a. All staff members present except C/SMSgt Bob Smith, Weather NCO.

C/Capt Ima Gudun
Executive Officer
AFJROTC Unit SC-951
Chapter 29

Honor Code and Honor Board

_Honor Code_

The AFJROTC Honor Code is “I will not lie, cheat, steal, nor tolerate those who do.”

Lie (v.) – To be dishonest or not be completely truthful with the purpose to deceive.
Cheat (v.) – To copy another’s work, turn in another’s work as one’s own, or willfully mislead.
Steal (v.) – To take another’s property without permission or not pay for property taken.

The Honor Code is applicable to all members of the cadet corps, including cadets in the Reserve Program. All cadets are expected to follow this code and report those who violate it to the Inspector General. Those who fail to report violators are not only violating the Honor Code themselves, but they are also failing to adhere to the Core Value of Integrity.

.Reporting an Honor Code Violation

Any cadet who witnesses an Honor Code violation should print out and complete the form provided below. The form must be signed; unsigned forms will be discarded and no action will be taken. Though the reporting cadet’s name is required on the form, his/her identity will be kept confidential. Turn in completed forms to the Inspector General.

<table>
<thead>
<tr>
<th>Violating Cadet’s Rank and Name:</th>
<th>Lying</th>
<th>Cheating</th>
<th>Stealing</th>
<th>Date of Violation:</th>
</tr>
</thead>
</table>

Detailed Description of Violation:

Reporting Cadet’s Rank and Name:  
Signature:

SC-951 Form 13, 18 Feb 2005
Honor Board Procedures

1. Upon reception of an Honor Code violation, the Inspector General and Wing Commander will select four other cadets to have seats on the Honor Board. All nominations must be sent to the SASI for approval. For a cadet to be eligible for nomination, he/she must:
   a. Be at least a sophomore in his/her second or higher year in AFJROTC.
   b. Have no record of ISS or OSS.
   c. Represent the high standards of the three Core Values in his/her conduct and appearance.

2. The Wing Commander will schedule Honor Board meetings as necessary to investigate the violation. The Honor Board must consider all available evidence of the violation, including statements from the accused cadet and any witnesses.

3. If the Honor Board finds the accused cadet guilty, its members will make recommendations for disciplinary action. All recommendations will be sent to the SASI, who will determine which action will be taken. The SASI reserves the right to involve CHS administrators if necessary. The following questions should be considered when determining an appropriate punishment:
   a. Is this the cadet’s first Honor Code violation?
   b. Does the cadet fully understand that he/she violated the Honor Code?
   c. In violating the Honor Code, did the cadet cause personal injury to anyone?
   d. Did the cadet bring dishonor to the AFJROTC program and/or Clover High School?

4. The Inspector General will provide an after-action report and present it to the SASI.
Chapter 30

After-Action Reports

General

An after-action report will be accomplished within five school days after the completion of every major cadet corps function and activity such as Military Ball, Field Day, and major service projects.

Procedures

1. The report will be completed by the event’s OPR. The OPR should gather input from Wing Staff members, committee members, and others involved in the planning, organizing, and executing of the event. See the sample after-action report on the proceeding page. The after-action report should include:
   a. Key personnel
   b. Synopsis
   c. Problems encountered
   d. Lessons learned

2. The OPR will submit the after-action report to the Wing Commander, SASI, and ASI.
3. The after-action report will be briefed at the next staff meeting.
4. Completed after-action reports will be filed in the After Action Report binder.
Sample After-Action Report

MEMORANDUM FOR: Wing Commander, SASI, and ASI

FROM: Military Ball OPR

SUBJECT: After-Action Report of Military Ball

Key Personnel:

C/SMSgt Bob Smith – Logistics
C/Col Shoop Dawoop – Decorations
C/Maj Jean Ious – Seating
C/LtCol Luke Atme – Color guard
C/Maj Benson Payne – POW/MIA table
C/2Lt Gotye Noze – Refreshments and food
C/Capt Wyda Wake – Setup and cleanup

Synopsis: The Military Ball was a challenging exercise in planning and organizing. All of the cadets surveyed said that they had a great time. The food was excellent, and everyone enjoyed the snacks during the dance. Setup was well attended; everyone who signed up showed up. However, cleanup was another matter. Most people seemed to enjoy the music, though some did not like it, especially since the DJ was not receptive to playing requests. Overall, the Military Ball was planned well, resulting in an enjoyable time for the cadet corps.

Problems Encountered: There was no seating chart, which led to unnecessary confusion for everyone. The crowns were misplaced, resulting in a five-minute delay. The DJ was expensive and wouldn’t play song requests. Several staff cadets left before cleanup. Cadets were not aware of or were unsure of behavior rules.

Lessons Learned: Develop and use checklists to ensure all tasks are completed on time. Follow up frequently to ensure all cadets are working on their assigned tasks. Explore other options for providing music. Ensure all flights are briefed on proper conduct by flight CCs.

C/Capt Ima Gudun
Military Ball OPR
AFJROTC Unit SC-951
Chapter 31

Clover High School Letter

General

Cadets may earn a school letter each year they participate in AFJROTC if they accrue enough letter points throughout the school year. A minimum of 100 letter points is needed for a letter to be awarded.

Requirements

The cadet must:

1. Attain an AFJROTC grade average of at least 85% each academic quarter.
2. Attain a grade average of at least 70% in all other classes.
3. Accumulate 100 letter points during the school year. Document all letter points on a letter point log. You can print out the log provided on the proceeding page. Once 100 points are documented, submit the completed log through the Chain of Command.

Earning Letter Points

Letter points are earned by completing various actions or receiving awards. The following is a list of point-worthy actions/awards and how many letter points are awarded for each action/award:

<table>
<thead>
<tr>
<th>Action/Earn</th>
<th>Letter Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade of at least 85% in all classes (all quarters)</td>
<td>20</td>
</tr>
<tr>
<td>Participation in Drill Team competition</td>
<td>10</td>
</tr>
<tr>
<td>Participation in Color Guard Team performance</td>
<td>5</td>
</tr>
<tr>
<td>Participation in Orienteering Team meet</td>
<td>5</td>
</tr>
<tr>
<td>Participation in Marksmanship Team competition</td>
<td>5</td>
</tr>
<tr>
<td>National AFJROTC award winner</td>
<td>25</td>
</tr>
<tr>
<td>Cadet Officer Leadership School attendee</td>
<td>40</td>
</tr>
<tr>
<td>Cadet of the Month</td>
<td>5</td>
</tr>
<tr>
<td>Cadet of the Semester</td>
<td>10</td>
</tr>
<tr>
<td>Voice of Democracy essay (top 3 in cadet corps)</td>
<td>15</td>
</tr>
<tr>
<td>Participation in AFJROTC community service project</td>
<td>5</td>
</tr>
</tbody>
</table>
**Letter Point Log**

Name: __________________________________________________

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Points</th>
<th>Date</th>
<th>Activity</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chain of Command signatures:

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Chapter 32

Clover Veterans of Foreign Wars AFJROTC Scholarship

Description

This scholarship consists of a certificate and a $500 cash award to be applied toward the recipient’s post-secondary education costs and/or fees. A representative of the Clover VFW will present the scholarship to the recipient at an appropriate ceremony. Essay due NLT May 1st—no extensions.

Eligibility and Application

The cadet must:

1. Be a senior fourth-year cadet.
2. Have been an OPR of an AFJROTC event.
3. Demonstrate exceptional leadership.
4. Be in the top 20% of his/her AS class.
5. Demonstrate qualities of patriotism, military discipline, and good moral character.
6. Have no record of ISS or OSS.
7. Submit to the Clover VFW a double-spaced essay of at least 300 words describing his/her post-college goals. Ask the SASI/ASI for more information.
30-Sequence Drill Routine

The 30-sequence drill routine is used to assess promotion eligibility for the ranks of C/SSgt through C/CMSgt. It is also used as part of the final exam grade for second-year cadets. The commands are as follows:

1. Fall in
2. Open ranks march
3. Ready front
4. Close ranks march
5. Present arms
6. Order arms
7. Parade rest
8. Attention
9. Left face
10. About face
11. Forward march
12. Right flank march
13. Left flank march
14. Column right march
15. Forward march
16. To the rear march
17. To the rear march
18. Column right march
19. Forward march
20. Eyes right
21. Ready front
22. Column right march
23. Forward march
24. Change step march
25. Column right march
26. Forward march
27. Halt
28. Left face
29. Right step march
30. Halt

15-Count Manual of Arms

The 15-count manual of arms is used to assess promotion eligibility for the ranks of C/MSgt through C/CMSgt. The movements are as follows:

1. Right shoulder arms
2. Left shoulder arms
3. Port arms
4. Present arms
5. Order arms

14-Sequence Color Guard Routine

The 14-sequence color guard routine is used as a major grade for cadets in Early Bird, who are expected to know this routine by the end of the first semester. The commands are as follows:

1. Fall in
2. Close interval dress right dress
3. Ready front
4. Carry colors
5. Forward march
6. Left wheel march
7. Halt
8. Present colors
9. Carry colors
10. Colors reverse march
11. Forward march
12. Right wheel march
13. Halt
14. Order colors
Before taking a PFE, it is important to know what to expect. The PFEs are designed to where each level has its own difficulty setting, and they get progressively harder as the ranks get higher. Here is a basic layout of all the PFEs:

<table>
<thead>
<tr>
<th>PFE Level</th>
<th>Rank Abbreviation Questions</th>
<th>Rank Spelling Questions</th>
<th>Multiple-Choice Questions</th>
<th>Total Questions</th>
<th>Minimum Correct Needed to Pass</th>
</tr>
</thead>
<tbody>
<tr>
<td>C/SSgt</td>
<td>3</td>
<td>3</td>
<td>24</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>C/TSGt</td>
<td>4</td>
<td>4</td>
<td>32</td>
<td>40</td>
<td>32</td>
</tr>
<tr>
<td>C/MSSgt</td>
<td>5</td>
<td>5</td>
<td>40</td>
<td>50</td>
<td>43</td>
</tr>
<tr>
<td>C/CMSgt</td>
<td>6</td>
<td>6</td>
<td>48</td>
<td>60</td>
<td>54</td>
</tr>
</tbody>
</table>

All ranks are fair game on the PFEs. You must be able to distinguish between Air Force ranks and AFJROTC ranks. For example, know that a 2Lt and a C/2Lt are not the same thing.

Be sure to know how to spell tricky words such as “sergeant,” “lieutenant,” “colonel,” etc., as spelling counts.

Make sure you abbreviate when the directions say to abbreviate and spell out when the directions say to spell out. In the past, testers have frequently spelled out everything or abbreviated everything and, consequently, lost a significant amount of points on their score. Avoid making this mistake to ensure your score is spared the penalty.

All of the multiple-choice questions have five answer choices. The questions cover the following topics:

1. Classroom rules and expectations
2. Core Values
3. Uniform and grooming standards
4. Ribbons and awards
5. Ranks and military hierarchy
6. Military grades
7. Military customs and courtesies
8. Drill and marching
9. American flag anatomy and symbolism
10. American flag and National Anthem etiquette
11. Color guards and ceremonies
12. Arrangements of a formation
13. Command voice
14. Basic Air Force and AFJROTC history

All of the topics listed above are covered:

1. During class
2. In the Cadet Handbook
3. In the following Kahoot: https://play.kahoot.it/#/?quizId=beed8546-55a6-4761-b51d-50d9065bca22

An important habit to practice when studying for the PFEs is highlighting information you think is important. Look back at the list of topics mentioned above. Then, read through the Cadet Handbook (spread out over several days) and highlight any important information that pertains to those topics. After going through the Cadet Handbook, look back at everything you highlighted and study all of it until it’s second nature. A few things you may want to highlight and study closely (not all inclusive) are:

1. Numbered lists of rules, regulations, procedures, etc.
The PFEs are primarily based on a concept known as attention to detail. This means that when reading a question and its corresponding answer choices, you need to take all (emphasis on the word “all”) aspects of the question and its answer choices into account. What exactly is the question asking for? What are the key words/phrases? Which answer choices can be eliminated with the application of any prior known information, background, and definitions?

Take the following question into consideration:

A cadet is in a store when he spots a woman shoplifting some cosmetics into her purse. Instead of doing nothing about it, the cadet reports the incident to a nearby employee, who confronts the woman and retrieves the stolen items. What Core Value is this an example of?

1. Integrity
2. Valor
3. Allegiance
4. Service
5. Excellence

After reading the question carefully, we know that we are looking for an example of a particular Core Value. First of all, we should hopefully know that Valor and Allegiance are not Core Values. Therefore, we can eliminate choices B and C.

Next, we should consider the definition of each Core Value. Integrity is honesty and doing what is right even when nobody is looking. Service is allowing professional duties to take precedence over personal desires. Excellence is going above and beyond of what is expected or requested.

After considering the definition of each Core Value, we should look back at the question. What did the cadet do? He reported the incident instead of doing nothing about it. He could have simply pretended he never witnessed the shoplifting occur and continued going about his own business. However, he refused to let the incident slide because he knew it would be dishonest of him to do so. He did what was right even when nobody was looking by being honest with both himself and the store employee.

This incident most closely exemplifies the Core Value of Integrity. Therefore, the correct answer is A.

Not all questions are quite as simple as the example above, but the same process can be manipulated for most questions. Always take note of any key words/phrases and pertinent information, background, and definitions. Eliminate answer choices that are downright ridiculous (there are usually one or two choices per question that can be easily eliminated). Reread the question and all of the answer choices carefully, and select which one is the most appropriate answer. If you must guess, then guess. Never leave a question blank! You have a 100% chance of getting it wrong if you leave it blank, but you do have a chance of getting it right if you at least guess.

Remember that it is your own responsibility to prepare yourself for the PFEs. Privilege and responsibility are intertwined in the Air Force and AFJROTC. Having a higher rank does come with more authority, but it also comes with a higher level of expectations and duties. It is highly recommended that you study and prepare yourself accordingly, as this will help set the foundation of responsibility you will need as a NCO in the cadet corps. You have been given a list of content to study and advice for how to study. Use all of this to your advantage!
### Air Force Enlisted Rank Structure

<table>
<thead>
<tr>
<th>Tier</th>
<th>Rank</th>
<th>Abbreviation</th>
<th>Insignia</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airmen</td>
<td>Airman Basic</td>
<td>AB</td>
<td>None</td>
<td>E-1</td>
</tr>
<tr>
<td></td>
<td>Airman</td>
<td>Amn</td>
<td></td>
<td>E-2</td>
</tr>
<tr>
<td></td>
<td>Airman First Class</td>
<td>A1C</td>
<td></td>
<td>E-3</td>
</tr>
<tr>
<td></td>
<td>Senior Airman</td>
<td>SrA</td>
<td></td>
<td>E-4</td>
</tr>
<tr>
<td>Non-commissioned officers</td>
<td>Staff Sergeant</td>
<td>SSgt</td>
<td></td>
<td>E-5</td>
</tr>
<tr>
<td></td>
<td>Technical Sergeant</td>
<td>TSgt</td>
<td></td>
<td>E-6</td>
</tr>
<tr>
<td>Senior non-commissioned</td>
<td>Master Sergeant</td>
<td>MSgt</td>
<td></td>
<td>E-7</td>
</tr>
<tr>
<td>officers</td>
<td>Senior Master</td>
<td>SMSgt</td>
<td></td>
<td>E-8</td>
</tr>
<tr>
<td></td>
<td>Sergeant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chief Master</td>
<td>CMSgt</td>
<td></td>
<td>E-9</td>
</tr>
</tbody>
</table>

**NOTES:**

1. The ranks MSgt, SMSgt, and CMSgt may contain a diamond in the insignia’s upper field, which indicates first sergeant status.
2. The rank CMSgt may contain a star in the insignia’s upper field, which indicates command status.
3. The term “NCOs” can collectively refer to all ranks from SSgt to CMSgt. Sometimes SSgt and TSgt are referred to as “junior NCOs” to distinguish them from senior NCOs. Otherwise, SSgt and TSgt are simply referred to as “NCOs” in regards to the Air Force enlisted personnel structure.
4. Some abbreviations may vary regarding periods.
# Air Force Officer Rank Structure

<table>
<thead>
<tr>
<th>Tier</th>
<th>Rank</th>
<th>Abbreviation</th>
<th>Insignia</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company grade officers</td>
<td>Second Lieutenant</td>
<td>2Lt</td>
<td>*Gold</td>
<td>O-1</td>
</tr>
<tr>
<td></td>
<td>First Lieutenant</td>
<td>1Lt</td>
<td>*Silver</td>
<td>O-2</td>
</tr>
<tr>
<td></td>
<td>Captain</td>
<td>Capt</td>
<td></td>
<td>O-3</td>
</tr>
<tr>
<td>Field grade officers</td>
<td>Major</td>
<td>Maj</td>
<td>*Gold</td>
<td>O-4</td>
</tr>
<tr>
<td></td>
<td>Lieutenant Colonel</td>
<td>LtCol</td>
<td>*Silver</td>
<td>O-5</td>
</tr>
<tr>
<td></td>
<td>Colonel</td>
<td>Col</td>
<td></td>
<td>O-6</td>
</tr>
<tr>
<td>General officers</td>
<td>Brigadier General</td>
<td>BrigGen</td>
<td></td>
<td>O-7</td>
</tr>
<tr>
<td></td>
<td>Major General</td>
<td>MajGen</td>
<td></td>
<td>O-8</td>
</tr>
<tr>
<td></td>
<td>Lieutenant General</td>
<td>LtGen</td>
<td></td>
<td>O-9</td>
</tr>
<tr>
<td></td>
<td>General</td>
<td>Gen</td>
<td></td>
<td>O-10</td>
</tr>
</tbody>
</table>

**NOTES:**

1. General officers are sometimes referred to as “flag officers” in regards to the Air Force officer personnel structure.
2. Some abbreviations may vary regarding spacing and periods.
**AFJROTC Enlisted Rank Structure**

<table>
<thead>
<tr>
<th>Tier</th>
<th>Rank</th>
<th>Abbreviation</th>
<th>Insignia</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet airmen</td>
<td>Cadet Airman Basic</td>
<td>C/AB</td>
<td>None</td>
<td>Cadet E-1</td>
</tr>
<tr>
<td></td>
<td>Cadet Airman</td>
<td>C/Amn</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-2</td>
</tr>
<tr>
<td></td>
<td>Cadet Airman First Class</td>
<td>C/A1C</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-3</td>
</tr>
<tr>
<td></td>
<td>Cadet Senior Airman</td>
<td>C/SrA</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-4</td>
</tr>
<tr>
<td>Cadet non-commissioned officers</td>
<td>Cadet Staff Sergeant</td>
<td>C/SSgt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-5</td>
</tr>
<tr>
<td></td>
<td>Cadet Technical Sergeant</td>
<td>C/TSgt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-6</td>
</tr>
<tr>
<td>Cadet senior non-commissioned officers</td>
<td>Cadet Master Sergeant</td>
<td>C/MSgt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-7</td>
</tr>
<tr>
<td></td>
<td>Cadet Senior Master Sergeant</td>
<td>C/SMSgt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-8</td>
</tr>
<tr>
<td></td>
<td>Cadet Chief Master Sergeant</td>
<td>C/CMSgt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet E-9</td>
</tr>
</tbody>
</table>

**NOTES:**

1. The term “cadet NCOs” can collectively refer to all ranks from C/SSgt to C/CMSgt. Sometimes C/SSgt and C/TSgt are referred to as “cadet junior NCOs” to distinguish them from cadet senior NCOs. Otherwise, C/SSgt and C/TSgt are simply referred to as “cadet NCOs” in regards to the AFJROTC enlisted personnel structure.
2. Do not mistake cadet grades with active duty grades. Unlike Air Force personnel, AFJROTC cadets do not receive any form of payment or benefits.
3. Some abbreviations may vary regarding periods.
AFJROTC Officer Rank Structure

<table>
<thead>
<tr>
<th>Tier</th>
<th>Rank</th>
<th>Abbreviation</th>
<th>Insignia</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet company grade officers</td>
<td>Cadet Second Lieutenant</td>
<td>C/2Lt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet O-1</td>
</tr>
<tr>
<td></td>
<td>Cadet First Lieutenant</td>
<td>C/1Lt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet O-2</td>
</tr>
<tr>
<td></td>
<td>Cadet Captain</td>
<td>C/Capt</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet O-3</td>
</tr>
<tr>
<td>Cadet field grade officers</td>
<td>Cadet Major</td>
<td>C/Maj</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet O-4</td>
</tr>
<tr>
<td></td>
<td>Cadet Lieutenant Colonel</td>
<td>C/LtCol</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet O-5</td>
</tr>
<tr>
<td></td>
<td>Cadet Colonel</td>
<td>C/Col</td>
<td><img src="image" alt="Insignia" /></td>
<td>Cadet O-6</td>
</tr>
</tbody>
</table>

**NOTES:**

1. Do not mistake cadet grades with active duty grades. Unlike Air Force personnel, AFJROTC cadets do not receive any form of payment or benefits.
2. Some abbreviations may vary regarding spacing and periods.

**Oath of Office**

“I, (your full name), having been selected to become an officer in the Air Force Junior Reserve Officer Training Corps, do willingly and freely accept this position of faith and trust.”

“Further, I do declare that I will wear the uniform of the United States Air Force with pride and at such times and places as authorized or directed by my Senior Aerospace Science Instructor. I will be ever mindful that it represents the finest of traditions, having been established by dedicated men and women in a free society. I will assure that those under my supervision do the same.”

“I will support the cadet officers appointed over me.”

“I will use good manners in my dealings with others, both in and outside the cadet corps. I will ensure that my
personal appearance is consistent with my commitment to the AFJROTC organization. I will strive to develop habits of orderliness, precision, self-reliance, self-discipline, and above all, honor.”

**Preamble to the Constitution**

“We the people of the United States, in order to form a more perfect Union, establish justice, ensure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty to ourselves and our posterity, do ordain and establish this constitution for the United States of America.”

**American’s Creed**

“I believe in the United States of America as a government of the people, by the people, for the people; whose just powers are derived from the consent of the governed, a democracy in a republic, a sovereign nation of many sovereign states, a perfect union, one and inseparable, established upon the principles of freedom, equality, justice and humanity for which American patriots sacrificed their lives and fortunes. I therefore believe it is my duty to my country to love it; to support its Constitution; to obey its laws; to respect its flag; and to defend it against all enemies.”

**Pledge of Allegiance to the Flag**

“I pledge allegiance to the flag of the United States of America, and to the Republic for which it stands, one nation under God, indivisible, with liberty and justice for all.”

**“Star-Spangled Banner”**

“Oh, say can you see, by the dawn’s early light,  
What so proudly we hailed at the twilight’s last gleaming?  
Whose broad stripes and bright stars, through the perilous fight,  
O’er the ramparts we watched, were so gallantly streaming.  
And the rockets’ red glare, the bombs bursting in air,  
Gave proof through the night, that our flag was still there.  
Oh, say does that Star-Spangled Banner yet wave,  
O’er the land of the free and the home of the brave?”

**“Air Force Song”**

“Off we go into the wild blue yonder, climbing high into the sun.  
Here they come, zooming to meet our thunder, at ‘em boys, give her the gun!  
Down we dive, spouting our flame from under, off with one hell of a roar.  
We live in fame or go down in flames,  
Nothing can stop the US Air Force.”

“Off we go into the wild sky yonder, keep the WINGS level and true.  
If you’d live to be a gray-haired wonder, keep your nose out of the blue.  
Flying men guarding our nation’s borders, we’ll be there followed by more.  
In echelon we carry on,  
Nothing can stop the US Air Force.”


**Drill Vocabulary**

**Detail** – Formation of two individuals. Also sometimes used to refer to color/honor guards.

**Element** – Formation of at least three individuals.

**Flight** – Formation of two to four elements.

**Squadron** – Formation of two or more flights.

**Group** – Formation of two or more squadrons.

**Wing** – Formation of two or more groups.

**Step** – Distance measured from heel to heel of an individual marching.

**Pace** – Step of 24 inches while in quick time.

**Dress** – Alignment to the person on the right (usually).

**Cover** – Alignment to the person in front.

**Interval** – Distance between individuals from side to side.

**Distance** – Distance between individuals from front to back.

**Cadence** – Steps per minute while marching.

**Quick time** – Cadence of 120 steps per minute.

**Slow time** – Cadence of 60 steps per minute.

**Double time** – Cadence of 180 steps per minute.

**Route step** – Cadence of quick time in which one does not need to be in step, but proper dress and cover must be maintained.

**Base file** – Part of the formation that a movement is planned and executed off of.

**Line formation** – Arrangement of a flight in which the element leaders are located at the extreme right flank. Always assumed when “fall in” is given.

**Inverted line formation** – Arrangement of a flight in which the element leaders are located at the extreme left flank.

**Column formation** – Arrangement of a flight in which the element leaders are located at the front.

**Inverted column formation** – Arrangement of a flight in which the element leaders are located at the rear.

**Preparatory command** – Command that indicates what movement is about to be performed.

**Executional command** – Command that indicates when to carry out a movement.

**Supplementary command** – Command that is given when parts of a unit need to execute different movements at the same time or the same movement at different times.

**Informational command** – Command that directs others to carry out an action.

**Distinctness** – Correct use of tongue, lip, and teeth in a command voice to form the separate sounds of a word and group the sounds into syllables.

**Projection** – Loudness of a command voice.

**Inflection** – Rise and fall in pitch and tone of a command voice.

**Snap** – Extra quality in a command voice that demands immediate response and expresses confidence and decisiveness.
### Marching Movements

<table>
<thead>
<tr>
<th>Movement</th>
<th>Called When?</th>
<th>Description and Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forward march</td>
<td>On either foot if marching at attention, but may be called while standing at attention</td>
<td>If standing at attention, all members of the formation step off on their left foot and begin marching in the cadence of quick time. This command is only called while marching at attention if in mark time, half steps, or route steps.</td>
</tr>
<tr>
<td>Halt</td>
<td>On either foot if marching forward at attention or when the feet are together if marching in right/left steps</td>
<td>All members of the formation take one more step after the executional command is given and come to a halt at the position of attention.</td>
</tr>
<tr>
<td>Right step march</td>
<td>While standing at attention</td>
<td>All members of the formation march sideways to the right by bringing the right foot a shoulder width out and bringing the left foot with it afterwards.</td>
</tr>
<tr>
<td>Left step march</td>
<td>While standing at attention</td>
<td>All members of the formation march sideways to the left by bringing the left foot a shoulder width out and bringing the right foot with it afterwards.</td>
</tr>
<tr>
<td>Half step march</td>
<td>On either foot if marching at attention, but may be called while standing at attention</td>
<td>All members of the formation march in half steps (12 inches).</td>
</tr>
<tr>
<td>Mark time march</td>
<td>On either foot if marching at attention, but may be called while standing at attention</td>
<td>All members of the formation march in place.</td>
</tr>
<tr>
<td>Slow time march</td>
<td>On either foot while marching at attention in the cadence of quick time</td>
<td>All members of the formation assume the cadence of slow time, which is 60 steps per minute.</td>
</tr>
<tr>
<td>Double time march</td>
<td>On either foot while marching at attention in the cadence of quick time</td>
<td>All members of the formation assume the cadence of double time, which is 180 steps per minute.</td>
</tr>
<tr>
<td>Quick time march</td>
<td>On either foot while marching at attention in the cadence of slow time or double time</td>
<td>All members of the formation assume the cadence of quick time, which is 120 steps per minute.</td>
</tr>
<tr>
<td>Open ranks march</td>
<td>While standing at attention in close ranks</td>
<td>The fourth element stays in place. The third, second, and first elements take one, two, and three steps forward (respectively). The elements should be 64 inches apart from each other after this is executed. An automatic “dress right dress” is assumed.</td>
</tr>
<tr>
<td>Close ranks march</td>
<td>While standing at attention in open ranks</td>
<td>The first element stays in place. The second, third, and fourth elements take one, two, and three steps forward (respectively). The elements should be 40 inches apart from each other after this is executed.</td>
</tr>
<tr>
<td>Right flank march</td>
<td>On the right foot while marching at attention</td>
<td>All members of the formation pivot 90 degrees to the right.</td>
</tr>
<tr>
<td>Left flank march</td>
<td>On the left foot while marching at attention</td>
<td>All members of the formation pivot 90 degrees to the left.</td>
</tr>
<tr>
<td>To the rear march</td>
<td>On the right foot if marching at attention, but may be called while standing at attention</td>
<td>All members of the formation pivot 180 degrees to the right. A half step should be taken both in and out of this movement.</td>
</tr>
<tr>
<td>Change step march</td>
<td>On the right foot while marching at attention</td>
<td>All members of the formation take one more step on their left foot and bring the toe of their right foot to the heel of their left foot. They then step off on the left foot.</td>
</tr>
<tr>
<td>Route step march</td>
<td>On either foot while marching at attention</td>
<td>All members of the formation are permitted to march out of step. However, dress and cover must be maintained. Only the command “forward march” may be given while marching in route steps.</td>
</tr>
<tr>
<td>Column</td>
<td>On the right foot if marching</td>
<td>The fourth element leader pivots 90 degrees to the right. The third</td>
</tr>
</tbody>
</table>
### Movement Called When? Description and Notes

<table>
<thead>
<tr>
<th>Movement</th>
<th>Called When?</th>
<th>Description and Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>right march</td>
<td>at attention, but may be called while standing at attention (the formation must be in column formation in both scenarios)</td>
<td>element leader pivots 45 degrees to the right and marches two steps before pivoting another 45 degrees to the right. The second and first element leaders follow the same process using four and six steps (respectively). All other members behind each element leader mimic the element leader’s movement at the same point the movement was executed. Half steps are assumed afterwards.</td>
</tr>
<tr>
<td>Column left march</td>
<td>On the left foot if marching at attention, but may be called while standing at attention (the formation must be in column formation in both scenarios)</td>
<td>The first element leader pivots 90 degrees to the left. The second element leader pivots 45 degrees to the left and marches two steps before pivoting another 45 degrees to the left. The third and fourth element leaders follow the same process using four and six steps (respectively). All other members behind each element leader mimic the element leader’s movement at the same point the movement was executed. Half steps are assumed afterwards.</td>
</tr>
<tr>
<td>Column half right march</td>
<td>On the right foot if marching at attention, but may be called while standing at attention (the formation must be in column formation in both scenarios)</td>
<td>All element leaders pivot 45 degrees to the right. All other members behind each element leader mimic the element leader’s movement at the same point the movement was executed.</td>
</tr>
<tr>
<td>Column half left march</td>
<td>On the left foot if marching at attention, but may be called while standing at attention (the formation must be in column formation in both scenarios)</td>
<td>All element leaders pivot 45 degrees to the right. All other members behind each element leader mimic the element leader’s movement at the same point the movement was executed.</td>
</tr>
</tbody>
</table>

**Counter march**

- On the left foot if marching at attention, but may be called while standing at attention (the formation must be in column formation in both scenarios)

  - The first element leader takes four steps forward, pivots 90 degrees to the right, and pivots 90 degrees to the right again when just beyond the fourth element. The second element leader takes two steps forward, pivots 90 degrees to the right, and pivots 90 degrees to the right again when between the third and fourth elements. The third element leader takes one step forward, pivots 90 degrees to the left, and pivots 90 degrees to the left again when between the second and third elements. The fourth element leader takes three steps forward, pivots 90 degrees to the left, and pivots 90 degrees to the left again when just beyond the first element. All other members behind each element leader mimic the element leader’s movement at the same point the movement was executed. Half steps are assumed afterwards.

**Column files from the right**

- While standing at attention (the formation must be in column formation)

  - The fourth element leader commands, “Forward.” All succeeding element leaders command, “Stand fast.” The fourth element leader then commands, “March.” After the last member in each element passes, the next element leader commands, “Forward march.” Each element will fall one behind the other into a single file. This may be done in columns as well.

**Column files from the left**

- While standing at attention (the formation must be in column formation)

  - The first element leader commands, “Forward.” All succeeding element leaders command, “Stand fast.” The first element leader then commands, “March.” After the last member in each element passes, the next element leader commands, “Forward march.” Each element will fall one behind the other into a single file. This may be done in columns as well.

**Close march**

- On the right foot if marching at attention, but may be called while standing at attention in standard interval (the

  - If standing at attention, the fourth element stands fast. The third, second, and first elements take two, four, and six right steps (respectively). If marching at attention, the fourth element assumes half steps. The third, second, and first element leaders pivot 45 degrees to the right, take one,
<table>
<thead>
<tr>
<th>Formation</th>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>On the left foot if marching at attention, but may be called while standing at attention in close interval (the formation must be in column formation in both scenarios)</td>
<td>Extend</td>
</tr>
<tr>
<td>Reverse</td>
<td>If standing at attention, the fourth element stands fast. The third, second, and first elements take two, four, and six left steps (respectively). If marching at attention, the fourth element assumes half steps. The third, second, and first element leaders pivot 45 degrees to the left, take one, three, and five steps (respectively), and pivot 45 degrees to the right. All other members behind each element leader mimic the element leader’s movement at the same point the movement was executed. Half steps are assumed afterwards.</td>
<td>march</td>
</tr>
<tr>
<td>Colors</td>
<td>On the left foot if marching at attention, but may be called while standing at attention in close interval (the formation must be in column formation in both scenarios)</td>
<td>Colors</td>
</tr>
<tr>
<td>Reverse</td>
<td>If standing at attention, the fourth element stands fast. The third, second, and first elements take two, four, and six left steps (respectively). If marching at attention, the fourth element assumes half steps. The third, second, and first element leaders pivot 45 degrees to the left, take one, three, and five steps (respectively), and pivot 45 degrees to the right. All other members behind each element leader mimic the element leader’s movement at the same point the movement was executed. Half steps are assumed afterwards.</td>
<td>reverse</td>
</tr>
</tbody>
</table>

**NOTES:**

1. Pin the arms on all 90-degree and 180-degree pivots.
2. Do not pin the arms on 45-degree pivots.
3. When pivoting to the left, use the ball of the right foot. When pivoting to the right, use the ball of the left foot. When executing a to the rear march, use the balls of both feet.
4. All movements mentioned (except for the ones involving color guard details) are assumed to be done with flights containing four elements. Flights containing two or three elements may have slightly different procedures.
History

As a cadet in the Air Force Junior Reserve Officer Training Corps (AFJROTC), you are part of a time-honored and distinguished tradition of preparing young people to be the leaders of tomorrow through a blend of education and military training. The first purely technical and military school in the United States for training students in citizen soldiery was founded almost 200 years ago in Norwich, Vermont. In September 1820, the American Literary, Scientific, and Military Academy was founded by Army Captain Alden Partridge. Today this institution is known as Norwich University. Captain Partridge firmly believed that a citizenry educated in the art of war would serve the nation well. The school became known for its excellent academic program embedded in a tough, disciplined military environment.

Another Army officer, Lieutenant Edgar R. Steevers, was the first to organize JROTC programs in 1911. Lieutenant Steevers, who also believed that the teaching of military training could help create better citizens, merged traditional education with military training in a public high school in the city of Cheyenne, Wyoming. He wanted to teach young men the advantages of a strong body and a clean mind, the value of self-control and restraint, civic duties, and responsibilities.

The Army formally adopted JROTC the same year that the National Defense Act of 1916 authorized a junior course for non-college military schools, high schools, and other non-preparatory schools. But it wasn’t until 1964 that JROTC made its way into all branches of the military. Public Law 88-647, also known as the Reserve Officer Training Corps Vitalization Act of 1964, directed the secretaries of each branch of the military to establish and maintain JROTC units at public and private secondary schools.

Interested schools must apply and meet eligibility criteria established by each secretary. Schools must also agree to provide a three-year (or more) course of military instruction as outlined by the specific military branch. Another requirement is that an enrollment of at least 100 physically fit students or 10% of the student body, whichever is less, must be maintained in the JROTC program. Students must be US citizens and enrolled in the ninth grade or higher. School selection is also based on ensuring a fair and equitable distribution of JROTC programs throughout the nation. The law offers incentives to participating schools to employ retired officers and non-commissioned officers (NCOs) as instructors. In addition, the law authorizes each military branch to provide equipment, uniforms, and a portion of the instructors’ pay. In 1973, Public Law 93-165 allowed females to be counted toward enrollment in JROTC units.

Air Force Junior Reserve Officer Training Corps (AFJROTC)

With a modest beginning of 20 units in 1966, AFJROTC has grown to over 740 units operating throughout the world in 2005, with more than 104,000 cadets enrolled. This growth is projected to continue, increasing the number of AFJROTC units to more than 900 by 2006. In the beginning, only young men were allowed as cadets. However, that changed in 1972 when 2,170 young women were admitted, making up 9% of the corps. Since then, the number of young women in AFJROTC has increased to more than 45,300 (more than 43% of the corps).

The purpose of AFJROTC is to help make high school students better citizens while acquainting them with the Air Force and the field of aerospace science. Its formal missions, goals, and objectives are as follows:

1. Mission: The mission of AFJROTC is to build better citizens for America.

2. Goals: “The purpose of JROTC is to instill in students in the United States secondary educational institutions the value of citizenship, service to the United States, personal responsibility, and a sense of accomplishment.” (10 USC Section 2031)

3. Objectives: The objectives of AFJROTC are to educate and train high school cadets in citizenship; promote community service; instill responsibility, character, and self-discipline; and provide instruction in the fundamentals of air and space science.
Cadet Activities

During one’s years as a cadet, aerospace science courses will be studied, such as Frontiers of Aviation History, the Science of Flight, the Exploration of Space, Policy and Organization, Survival, and Geography. You will also learn about military traditions and flag etiquette and receive instruction in basic military drill. In addition, you will immerse yourself into topics such as personal behavior, personal responsibility, citizenship, wellness, effective communication skills, individual and group behavior, and management theories. And you will do more than study. AFJROTC cadets have opportunities to attend dances and military balls; to engage in fundraising events; and to participate in athletics, color guards, and drill teams. As you continue in the program, it will become more meaningful and evident that the overall goal of AFJROTC is to help develop future leaders, and better citizens, for our great country.

Chain of Command and Organization

Whenever two or more people combine their efforts to do a job, an organization exists. In the Air Force, thousands of people combine their efforts to carry out a large national security mission. This huge organization is able to do its job because it has been specifically organized for that purpose. A line of responsibility and authority extends from top to bottom, and relationships between and within sections are spelled out.

Every AFJROTC unit is organized in a specific way, with the main jobs of the organization normally displayed on a chart. Job descriptions exist for every separate duty in the unit. These charts and job descriptions provide a quick, detailed view of the operation of any section and show how a unit carries out its assignments. The AFJROTC models its organizational charts and job descriptions on those found in the US Air Force.

When organizing any operation, it is necessary to do three things:

1. Identify skills needed.
2. Set up a working structure.
3. Assign available resources within the structure to carry out the mission successfully.

Organization of the Cadet Corps

Cadet corps units are organized into the following structures:

1. WINGS (two or more groups, with 251 or more cadets total)
2. Groups (two or more squadrons, with 250 or fewer cadets total)
3. Squadrons (two or more flights)
4. Flights (two to four elements)
5. Elements (three or more individuals)

The Senior Aerospace Science Instructor (SASI) is responsible for the overall function and management of the AFJROTC unit. The SASI selects the cadet unit commander and various staff members. The cadets selected for staff positions help the unit commander run the corps. The various staff positions closely mirror those found in the Air Force staff structure.

The cadet corps organizational structure must reflect the actual functions of the corps. It must also help meet the goals of the leadership education course. In addition, it must clearly describe command and staff functions and recognize cadet rank. The organization should be consistent with military organizational principles. It should generally meet the provisions of Air Force Instruction (AFI) 38-101, entitled Air Force Organization.

The SASI may add positions to the organizational structure. However, those positions must have identifiable duties and generally meet guidelines in AFI 38-101 and AFM 37-127. Titles and office symbols must match standard Air Force practice. For example, CC is used for a wing or group commander position, OG for the Operations Group, PA for Public Affairs, etc.
Regardless of the size or structure of the corps, efficient organization is important to ensure effective leadership education. Units should maintain an organizational chart showing all designated cadet corps positions. This chart should be posted where cadets can see and become familiar with it. In addition, job descriptions should be written for each position shown on the organizational chart. Copies should be maintained in files that are accessible to cadets.

**Cadet Appointment and Rotation**

Based on the requirements of the unit’s organizational structure, the SASI selects the cadet corps commander, subordinate commanders, and staff members. The SASI is responsible for maintaining a written policy of an equitable appointment and rotation system. The SASI will consider an individual cadet’s strengths and shortcomings when assigning positions. The intent is to ensure that cadets are assigned to positions where they will gain the greatest leadership benefits. The SASI may consider adopting a below-the-zone promotion system that parallels the Air Force system.

Cadet grades should not be confused with US Air Force grades. The word “cadet” must be a part of any written reference to a specific cadet rank. In keeping with usual promotion systems, cadet rank is limited during the first and second year of a unit’s operation. During the second year, the SASI may limit cadet grades to one grade below that for a fully established unit.

Cadets receive permanent grades based on the number of years they have satisfactorily completed AFJROTC. Cadets receive this permanent grade the second quarter of the semester in which they are active, providing that they made satisfactory progress that year. Satisfactory performance and behavior (as determined by the SASI) are the keys to retaining permanent grades in the cadet corps. Once a cadet holds officer status for two or more grading periods, he/she will remain an officer for the rest of the program. The SASI may make exceptions.

Sometimes cadets are assigned to a position with a higher grade. As a result, the cadet may receive a temporary grade. Once the cadet has completed the duties assigned to that position, the cadet’s grade will revert back to his/her actual grade. However, if the cadet is a graduating senior or third-year cadet in a three-year program, the cadet may retain the higher grade. Temporary permanent grades are an administrative option to rotate responsibility and to avoid gross imbalances in grade structure.

The permanent grade for the first year of AFJROTC is Cadet Airman; for the second year, Cadet Airman First Class; for the third year, Cadet Senior Airman; and for the fourth year (if offered), Cadet Staff Sergeant. At the SASI’s discretion, graduating seniors may retain the highest rank they held, regardless of course level. Similarly, third-year cadets in three-year programs may also retain the highest rank they held during their final year.

The rank structure is kept low enough to where there is enough room for later promotions. For example, when a cadet is initially assigned to a command or staff position, he/she does not receive the highest rank possible of that position. This allows the cadet to assume greater responsibility and grow within that position and to be promoted based on his/her actual performance.

The SASI may authorize top NCO positions to outstanding second-year cadets in three-year or four-year programs. Upper class cadets in four-year programs normally outrank lower class cadets. With the exception of temporary grade assignments, cadets only hold a grade that corresponds to their current position.

A flight commander should never outrank a squadron commander (time-in-grade or promotion line numbers should be used as a management tool when equal grades are involved). Ordinarily, a cadet serving in a staff position will be a senior NCO or officer. Promotions from Cadet Second Lieutenant to higher grades should recognize and reward ability and effort.
Uniform Wear and History

What is the first image that flashes into your mind when you think of someone in the military? Like most people, you probably pictured a person in uniform. The military uniform is more than just clothing. It is the public symbol of the nation’s defense forces. It represents a long and honorable tradition of devotion to duty through the service of one’s country. Therefore, the uniform should be worn proudly and properly.

The manner in which you wear the uniform reflects upon the US Air Force. Since you will often be in the public eye, you and your fellow cadets must maintain a high standard of dress and personal appearance while wearing the Air Force uniform.

History of the Uniform

The English word “uniform” comes from a combination of two Latin words, “unus” and “forma,” which mean “one form” when translated. Uniform is a distinctive mode of dress. In ancient times, the Roman togas provided a unique dress. The toga, a loose outer garment worn by citizens appearing in public, came in several styles. The toga candida was a white garment worn only by candidates for public office. The toga palmata was a fancy toga worn to ceremonial affairs. The toga praetexta, a white toga with a purple border, was worn only by emperors. The toga sordida was worn by the lower classes, mourners, and people accused of crimes.

Military dress in ancient times acquired a certain degree of sameness, but in a much different sense from modern military uniforms. The Athenian and Spartan soldiers dressed according to their position in military formations during the Peloponnesian War in the fifth century BC. The Greek heavy infantryman wore a helmet, breastplate, and armor covering his legs below the knee. He also carried a shield and sword. The light-foot soldiers wore no armor and carried a lighter shield and a spear. These were military uniforms in the sense that all soldiers looked alike. To this extent, therefore, we assign the origin of the military uniform to an early date in Western civilization.

During the late 1600s, the armies of serfs and freemen had no distinctive dress and no standardized weapons of warfare. Colors and standards were used to identify units. Wealthy leaders dressed the troops who served under them in distinctive and colorful uniforms.

From this start, the military uniform evolved. During this slow process, the uniform ranged from very ornamented to very drab. Some claim that the more colorful the uniform, the more uncomfortable the soldier. High, tight collars, breeches, and boots that restricted knee action looked fancy, but they weren’t useful in action.

Uniform Wear and Restrictions

AFJROTC cadets generally wear the same uniform as that worn by active duty personnel in the Air Force. Cadets are expected to honor the uniform and to wear it properly and with pride. The uniform is an important aspect of AFJROTC. Whenever you wear the uniform, you represent the corps. How you wear the uniform exposes you and the Air Force to praise or fault from fellow cadets, fellow students, and society at large.

Certain restrictions apply to wearing the military uniform. For example, cadets may not wear the uniform while hitchhiking, advocating a particular cause, or participating in political events. (However, AFJROTC cadets may wear the uniform while acting as ushers, parking lot attendants, etc. at the discretion of the SASI.)

Parts of the Hatch Act prohibit military personnel from engaging in any form of public political activity, such as attending rallies and political speeches or passing out political flyers, while in uniform. In addition, military personnel are prohibited from publicly supporting a particular candidate, party, or political issue when it is clear to others that they are members of the US military. The intent of the law is to avoid the perception that any military official supports one political cause, candidate, or party over another. The role of the military requires absolute
obedience to direction from elected civilian leaders, so public perception regarding the allegiance of military members is critical.

However, members of the military are actively encouraged to vote. They are also allowed to place political bumper stickers on their own vehicles and/or signs on their private property. They can participate in political events so long as they are not in uniform and do not identify themselves as military members. Since AFJROTC cadets wear the US Air Force uniform, they should also follow the Hatch Act terms while in uniform.

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, also forbids those in military uniform to participate in public speeches, rallies, interviews, picket lines, marches, or any other public demonstration where it might be implied that the Air Force supports a particular cause. Engaging in an activity that might imply Air Force endorsement of a commercial interest or engaging in private employment while in uniform is also banned.

In addition, no item of the uniform may be worn by members of groups that sponsor the AFJROTC. Cadet auxiliary societies, for example, may not create a special uniform that includes any item of the US Air Force uniform. This includes school faculty and sponsors other than the SASI and ASI.

**AFJROTC Uniform Standards**

Most AFJROTC units have published information on the cadet uniform and how to wear it. They base these directives, handbooks, and regulations on AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*; AFJROTC Instruction 36-2001, *Air Force Junior ROTC Operations*; and the AFJROTC Uniform and Awards Guide. These three publications provide complete details on fitting standards and wearing instructions for the uniform and personnel grooming requirements for AFJROTC cadets. The *AFJROTC Uniforms and Awards Guide* and AFJROTC Instruction 36-2001 include diagrams of uniforms for both female and male cadets. You can find all three of these publications online at the AFJROTC Cyber-Campus website. You can download or copy them for unit use.

It is your responsibility to maintain all uniform items in a clean and orderly condition during the school year and when you turn your uniform in. Just as the person on active duty, you are also obligated to wear the uniform properly and proudly. In doing so, you uphold the dignity of the Air Force, your unit, your fellow cadets, and yourself.

With practice and attention to detail, all of the dos and don’ts about the proper wear and care of the uniform and personal appearance will become almost automatic. You should be proud of the uniform and the way it looks. A smart appearance is important, not only in drill practice, but also in performing various other duties and attending military functions.

**Standard Cadet Uniform**

The male service dress uniform consists of the dark blue service coat and trousers, light blue short sleeve shirt, and dark blue tie. The female service dress uniform consists of the dark blue service coat with slacks or skirt, light blue short sleeve blouse, and dark blue tie-tab. In both cases, the coat will be form-fitted, meaning that it must not be tight in the shoulders, chest, or underarms. The sleeve length should extend to ¼ inch from the heel of the thumb when the arms are hanging naturally at the sides. The bottom of the coat should extend 3 inches to 3 ½ inches below the top of the thigh.

The trousers for males must be trim-fitted with no bunching at the waist or bagging at the seat. Slacks for female cadets should fit naturally over the hips, with no bunching or bagging at the seat. The trousers or slacks should rest on the top of the shoe with a slight break in the crease. The backs of the trousers should be ¾ inch longer than the front. The proper length of the trousers/slacks can be determined while the cadet is standing at attention.
Uniform Dos

1. Wear the standard Air Force service uniform, as prescribed in AFI 36-2903, properly and with pride.
2. Wear the uniform on the day established by the SASI.
3. Wear the uniform at any other times specified by the SASI.
4. Wear the uniform when you fly on military aircraft.
5. Wear the uniform when you participate in a color guard detail or on a drill team.
6. Keep your shoes highly polished and shined, including the heels and edges of soles.
7. Ensure that badges, insignia, belt buckles, and other metallic devices are clean and free of scratches and corrosion.
8. Keep ribbons clean and replace them when they become worn, frayed, or faded.

Uniform Don’ts

1. Do not wear the Air Force commissioned officer sleeve braid or officer silver threads.
2. Do not wear the uniform with other clothing.
3. Do not lend your uniform to anyone who is not a member of AFJROTC.
4. Do not allow articles such as wallets, pencils, pens, watch chains, checkbooks, handkerchiefs, and combs to be visible.
5. Do not wear earphones or headphones while in uniform, unless they are required for duty.
6. Do not carry pagers or cellphones, unless they are required for duty. When required for duty, they must be clipped to the waistband or purse or carried in the left hand.

Special Teams Uniforms

With the approval of AFOATS/JROS, color guards, honor guards, saber teams, and drill teams may wear additional uniform items or wear a distinctive, yet conservative, uniform of military style. Greater latitude will be permitted in the design of open competition drill team uniforms where the intent is to allow maximum flexibility and freedom of movement in executing complex drill routines. Units using this style of uniform would normally be expected to have their regulation uniform or a second more conservative military-style uniform for the inspection and regulation requirements found in most drill meets. Ascots are authorized for wear at the discretion of the SASI. Except for shoulder cords, these items are worn only when performing duty as a member of a specialized group. Only items listed in Allowance Standard 016, in accordance with AFOATSI 23-101, are provided by AFJROTC. This instruction is also posted on Cyber-Campus.

Cadet Appearance and Grooming Guidelines

When you wear the uniform, you are responsible for presenting a neat, clean, and professional military image. Appearance and grooming standards help cadets present the image of disciplined individuals who can be relied upon to do the job they are called on to do. A professional military image has no room for the extreme, the unusual, or the faddish. The standards for wearing the uniform are defined by four elements:

1. Neatness
2. Cleanliness
3. Safety
4. Military image

The first three are absolute, objective criteria for the efficiency, health, and well-being of the force. The fourth standard, military image, is also a very important aspect of military appearance. People, both military and civilian, draw conclusions about the effectiveness of the Air Force by how they perceive those in uniform.

The uniform standards in AFI 36-2903 are influenced to some extent by military tradition, and they reflect the image that the Air Force desires to project unto the civilian community. The basic concept of the Air Force
uniform is that it is plain yet distinctive dress, with an absolute minimum number of badges, insignia, and devices authorized for wear on it.

**Jewelry**

While in uniform, you may wear a wristwatch and rings, but no more than three rings may be worn at any time. You may wear one bracelet if it is neat and conservative. However, the bracelet must not detract from military image, must not be wider than ½ inch, must not support causes other than POW or MIA, and must not subject anyone to potential injury. You may not wear ornaments on your head or around your neck.

Male cadets in uniform may not wear earrings. Female cadets in uniform may wear earrings if the earrings are conservative and kept within sensible limits. For example, you may wear one small, spherical diamond, gold, white pearl, or silver earring in each earlobe. The earring worn in each earlobe must match. Earrings should fit tightly without extending below the earlobes.

**Glasses**

If you wear glasses, they must not have any ornaments on the frames or lenses. Eyeglass lenses that are conservative, clear, slightly tinted, or photosensitive may be worn in uniform while indoors or while in formation. When you are outdoors and in uniform, your sunglasses and eyeglasses must have lenses and frames that are conservative. Faddish and mirrored lenses are prohibited. Sunglasses are not allowed in formation. Neither eyeglasses nor sunglasses may be worn around the neck while in uniform.

**Tattoos and Brands**

Whether you are in or out of uniform, tattoos or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform.

Excessive tattoos or brands, even though they do not violate the prohibitions in the above paragraph, will not be exposed or visible (including visible through the uniform) while in uniform. Excessive is defined as any tattoos or brands that exceed ¼ of the exposed body part, and those above the collarbone and readily visible when wearing an open-collar uniform.

**Female Cadet Hair**

Your hair should be no longer than the bottom of the collar edge at the back of the neck. Your hairstyle must be conservative. No extreme or faddish styles are allowed. It should also look professional and allow you to wear uniform headgear in the proper manner, so your hair must not be too full or too high on the head. In addition, your hairstyle shouldn’t need many grooming aids. If you use pins, combs, barrettes, or similar items, they must be plain, similar in color to your hair, and modest in size. Wigs or hairpieces must also conform to these guidelines. If you dye your hair, it should look natural. You may not dye your hair an unusual color or one that contrasts with your natural coloring.

**Skirts**

The length of your skirt may not vary beyond the top and bottom of the kneecap. Your skirt should fit smoothly, hang naturally, and not be excessively tight. You must wear hosiery with the skirt. Choose a sheer nylon in a neutral dark brown, black, off-black, or dark blue shade that complements the uniform and your skin tone.

**Male Cadet Hair**

Keep your hair clean, neat, and trimmed. It must not contain large amounts of grooming aids such as greasy creams, oils, and sprays that remain visible in the hair. When your hair is groomed, it should not touch your ears or eyebrows at any point, and only the closely cut or shaved hair on the back of your neck may touch the collar.
Your hair should not exceed 1 1/4 inches in bulk, regardless of the length. Bulk is the distance that the hair projects from the scalp when groomed (as opposed to the length of the hair). The bulk and length of your hair must not interfere with wearing any headgear properly, and it must not protrude below the front band of the headgear. Your hair must have a tapered appearance on both sides and back, both with and without headgear. A tapered appearance means that, when viewed from any angle, the outline of the hair on the side and back will match the shape of the skull, curving inward to the end point.

Your hair may not contain or have attached to it any visible foreign items. If you dye your hair, it should look natural. You may not dye your hair an unusual color or one that contrasts with your natural coloring. You may have sideburns if they are neatly trimmed and tapered in the same manner as your haircut. Sideburns must be straight and even in width (not flared) and end in a clean-shaven horizontal line. They may not extend below the lowest part of the outer ear opening. No extreme or faddish hairstyles are allowed.
What Are Customs and Courtesies?

Webster’s II New Riverside University Dictionary defines a custom as a common tradition or usage so long established that it has the force or validity of law; a practice followed as a matter of course among people; or the habit or practice of an individual. Although we often use the term, we rarely think about how customs affect our lives.

Consider clothing. By custom, certain types of clothing are okay for some occasions but not for others. While shorts or jeans might be just right for a backyard cookout, they would be considered highly unsuitable for a formal dinner. Although there’s no logical connection between what someone wears and what or where that person eats, custom dictates that some functions require dressier attire than others. For example, people who mock an established custom by wearing shorts to a formal dinner show an indifference to or lack of consideration for the standards and feelings of other members of society.

Every group involved in a common undertaking observes customs. Customs vary from family to family, from region to region, and from country to country. For example, families celebrate major holidays differently; lacrosse is a common sport in some regions of this country and not in others; and many people in other countries bow, rather than shake hands, when they meet a friend.

Even professions have customs. Doctors and lawyers, for example, respect the confidence of their patients or clients. If doctors gossip about their patients, they will lose them. If a lawyer violates the confidence of a client, the lawyer’s reputation and practice will suffer. In addition, professionals who betray their patients’ or clients’ confidentiality may be sued or subject to professional sanctions.

Customs, then, are also unwritten laws. People obey customs because they help us get along with others. People cannot simply create their own customs and expect others to follow them. As a member of the AFJROTC, you will inherit many customs. Some customs began with the Army; others developed in the Air Force. All of these customs serve as a key to Air Force living. Paying attention to these customs will help you adjust to your AFJROTC unit.

Military customs and courtesies go beyond basic politeness. They directly affect morale, discipline, and esprit de corps, which is a common spirit of enthusiasm and devotion to a cause among the members of a group. By teaching respect for the flag, military customs remind us of our allegiance, which is the loyalty to a person, nation, sovereign, or cause. They also remind us of the sacrifice required of all military personnel.

Military customs and courtesies also directly affect a mission’s effectiveness. Customs and courtesies ensure proper respect for the Chain of Command, and they build the base for the self-discipline we need in times of crisis. Traditional ceremonies allow us to properly honor those who have served well and faithfully, and the customs and courtesies surrounding mass formation help develop units that act together in their efforts to reach a common goal.

Position of Honor

We learn, as part of military courtesy, to walk or sit to the left of seniors. This custom began centuries ago when men still fought with swords. Because most men were right-handed, the heaviest fighting occurred on the right. The shield was carried on the left arm, and the left side became defensive. Men and units were proud of their fighting ability; they considered the right of a battle line to be a post of honor. When senior member walks to your right, he/she is symbolically filling the Position of Honor.

Hand Salute
The hand salute is another example of a military custom that began long ago. In fact, it is so old that its origin is uncertain. Some say it began in later Roman times (1 AD to 500 AD) when assassinations were common. Others trace the beginnings of the hand salute to the Middle Ages. Knights wore suits of armor, which included a helmet and a visor. When two knights on horseback met, they would raise their visors to expose their faces. If the knights recognized one another as allies, they would leave their visors up and drop their hands. This was always done with the right hand, since the left hand held the horse’s reins.

The salute changed when European freemen who served as soldiers began carrying their own weapons. When these soldiers met, they would raise their right hands to show that they had no weapons and that the meeting was friendly. This practice gradually became a way of showing respect. In early American history, the custom sometimes involved removing the hat. By 1820, this was modified to touching the hat. Since then, the hand salute has become the one used today.

All military personnel, regardless of differences in military grade, greet one another with a hand salute. Though it varies in form across the globe, the hand salute universally says, “I greet you.” By returning the salute you are saying, “I return your greeting.” Salute your fellow cadets and officers with pride in a friendly, cheerful, and willing manner. The salute signals that you recognize and respect your comrades in the honorable profession of arms. When you honor the flag with a salute, you are showing respect for your country.

How you salute tells a lot about your attitude as a cadet. If you salute proudly and smartly, it shows your personal pride and your pride in the unit. It shows that you have confidence in your abilities as a cadet. A sloppy salute, on the other hand, shows a lack of confidence. People may think that you do not understand the meaning of the salute or that you are not proud of the unit.

**How to Salute**

To execute the hand salute, raise your right hand smartly so that the tip of your forefinger touches the lower part of your headgear just to the right of your right eye. When you are not wearing headgear, your forefinger should just touch your right eyebrow. Your arm, shoulder to elbow, should be parallel to the ground at a natural angle (about 115 degrees forward) from your body. Your thumb and fingers should be extended and joined, with a straight line between the tip of your middle finger and your elbow. Your posture should be erect and alert; head and eyes should be turned toward the person being saluted. Be careful not to tilt your head toward your hand; bring your hand all the way up. Drop the salute smartly. Move your hand smoothly to your side in one motion without slapping your side. Never have anything in your mouth or your right hand when saluting.

Individuals must be standing at attention or marching at attention to render a salute. The junior member should begin the salute in time for the senior member to return it before passing the junior. When rendering a salute to an officer or to the Colors, or when returning a salute, turn your head and eyes toward the officer or to the Colors and salute. While you are saluting an officer, extend a verbal greeting.

**Whom to Salute**

Salute the President of the United States, all commissioned and warrant officers of the United States Armed Forces, and officers of friendly foreign countries. Usually, you should also salute the Secretary of Defense and the Secretary of the Air Force. Most AFJROTC units also require that you salute cadet officers of higher rank.

**When to Salute**

Members of the Armed Forces exchange salutes in many situations while in uniform. The person who is saluted always returns the salute, unless he/she is unable to because of physical incapacity or when the right hand cannot be freed, such as when carrying packages. A superior whose hands are occupied does not need to return a salute. However, the junior member must salute and the senior member should nod in return or verbally acknowledge the salute. An exchange of verbal greeting is also appropriate if the junior member is carrying articles in both hands.
Tradition has it that if you are of junior rank, you salute first. The only exception to this occurs when a unit commander gives an official report to an adjutant who might be junior. Military officers are to be saluted when in civilian clothes if recognized by the junior military member. Always return salutes by those of lower rank.

The basic rule is that, upon recognition, the military hand salute is rendered to all officers outdoors with some exceptions. The military hand salute is not rendered indoors, except when performing a formal report or when receiving an award from an officer.

Salutes are also exchanged at the conclusion of a conversation. Distance and uniform should not be criteria for saluting. When outdoors, salute your seniors whether they are in uniform or civilian clothing. Salute them regardless of location.

Saluting Outdoors

Salutes will be exchanged outdoors any time officers or warrant officers and cadets or enlisted members of the Armed Forces cross paths. This applies both on and off military installations. Even when two out-of-uniform members of the military are outdoors and recognize one another, they usually exchange salutes.

Military pedestrians (including gate sentries) and officers in moving military vehicles do not have to exchange salutes. However, when the passengers in a vehicle are easily seen to be officers (such as officers in appropriately marked vehicles), they must be saluted.

If you are part of a small group that is not in formation, the first person to see the officer calls the group to attention, and everyone should face the officer and salute. If the officer addresses the group or an individual in the group, everyone should remain at attention until the end of the conversation, unless otherwise ordered. At the end of the conversation, everyone should salute the officer. If you are in charge of a work detail, salute for the entire group when you meet the officer.

If you are in formation and an officer approaches, the person in charge of the group should call the members to attention and command, “Present arms!”

Reporting to an Officer

When you have officially been asked for and received permission to speak to an officer, or if you have been notified that an officer wishes to speak to you, you are required to report in to the officer. The manner in which you report to an officer will create a good or bad impression. Remember that your advancement in AFJROTC depends partly on the impression you make on the SASI and ASI. You will make a good impression if you report to an officer properly and demonstrate good military bearing. The reporting procedure is broken down into three separate steps: entrance, reporting, and departure.

Before entering the room or office, knock once firmly and loudly enough to be heard in an average-sized room. If you don’t get an answer in a reasonable amount of time, knock again. When told to enter, march in at attention. Take the most direct route to the officer. Halt approximately two paces from the officer or from the desk if the officer is seated. Always halt in a way that places you squarely facing the officer.

Reporting is the most critical step. Report in a military manner with snap and precision, but do not exaggerate the movements. The first thing to do is salute properly. Begin your reporting statement at the time your hand reaches the saluting position. Speak in a clear, conversational tone of voice. If you were told to report, say, “Sir/Ma’am, Cadet (your last name) reporting in as ordered.” If you are reporting in on your own, say, “Sir/Ma’am, Cadet (your last name) is reporting in.” Hold the salute until you have completed the reporting statement and the officer has returned your salute. Stand at attention unless ordered otherwise. When the conversation is finished or the officer has dismissed you, come to attention and salute properly. Hold the salute until the officer returns it, then drop the salute.

As soon as you drop the salute, complete the appropriate facing movement and march at attention. Exit via the most direct route. Maintain proper military bearing at all times.
Personal Courtesies

When you are involved with officers, whether they are AFJROTC cadet officers or commissioned officers of any branch of the military, always take care to observe personal courtesies. These courtesies are usually simple acts of politeness anyone would follow. Only a few courtesies are unique to the military or the Air Force. As mentioned earlier, walk, ride, or sit to the left of a senior member. That means to always give the senior member the Position of Honor. If you are seated when a senior officer speaks to you, stand. If you are in a parked vehicle, always get out before speaking to or replying to a senior member who is not in the vehicle.

When military personnel enter automobiles and small boats, the most senior member enters last. Juniors enter first and take the seat that will be to the senior’s left. Since everyone enters the vehicle in ascending order of rank, the senior officer will be the first one out. This allows him/her to be the first one greeted by any waiting parties.

One military rule states, “The senior will never think of the difference in grade; the junior will never forget it.” Whether you are the junior or the senior in any type of relationship, this is an excellent rule to remember. In some official situations, the senior officer may prefer to call the junior by the cadet’s first name. Assignments requiring close and frequent contact between seniors and juniors usually tend to create an air of informality. In such instances, the junior cadet must remember to display proper respect to the senior, so the relationship stays between junior and senior, not between peers.

Officers should practice common courtesy and good human relations with enlisted personnel. They must realize that NCOs are valuable members of the Air Force team and must be treated as such. Officers should also provide NCOs with the proper amount of status, authority, and practical support to carry out their responsibilities.

The acronym RHIP stands for “rank has its privileges.” Why does rank have privilege in addition to higher pay and prestige? Because privilege and responsibility go hand-in-hand. The two are inseparable in the Air Force, just as they are in civilian life. A person who assumes responsibility should enjoy a few special privileges and courtesies. For example, the President of the United States, as head of our government’s executive branch, enjoys privileges such as living in the White House and having government transportation and personal protection.

Depending upon their rank and position, members of the Air Force also enjoy certain privileges. For example, NCOs are exempt from manual labor while supervising work details. And high-ranking officials often receive reserved parking spaces. However, one precaution must be heeded in the area of RHIP. Positions must never be abused. NCOs who use airmen to run personal errands are misusing their positions and their privileges.

Always remember that the mission, along with the unit’s morale, must come first. Whenever you are awarding or receiving privileges, ask yourself, “How will this affect the mission and the unit?” Problems may arise if members of the unit feel that a privilege has been undeserved or is unfair. As a result, morale might decrease, and disciplinary problems could affect the mission. The privileges of rank and position are indeed worth working for and attaining. But the best privileges are those you earn, not those you take and have not earned.

Use of Military Titles

Using correct titles is another important act of military courtesy. It shows respect for the individual’s grade. You might wonder why the Air Force places so much emphasis on titles, but consider for a moment what a title is. It is a formal name given to a person because of his/her position office, grade, hereditary privilege, or mark of respect. In the Air Force, individuals hold a title that matches a particular grade. As members move from one grade to the next, they also earn the title associated with each grade. You will find that Air Force personnel are proud of their titles because they signify hard work and success. When you address personnel by their titles, you are showing proper courtesy and respect to them as individuals as well as to their grade. In addition, you are demonstrating your professionalism and discipline as a military member.
Even though the Air Force encourages the use of official military titles, seniors may address those under them by their first names. However, juniors must not communicate with seniors in such an informal manner.

The correct use of military titles depends on whether communication is informal or formal. Use the full title in the address element and the salutation of official written correspondence. When you address officers orally, use their correct military titles. You may also use “Sir/Ma’am,” depending upon the officer’s grade.

Retirees are an integral part of the Air Force. Treat them with the same respect and courtesies you show active duty members. By public law, they have earned and are entitled to enjoy certain benefits, rights, and privileges from the US government. One of these rights is that retired military members are entitled to be addressed, both in written and verbal communication, by their retired rank. “Once an Air Force member, always an Air Force member.”

Calling a Room to Attention

When an officer enters a room, come to attention. If more than one person is present, the first person to see the officer calls the group to attention. However, if an officer of equal or higher rank is already in the room, do not call the room to attention. Call the room to attention again as the officer departs. If you are by yourself, do not call the room to attention; however, you must stand at attention.

Showing Respect

Show respect to the person in authority at all times by recognizing the person’s presence and by being courteous and respectful in bearing, behavior, and speech. An example of this is standing up and extending a verbal greeting when someone of higher rank enters the room and approaches, whether it’s in an officer area, classroom, or elsewhere. Remember that courtesy is contagious. You can expect courtesy from others so long as you display courtesy toward them.

Don’t Keep People Waiting

One of the most valuable habits you can develop is to always be on time. Nothing is more irritating than being asked to be somewhere at a specific time and then having to wait after you arrive. At times, you may not be able to avoid being late. If this happens, call ahead to inform those who are waiting for you that you are going to be late or to reschedule the appointment.

The Senior’s Desk

It is disrespectful to lean or flop against the SASI’s or ASI’s desk. Always maintain the proper military bearing when in the presence of a senior.

Showing Disrespect to the Uniform

Bad conduct in uniform is a longstanding taboo. Aside from the disrespect a person reaps as a result of bad conduct, it is a disgrace to the uniform and the branch of service represented. The good impression created by a large number of cadets who have dressed and behaved properly in public can be destroyed by just one person who presents a poor appearance or acts poorly.

You can be court-martialed for disgracing the uniform through bad conduct or by violating the regulations that govern wearing of the uniform again and again. Part of the Air Force mission is to keep people of the United States interested in airpower. As a result, anything that detracts from a favorable impression also detracts from the success of the Air Force mission.

Courting Favor
If you court favor with a superior, you will earn the dislike of your peers. Such practice is beneath the conduct expected of officers and enlisted personnel. Bootlicking marks individuals as incapable of making their own way on personal ability. It is regarded as a display of weakness.

The Old Man/Lady

The commander is often referred to as the Old Man/Lady. The term is one of admiration; it refers to position, not age. However, never use the term in the commander’s presence. Using the term in his/her presence would show disrespect.

Vulgar Conduct and Language

Neither cadets nor military personnel should lose their temper to the point of using profanity, particularly in addressing a junior. Those who use abusive and profane language to make a point show a lack of self-control, as well as a very limited vocabulary. They risk receiving an official reprimand if their conduct is poor. Worse, they undermine their effectiveness as leaders.

Dining-In and Dining-Out

You should be familiar with dining-in and dining-out. Dining-in is a formal dinner for members of the military only. Dining-out is a formal dinner to which non-military guests are also invited. The protocol for these affairs often reflects long-standing traditions within a unit of the Armed Forces. The intent is to promote cordiality, comradeship, and esprit de corps.

Some believe that dining-in extends back to the Roman practice of holding great banquets to celebrate victory and to parade the spoils of war. However, most believe that dining-in began as a custom in English monasteries. It was then adopted by the early universities. Later, it spread to military units when the officers’ mess began. The customs and traditions of our modern dining-in come from those of the British Army Regimental Mess. The British mess was an occasion to observe the unit’s long-standing customs and traditions. It is also provided a time for satire, solemn formality, horseplay, and an excuse for living beyond one’s means.

The first recorded American dining-in occurred in September 1716 when Governor Spotswood of Virginia, along with a company of rangers, celebrated after crossing the mountains and descending into the Shenandoah Valley. Air Force dining-in began in the Air Corps when the late General Henry H. Arnold held his famous “wingdings.” The custom also grew in popularity during World War II when the US Army Air Corps participated in British dinings-in. The dining-in is now recognized as an occasion where ceremony and tradition combine with good fellowship as an important element in Air Force life.

The primary elements are a formal setting, posting of the Colors, invocation, traditional toasts, a fine dinner, comradeship of cadets, benediction, and retirement of the Colors.

The dining-in and dining-out provide an opportunity to recognize individual, flight, and unit achievements for the school year. They also give cadets an opportunity to honor teachers, principals, and other school personnel. The dining-in can also be used to present individual and/or unit awards. As such, the dining-in helps build esprit de corps within AFJROTC; it also provides an enjoyable time for cadets. In addition, a dining-out may include entertainment after the formal portions, such as a concert band or dancing.

Toasting

Toasting is a universal custom. It is a simple courtesy to the person being honored. It is improper to drain the glass after each toast; it is also improper to raise an empty glass to make a toast. You need to know how many toasts are being given so you can gauge how much to drink with each toast.
Toasts are made standing up. One person will present the toast by saying, for example, “Ladies and gentlemen, I propose a toast to the President of the United States.” All will then raise their glasses and say, “To the President.”

During the presentation and retirement of the Colors, face toward the colors at attention until the ceremony is completed. Remain standing for the toasts and the invocation at the beginning of the program. You are expected to rise again for the benediction at the end of the program.

Military Ball

Another widespread custom in AFJROTC is the Military Ball. This formal event requires cadets and their guests to wear semiformal dress. The Military Ball presents certain rules, procedures, and protocol to be observed. For example, you must wear the uniform the SASI prescribes, and your date should also be dressed in appropriate attire.

Careful planning is needed to ensure that the Military Ball is successful. The first step is for the SASI to appoint a planning chairperson. This person should be given the authority to make many of the planning decisions, although some decisions may be subject to the SASI’s approval.

One of the chairperson’s first duties should be to review the after-action reports of previous cadet Military Ball events. These reports will provide the chairperson with details on what must be done to ensure a successful Military Ball. These activities include:

1. Establishing committees, appointing committee leaders, and providing them with the necessary people and other resources. The chairperson is also responsible for supervising these committees. At a minimum, the chairperson will need to create the following committees:
   a. Advertising
   b. Decorating
   c. Entertainment
   d. Food
   e. Fundraising
   f. Invitations (including special guests)
   g. Program and seating arrangements
2. Establishing short-term and long-term goals, identifying the tasks necessary for the achievement of these goals, and delegating the tasks to committees for execution.
3. Identifying problem areas and lessons learned from previous Military Ball events, and preventing them from reoccurring.

The chairperson and all committee leaders should think through the details and develop a plan to get everything done. The chairperson should be sure to establish alternative plans as necessary. This will help avoid last-minute embarrassment.

Invitations should be sent out as early as possible. If some guests do not accept, this allows time to invite others without offending them with a last-minute invitation. The invitation must clearly state the location, time, and dress requirements. Guests should know exactly what is being planned and what is expected of them.

Helpful Military Ball Planning Tips

1. Be sure that all arrangements are carefully made for the special guests.
2. Select a band that plays a variety of music, as well as music that does not offend anyone. Another option is a DJ. DJs can provide quality music at a reduced cost. If the Military Ball is held during a holiday season, contact the band or booking agency at least six months in advance and provide them with a list of tentative dates.
3. Arrange to have a photographer.
4. Arrange to have several door prizes if you can find sponsors to donate them.
5. In the program, give credit to all sponsors as well as to individuals and organizations that helped put the event together.
6. Rehearse the sequence of events and any special activities at the actual location at least one day prior to the actual event.

7. Be sure that the staff at the site will prepare the correct number of meals and provide the correct number of chairs and tables, and check that the seating arrangements match the seating chart.

8. Sign a contract that specifies the date, fees, and total hours the hall or ballroom will be available. The hours need to include time before the ball for decorating, as well as time after the ball for cleaning up.

9. Reserve the site and the band early so you can be sure they are available on the desired date. A National Guard armory, officer/NCO club, American Legion hall, or high school gym are some of the appropriate places for a Military Ball. The location you choose should include a kitchen.

10. Set a working budget. Expenses include band or music fees, rent for the dance hall, security guards, decorations, tickets, food, flowers, invitations, and postage.

11. Appoint a ticket chairperson if cadets are going to be charged in order to pay for the Military Ball. Ticket sales should start early and then be cut off at least one week before the Military Ball. Ending sales a week beforehand gives you an accurate count of the number of people who will attend.

12. Appoint a chairperson to write up a series of news stories before and after the Military Ball. Photos should be taken to go with the stories.

13. The decorations chairperson should look over the site and start planning decorations. Supplies should be ordered or purchased at least one month in advance to ensure they are available. Major portions of the decorations should be completed no later than the day before the Military Ball.

14. Mail handwritten or engraved invitations to faculty members and special guests at least three weeks before the event. Keep a list of responses, and provide nametags for all expected guests.

15. The food and refreshments chairperson must know how much money has been budgeted for food and refreshments. If catering is too expensive or inappropriate, cadets can contribute food items in lieu of paying for tickets.

16. Formal dances often provide a commercial photographer to take pictures of cadets and their dates. If a photographer is hired for this purpose, be sure that everyone knows how much the pictures will cost before they are taken.

17. If awards are to be presented, they should be ordered, engraved, picked up, and have accompanying presentation scripts.
Attitude

Have you ever heard someone comment on another person’s attitude? After a basketball game, for example, a coach might say, “Jim has a fine attitude. He’s a real asset to the team.” Or maybe you’ve heard someone say, “Bill won’t succeed because he has a negative attitude.” Did you ever wonder exactly what this means? Why is a good attitude considered important for success in almost every activity?

Attitude is a state of mind. It may be positive or negative. Your attitude affects the success or failure of most of your activities. Your attitude reflects your personal philosophy of life as it is shown by your actions. Your attitude is the frame of mind in which you view yourself, your work, and others.

Attitude, whether positive or negative, is contagious. One player with a positive attitude, for example, can increase the winning spirit of an entire basketball team. Regardless of how far the team is behind, that person’s hustle and drive (signs of a positive attitude) can energize the team’s effort. On the other hand, a player who goes out onto the court and holds back because he/she feels it’s not worth the effort (a sign of a negative attitude) can slow down all of the players. A negative attitude is just as contagious as a positive one.

Attitude and the Air Force

It is especially important to have a positive attitude whenever you assume a leadership role. When you’re in a position of leadership, those under you will reflect your attitude. The following story illustrates how the attitude of a leader can affect the entire group:

Two airmen, both well-trained mechanics fresh out of maintenance school, had just joined an aircraft maintenance unit. One day while working on a jet, they overheard the assistant crew chief, a Technical Sergeant, loudly complain to the line chief, a Master Sergeant.

“The sooner I get transferred out of this sorry outfit, the better! How come our squadron has to work again this Saturday? Every other maintenance outfit gets the whole weekend off,” the assistant crew chief carped.

“The reason is our commander. He’s the worst on the base,” the line chief replied. “He doesn’t buck anybody. Even the supply officer tells him off!”

The two airmen soon agreed that, from what they had heard, they had joined a poor outfit. This single incident affected their performance. They goofed off the remainder of the day. Later, they completely ignored the Technical Sergeant’s request to make better use of their time because of new job commitments. Over time, they picked up the same negative attitudes their supervisors had.

In any type of supervisory role, be especially careful to express only a positive attitude. Otherwise, group efficiency will fall to the level of the attitude displayed, and all initiative, sound judgment, and good work will be stifled.

Attitude and AFJROTC

Within a week of the beginning of the first class in AFJROTC, the SASI can determine what your attitude is. How? By the expression on your face, your posture, your tone of voice, the way you salute, the way you tie your tie, and the amount of effort you put into meeting grooming standards. The SASI can also tell what your attitude is
by the way you prepare for class, your quiz scores, and the manner in which you address him/her. In short, the SASI or anyone else can get a pretty good idea of how you feel about what you are doing by simply observing you.

The AFJROTC program is built around the individual. Every person in the program is key to the success of the entire unit. If you have a good attitude, you will be doing your share in the cooperative operation of your unit. But if you have a poor attitude and feel to meet specified AFJROTC goals, you can easily put the whole operation in jeopardy. You play an important role in your unit’s success, so strive for a positive attitude in every aspect of AFJROTC.

How can you develop a proper attitude toward AFJROTC, its requirements, and procedures? The key to a good attitude lies in understanding. You must try to understand the reason behind AFJROTC activities and requirements.

For example, a cadet who thinks saluting, maintaining a professional appearance, and executing drill movements are just hassles to annoy cadets is unlikely to develop a positive attitude toward the program. However, if you understand that these are necessary steps in military training that have been thought out and tested throughout history, you will be well on the way of forming a positive attitude toward AFJROTC. A positive attitude will greatly increase your chances of success in AFJROTC.

**Discipline and the Air Force**

Most people do not understand the real meaning of the term “discipline.” They associate it with harshness, political power, undue severity, and restrictions. In fact, the popular conception of discipline is that it is something found only in the military service and that is arbitrary, unpleasant, and sometimes downright unreasonable. But the following story illustrates the importance of strict discipline:

One night, a Captain saw four airmen warming their hands around a fire. An enemy shell burst many yards out in front of the fire, but he knew from experience that the next round would be more accurate. He commanded the airmen to take cover. They looked at him but did not move. He was not one of their officers, so they ignored him. Only seconds later, an enemy shell smacked into the fire. If the airmen had obeyed the command the moment it was given, they would have survived. In such a case, automatic obedience could only have been achieved through discipline.

*Webster’s New International Dictionary* states that the word “discipline” comes from the Latin word “discipulus,” meaning pupil, and one of its alterations, “disciplina,” meaning teaching or training. Over the centuries, however, this meaning has been lost, particularly in the military service. The word “discipline” now refers to instruction aimed at guiding the pupil toward proper conduct or action, or to the orderly conduct and action that results from such training. Military discipline is the mental attitude and state of training that renders innate obedience and proper conduct under all conditions.

The basic function of the military is to protect our country. This is serious business. The Air Force, for example, must be organized, trained, and equipped for prompt and sustained combat operations. This broad responsibility means that members of the Air Force must be trained to carry out any assigned mission unhesitatingly and efficiently. They must have discipline.

Air Force discipline is an extension and adaptation of the discipline you have experienced throughout your life. Just as in civilian life, the Air Force exists on disciplined behavior. Disciplined actions bring rewards; undisciplined actions bring punishment.

**Discipline and AFJROTC**

What about discipline in AFJROTC? What is the purpose behind this discipline? What is the reason for shined shoes and drill, saluting and drill, inspections and drill? Why all the drill?

At one time, drill was absolutely necessary as training for war. When armies marched and maneuvered en masse and the first muskets came into use, drill was an essential combat requirement. Obviously, drill is no longer...
needed as a military strategy. Today, it is seldom used for mass movement of men except in basic training or in ceremonies. However, drill still has its place in the military service. It is used to teach the basic principles of discipline, leadership, and teamwork.

Drill, along with uniform dress, respect for superiors, pride in appearance, and the other requirements of AFJROTC, gives you basic military training in several ways. First, drill and specific standards of performance teach cadets to act in unison. By dressing alike and marching in formation, cadets really begin to feel a part of something larger than the individual. Each cadet begins to feel like a member of a team. The effects of a mistake by a single member of the team are nowhere more apparent than on the drill pad, when one individual takes a wrong turn and marches off at an acute angel to the others. As we have pointed out, learning that the individual is a vital member of the Air Force team is indeed basic to aerospace training.

Second, drill teaches individual cadets to respond instantly and subconsciously to a word or command. It teaches cadets to react like disciplined military members. If a cadet is marching in a flight and executes a right flanking movement when the commander called for a left flank, it will mean little more than embarrassment and perhaps a stubbed toe. But consider the consequences if someone were flying on the left wing in a flight of F-16s and banked right when the commander quickly ordered to bank left. It would mean a great deal more than embarrassment. It is for situations such as this that cadets train and acquire discipline.

Third, the AFJROTC uniform, the drill, and the common responsibilities shared by all cadets give each cadet a feeling of belonging and fellowship, which we call esprit de corps. Realizing that the ability of the group depends on the performance of each cadet, and that each cadet is judged by the group, will help you feel that you are part of a team that is working toward common goals. Thus, esprit de corps raises individual morale and fosters teamwork within the unit.

Fourth, discipline in AFJROTC should be viewed as self-discipline, not imposed discipline. The discipline should come from within.

If drill ever gets to be boring, if the uniform gets hot on a nice spring day, or if you are torn between shining your shoes and watching TV, remember why these things are necessary. View these activities as essential elements of basic military training, not as punishment or endless routine. The Air Force knows from the past that discipline will determine how well a unit will perform and survive in combat. In other words, the Air Force is training you so that if you are ever warming your hands around a campfire and an officer orders you to take cover, you will be around to tell the story.

Attitude and discipline go hand-in-hand to ensure a smooth-running, competent Air Force. AFJROTC is the place where cadets form initial attitudes toward the Air Force and where they will develop basic concepts of Air Force discipline. We hope you will come out of the program well-disciplined and with a positive attitude toward military service and any other occupation. We firmly believe that if you have a positive attitude, you will have a head start on success in whatever you attempt.

**Respect**

Respect for authority and discipline also reinforce each other. But you must first acquire discipline. Self-discipline involves full and voluntary acceptance of authority. Understand that some things, both pleasant and unpleasant, simply must be done and that there must also be people to ensure that those things get done.

**Integrity**

The term “ethics” suggests to some people a very personal, individual standard or philosophy. However, the basic principles of integrity and conduct are guided by a sense of right and wrong. A cadet’s sense of right and wrong must be so strong that his/her behavior and motives are above suspicion. The Air Force believes that integrity is important.

The military could not function without integrity because others have to be trusted to do their jobs. The security of our nation depends upon people in the military who are willing to lay down their lives in its defense. We
have to be able to trust each other to make this sacrifice. Integrity is a firm adherence to a code of especially moral or artistic values. In other words, integrity is honesty.

Integrity is not something you learn overnight. Most people have already incorporated integrity into their set of values. Your parents/guardians and schoolteachers, for example, have helped you understand the difference between right and wrong. But the military holds a higher standard of honesty than society demands, so you must begin to build upon the foundation you have already established.

In the Air Force, everyone also relies on you to do your part. The only way anyone knows what has been done is by word. Integrity makes your word sound. Other people know when you say you did your job that they can bet their lives on it, and sometimes in the Air Force their lives directly depend upon that trust. Integrity and self-discipline are cornerstones of the Air Force. Integrity starts with the individual, and it starts with you right now.
Personal Standards

When you hear the word “ethics,” what comes to mind? Do you think of bank robbers and murderers? Or do you think of saving the whales and cleaning the air? How about letting someone copy your homework or telling your best friend the latest gossip? All of these involve decisions based on ethics.

Adults make complex ethical decisions every day. We also know from psychology that, at about age three, children begin to develop a conscience and a sense of right and wrong. So what is ethics and what effect does it have on us?

Ethics is a branch of philosophy. Not all philosophers agree on one definition of the word. For our purposes, we define ethics as the rules of conduct that people should follow. Ethics deal with the struggle between good and evil or judging whether something we do, say, choose, or think is right or wrong. These rules of conduct may change through the years to keep pace with changes in society.

Since conduct is a key component of ethics, events over which we have no control are not part of a discussion on ethics. Earthquakes are an example. We cannot make a judgment about whether earthquakes are good or bad, right or wrong. Earthquakes happen. They are part of the world studied by science. Whether we lend our help to earthquake victims is a value or moral issue. We are then making an ethical decision. We are deciding to do something or do nothing regarding human life and well-being. Science deals with facts; ethics deals with beliefs, values, and morals.

From the writings of renowned philosophers such as Kant and Aquinas, four basic rules of ethics have endured:

1. Do good; avoid evil.
2. Be fair and equitable.
3. Respect the dignity of all people.

The following list, derived from the four basic rules of ethics, contains a set of guidelines for human decency and well-being:

1. Be honest.
2. Keep promises.
3. Obey and be loyal to proper authorities.
4. Be courageous.
5. Grow in knowledge.
6. Be willing to work.
7. Do everything in moderation.
8. Maintain and enhance your health.
9. Don’t harm people.

Of course, this list does not contain every possible guideline. Also, a rule can be overridden if it is in conflict with another rule.

Most of our moral beliefs are actually habits we learned as children. Doing the right thing brought praise, or at least no negative response. For example, when we walked on the rug with muddy shoes, our parents scolded
us. With repetition, we learned to take off our shoes or at least wipe them off before entering the house. Then we weren’t scolded.

For adults, the penalties and rewards of their habits are not so obvious, but they are just as real. Over the course of a lifetime, adults develop habits (good or bad) that can affect their reputation, social status, finances, and overall sense of well-being. Even though habits are learned in social settings and reinforced by rewards and punishments, not all habits are right. Habits are right when they are ways of helping ourselves and/or others. That is, they develop our best potential and to respect people’s basic rights.

Both consequences and motives seem to be important in deciding what makes an act right or wrong. Philosophers continue to wrestle with these concepts. Meanwhile, each of us has an idea of what we believe to be right. Our beliefs may be based on what society or our parents believe or what our experiences have taught us. A combination of factors probably shapes many of our concepts. In any case, we need to be tolerant of other people’s concepts, beliefs, and feelings.

Not all decisions involve ethics. But many decisions that seem unrelated to ethics may actually have an ethical aspect. Consider the scientist who mixes together several harmless chemicals and then applies heat or pressure. The resulting product, disposable plastic containers, is helpful to restaurants for take-out service. The effect on the environment, however, can be very harmful. Plastic does not break down easily, and animals are harmed when they attempt to eat it. So we must ask ourselves which we value more: the convenience of the disposable containers or the health of the environment. These are not easy decisions to make. Technology continues to bring us new and better products, and with these products come new and tougher decisions.

Our code of ethics is based upon our value systems, or our beliefs about what is and is not important. Freedom, happiness, peace, equality, and love are some of the basic American values.

Values

Every day, students add to their value systems. A value system consists of our set of ideals, beliefs, interests, likes, and dislikes that we use every day to make our decisions. Activities like dating, skipping class, and what we wear reflect our value systems. Deciding to date someone exclusively probably means we value that person’s company. Skipping a class may mean that we do not highly value the opportunity to get an education.

Values do not involve involuntary behavior, such as blinking the eyes. Ethical conduct involves freely chosen behavior based on beliefs that are thought to be very important.

Some people believe in doing whatever they want to do. Others believe in doing what helps other people, whether they really want to or not. Our beliefs are very personal to each of us.

How do we know what values we have? One way is through voicing out our likes and dislikes, and we do this fairly often. Another way is through the reception of positive or negative feedback based on our behavior. Receiving an A on a test tells us we did well and may reflect the value we put on our studies. One way to determine what we value as a society is through compiling statistics on what we do and do not buy.

Our military has its own set of values as an organization. The men and women who serve in the military also have a set of values. For the most part, these values are consistent with those of the organization.

Air Force Core Values

“Integrity first, Service before self, and Excellence in all we do.” These are the Air Force Core Values. These values exist for all members of the Air Force family: officer, enlisted, civilian, active, reserve, retired, senior, junior, civil servants, uniformed personnel, contractors, etc.

Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It is the moral compass and the basis for the trust needed in today’s military. Integrity is the ability to hold together and
properly regulate all elements of one’s personality. People of integrity, for example, are capable of acting on conviction, or their strong beliefs. They can control their impulses and appetites.

Service is an integral part of the Air Force culture. It tells us that professional duties take precedence over our own personal desires.

Excellence directs us to develop a passion for continuous improvement and innovation that will propel the Air Force into a long-term, upward spiral of accomplishment and performance.

**Personal Values**

Our personal values guide our conduct. We get our personal values in many different ways. Parents, friends, family, church, and schools often affect our personal values. As previously mentioned, freedom, happiness, equality, peace, and love are some of the values that Americans hold. A profession often establishes methods of transmitting its value to those who become members of the profession. Personal values may develop over time due to a number of different factors.

**Prudent Values**

Values of prudence are those that will serve our best interests when we use them to guide our behavior. For example, it is prudent to stay out of trouble with the law, to maintain good physical and mental health, and to establish a savings account. Sometimes people do not think ahead and therefore are not prudent. Sometimes they let values other than prudence guide their conduct. Although these values are important, other types of values may be more important.

**Conventional Values**

Conventional values are generally accepted and enforced within a given social order. They are binding upon the members of that social order. A social order might be as inclusive as a whole country or as specific as a sub-society within a larger group, such as members of a church, high school, college community, or the United States Air Force. At one time, for example, protecting women was an accepted Air Force value. As a result, women were not permitted to fly fighter aircraft.

**Moral Values**

Moral values are rooted in a comprehensive view of human life, social living, and views of the ultimate purpose and meaning of life. People, even those who spend their lives devoted to the study of moral values, do not always agree completely about the nature of moral values. Sooner or later, many people ground their moral values in a religious concept that makes an appeal to God. Others find secular ideas about the ultimate purpose and meaning of life more appealing.

People with strong moral values believe they are the most important values to guide their lives. Moral values provide a point of view that people use to argue for social and personal change to an ideal set of values.

**Morals and Ethics**

Ethics are the accepted rules of conduct in a society. They have to do with the struggle between good and evil. The ethics of a society are written or stated to help us understand how we should act. In general, morals refer to our behavior, but often they are simply a substitute for ethics. The moral code of Western society is based on Greek and Roman philosophy and the Judeo-Christian ethic. The Ten Commandments and the Golden Rule are Judeo-Christian contributions. So the rules we live by today have evolved through thousands of years. Some of our rules take the form of laws, such as those against murder and arson. Others are customs, such as standing when the National Anthem plays. Others are moral standards, such as rules against breaking promises or gossiping about someone.
Just as our living conditions change, our rules may change. For instance, we treat people with mental handicaps and people with alcoholism issues differently today than we did back in the late 1970s and early 1980s. Now we better understand the causes of these disorders and what the victims need. In spite of changing conditions, however, we can agree on some common principles and rules of ethics. For example, in our society, we agree it is immoral for one of us to steal another’s valuables.

Some people say a moral code is meaningless because people always do what they believe is in their own best interest. They go on to say that we may claim we are interested in the welfare of others, but we always put ourselves first. For example, we tend not to conserve, preserve, or recycle unless laws force us to do so or we see financial benefit in doing so. Some people won’t conserve water unless the water rates are raised. Endangered species may have to be protected by law for the sake of their existence. Yet, we should be conserving, preserving, and recycling without personal incentives so that future generations can derive the same benefits we do from the environment. As a society, we need to find better solutions that will meet everyone’s needs. We need to internalize our moral and ethical values so completely that we do unto others automatically without having to be urged or forced to do what is right.

At times, we act selfishly on a personal level too, despite what we may say or think we believe. When we drive our cars faster than the speed limit allows, we are breaking a rule set by society for the well-being of all people on the highway. All of us are sometimes tempted to do what is in our own interest. If we are going to live together and develop into caring people, however, we must use good judgment in making moral decisions. This requires foresight, emotional control, and empathy.

**Cultural Rules**

We all have certain habits of work, play, cleanliness, and eating. In each culture, people know what is good and what is bad; what is success and what is failure; and what is right and what is wrong. They have definite ideas about morality. They hold sacred certain institutions that meet their needs. While customs, habits, and institutions vary a great deal from one culture to another, cultural groups are alike in that they all have morals, values, and a concept of basic human rights.

All people have the same physical needs. We all need a reliable food supply, basic shelter from weather, and security. Some governments do a better job than others in meeting the basic needs of their people, and most governments try to satisfy the needs of the people. If not, they are in danger of being replaced by a government that does try, as the people have the right to alter or abolish an unjust government. So, we share a set of basic needs with the rest of the world.

As we said, customs and values depend upon the culture in which we live. What is considered to be right in one culture may be considered wrong in another culture. Women in many southwest Asian countries, for example, are required to cover their arms, legs, and faces in public. Most Americans have a different view of what women are allowed to wear in public. However, we need to respect each other’s rights to be different. We should understand that a culture’s value systems are as right for the people who live within that culture as ours are for us. We usually embrace our society’s values as our own because we have been taught to see them as right. The same is true of all people in different cultures around the world.

In addition to the broad set of values recognized by our society, the groups to which we belong, such as family, school, and AFJROTC, set moral codes. It is important that we know and respect the guidance each of these groups offers.

**Making Ethical Decisions**

Morality presents many tough questions. For instance, is someone who does what is right simply out of fear of getting caught a moral person? Does the end justify means? Did the good of ending World War II quickly, for example, justify dropping the atomic bombs on Hiroshima and Nagasaki? We all must decide on the answers to such questions for ourselves. But how do we find answers to questions that may pose a moral dilemma? Here is a systematic process to help you make tough decisions:
1. Consider all of the facts.
2. Determine the moral values or obligations at stake.
3. Act or make decisions in light of your knowledge of the values and facts in a way that is respectful of the life and well-being of all people.
4. Choose the lesser of two evils (or at least of many) when no better solution can be found.

Students are faced with complex ethical decisions in their daily lives. Rules, principles, values, and situations influence what we determine to be right. Exactly how do these affect our decisions?

Rules and Principles

Rules and principles have the greatest influence on our ethical decisions. We often ask ourselves, “What should I do?” Society has standards for knowing what is required or what is right. The primary ethical pressures in our culture, though, are telling the truth, keeping promises, and respecting people and property. Cadets, more than most students, also live with clear standards of order, obedience, and discipline.

Universal norms are the normal beliefs of people in most cultures. Anthropologists have found that lying, stealing, violating sex codes, and committing murder are almost always condemned by people everywhere. However, this fact doesn’t mean that all cultures look at these actions in the same way. For example, in some cultures, lying to outsiders is considered acceptable. If we were to view such behavior, we might conclude that the culture did not value honesty as we do. However, those same cultures consider lying to members of one’s own group as highly unethical. In fact, every society believes that lying under some circumstances is wrong and exacts some penalty to punish people who lie repeatedly.

The same is true with theft. For example, an American Indian who stole a horse from a fellow tribesman was severely punished. However, if he took a horse from an enemy tribesman, he was not punished. If he took a horse from a European, he was praised. The behavior was considered stealing only if he took the horse from his own people. The settlers, who thought of the Indians as thieves, would have been surprised to learn that the Indians did not think of themselves in the same way.

The same holds true for killing people. Every single society regards murder as wrong. However, killing people and murdering people may be quite different acts in the eyes of the group defining the action. Many people, for example, do not consider killing people in war to be murder. And just as our society once put people to death on the suspicion that they were witches or sorcerers, some cultures continue to do so. So, even though there may be universal norms, the behaviors resulting from cultural definitions and interpretations of those values may vary widely around the world.

Without rules or norms, institutions would crumble. Keeping promises is a good example. We’re all expected to do what we have said we will do. Most people keep their promises; if they didn’t, society would fall into disorder. As citizens, we have an obligation to honor constitutional justice, civil law, and the moral norms of our communities.

In 1948 the United Nations adopted the Universal Declaration of Human Rights. This landmark document asserts that every citizen of every nation has the right to life, liberty, and freedom from personal attack; freedom from slavery; recognition before the law and the presumption of innocence until proven guilty; freedom from torture; freedom of conscience and religion; freedom of expression; the right to privacy, family, and correspondence; freedom to participate freely in community life; the right to education; and the right to a standard of living adequate for maintaining health and well-being. True, not all nations consistently respect these rights in the actual way they treat their citizens. But failure to live up to the Universal Declaration of Human Rights in no way denies the universal soundness of the moral values underlying the document.

Non-universal norms, by contrast, do not carry a universal moral obligation. These include values specific to one’s religion, such as worshipping, fasting, and observing holy days, toward which some people may feel a serious personal obligation. But they should not impose their personal obligations on others.

Rules and Values
We also use values, in addition to rules, to help us make ethical decisions. In discussing rules, we asked, “What should I do?” The questions here are, “What is good? What value or ideal should I hold?” But values can sometimes be at odds with each other too. The people who represent us in Congress must keep this philosophy in mind every time a bill comes up for a vote. Do we spend more of our tax dollars on defense and less on social programs? Do we need more aircraft carriers to keep sea lanes open, or do we need to conduct more research on cancer and AIDS? We have only a limited supply of tax money, so we should consider putting the money where it will do the most good for everyone affected by the decision. That means everyone (not just Americans).

For the military professional, the greatest value is the public good. The aim of our defense forces is to assure the security of the United States, and that may mean taking a new assignment every few years. On the personal side, individuals in the military want job satisfaction, a happy home, and an overall sense of fulfillment in life. Sometimes these personal and family values conflict with the values of the profession.

So, our values are sometimes at odds with one another. We also experience conflict between rules and values. Take football as an example. The main goal (value) is to score enough points to win the game. In doing so, the players and coaches choose among short-yardage plays, long-yardage plays, running, passing, kicking, and other plays to score a touchdown. All of these actions are governed by rules. If the ball is advanced but the rules are broken, the team can be penalized valuable yards. Thus, if we break the rules, we may not achieve goals.

Sometimes the quarterback has to change the call made in the huddle. He must adjust to a changing situation. That type of call introduces us to a third element in ethical judgments, which is one based on the situation at hand.

**Situational Ethics**

When we make ethical decisions based on the situation, we ask ourselves, “What is appropriate for this situation? What is fitting in this case?” In this approach to ethics, the circumstances (surrounding facts) of a situation help form the basis for deciding what is right or wrong. The goals and rules we have adopted also come into play. Each new situation is similar, but different from, other situations. There is no hard and fast game plan to follow. We have to use rules, values, and past experiences to make a decision for each particular situation. When shot down behind enemy lines, we know we may have to lie or steal to survive and return home in one piece. This does not mean, however, that we view lying and stealing as ethical. In that situation (and in that situation only), we may be forced to choose a course of action that violates our code of ethics and our sense of values.

**Concern for Others**

We have already studied the importance of basic needs. Physical needs, such as food, air, and shelter, must be satisfied first. Once those needs are met, we move on to higher-level needs. We should be considerate of other people’s opinions and feelings. People crave recognition for a job or task well done. A pat on the back, promotion to the next grade, lettering in sports, or a music recital are all examples of praise. People need encouragement too. Teachers encourage students to excel in academics. Coaches encourage their athletes to push themselves beyond their perceived physical limits. Parents encourage their children to be the best they can be. Our friends cheer us on to make a touchdown or do well on college entrance exams. We all need a boost now and then. We need to know that other people care about us and vice versa.

**Integrity**

As mentioned previously, integrity means being honest. It can also mean being sincere with ourselves and with others and closely following a consistent code of ethics. Notice the word “consistent.” This means that integrity applies all day and every day (not just in school and around your fellow cadets). It means not picking or choosing what rules one wants to believe in. It means doing what is right whether someone else is watching or not. It means having a set of goals and a balanced approach to life. Being honest is sometimes painful. No one likes to admit to being wrong, making a mistake, or failing to do something correctly. The strength of our character is put to the test here. The following true story portrays this point about personal integrity:
Babe Didrikson-Zaharias was a great athlete in the 1932 Olympics. She later became a professional golfer. While playing in a tournament on a golf tour, she noticed she had somehow played the wrong ball. When the round was over, she penalized herself two strokes. This cost her first place in the tournament.

Later, in a quiet conversation, one of her friends asked her, “Babe, why did you do that? No one would have known that you used the wrong ball.”

“I would have known,” Babe answered.

We need to practice the kind of integrity that Babe did on an everyday basis. This does not apply exclusively in the Air Force and AFJROTC; it applies in all aspects of our life.

On the other hand, there are people who would lie for their organization but also who, like Babe, would never lie for personal gain. Yet, integrity is just as important here as in personal affairs. Making false reports to help the institution look good is an example. A lack of integrity in an organization damages the trust of the organization, our own trust, and mutual respect.

Honor

Closely related to the issue of integrity is the problem of placing career before honor. Everyone is concerned about status and about getting ahead. Achievement ranks high on the cadet’s code of values. A fine line, however, exists between a true concern for success in one’s career or in school and advancing at whatever the cost. We see examples of this kind of blind ambition in our nation’s capital and in the financial world. Blind ambition can cloud or judgment. It can lead us to cover up for the person in charge. It can lead us to cover up for ourselves in an effort to look good at all costs. It takes a great deal of personal courage to take the blame and say, “I screwed up.” General George C. Marshall once remarked decisions that require moral courage are much harder to make than decisions that require physical courage.

Ethics of Leaders

Leaders are admired for their ability to influence others to achieve goals. Their ability to motivate people goes along with their knowledge in their field. Their technical and professional skills are finely tuned. They are able to evaluate complex situations and to determine the risks involved. They are willing to act on the judgments they make and to assume responsibility for the outcome. Continued success as a leader requires a great deal of self-discipline and personal stability. These qualities, to a large degree, are derived from the moral values and principles that influence their behavior.

Leadership decisions are based on many factors. These factors include all of the considerations required by the situation and the abilities of followers. Most decisions require judgment that is influenced by the leader’s own values, characters, and background. In many cases, it is difficult to choose between the possible courses of action. Occasionally, there is no good alternative, and the leader is faced with having to choose between that which is bad and that which is much worse. All leadership decisions that affect the lives and well-being of people have ethical aspects and require moral judgment.

Each profession has a set of standards that is not up for grabs. When we choose to enter a profession, we agree to abide by its prescribed set of professional ethical standards. Of course, we may disagree with them, but we must abide by the standards until we can work within the profession to change them. When we can no longer accept the standards and behave accordingly, we are obligated to leave the profession (or we may be involuntarily kicked out). So, professional ethics are prescribed by the profession or by the larger society the profession serves. Serious action requires serious thought. Every major action should be weighed against the effect it is likely to have on the mission, others around us, our self-respect, and the respect others have for us.

Mission

All of our actions are fruitless if they fail to help accomplish the goals of the organization. Every leadership action should cause resources to be applied to the mission. The ability to use and manage resources and to influence followers will determine the success of the organization.
Right Choices

Right actions build confidence and self-respect. When we have taken proper action, we generally feel good about it. We regard ourselves as being worthwhile and capable. We have also earned the respect of those affected by our actions.

The ability to choose good behavior over bad behavior distinguishes effective leaders from average or poor leaders. Right choices are often difficult to make. The easy solution is frequently more attractive than the difficult yet effective solution. Every day, we face situations that require action. Our choices in some situations may even call for inaction. Leaders who always try to make right choices show a great amount of moral courage and maturity. Here are some questions that may help you make correct choices in leadership positions:

1. If I do what I’m thinking of doing, would I be willing to have my action enacted into law and required of everyone?
2. If I am considering using someone else for my own personal gain, would I allowed myself to be used in the same way?
3. Would I be willing to explain to a jury why I chose this action?
4. Would I do this if I knew it would be on television news tonight?
5. What would I think of this action if it were done by my worst enemy?
6. If my reason for acting this way is so that everyone else does it, would I do it if no one else did it?
7. Would I do this if I knew I would have to explain my reasons to my family?
8. Would I be content with this action if it were taken by my boss or a member of my family?
9. Would I be content to have each of my followers behave exactly as I intend to in this situation?
10. My team could win the game by violating a rule. Before I call this play, would I be upset if the other team took the same action?
11. If what I do hurts no one very much, would I be willing to let everyone do the same thing?
12. If there is very little harm in what I do, what kind of person will I become if it gets to become a habit?

Moral Courage and Maturity

One outstanding military leader, Vice Admiral William P. Lawrence, defined moral courage as knowing right from wrong, possessing a firm set of values, and having the strength to live by those values and do what is right regardless of the consequences. Such courage is gained through knowledge and experience. The key to successful development of moral courage and maturity is the ability to set appropriate goals and achieve them. The goals now are to refine our conscience, improve our sense of justice, and maintain a code of conduct sensitive to the right sort of values.

Conscience

Conscience is the awareness of a desire to act properly and the awareness of when improper acts are committed or intended. Our conscience is not an automatic feeling or emotion. It is a product of knowledge and intelligence that allows us to judge right from wrong. The emotion of guilt is triggered by our conscience when we act in a manner contrary to what we know to be right. Our conscience is strengthened as our knowledge increases and we become more sensitive to important human values. New facts learned through experience and studies add to our ability to make right choices. Our moral courage is strengthened by our successes in attempting to act out our values. As our conscience continues to develop in the right ways and to mature, we become more realistic in judging the actions of others and more sensitive to their needs and motives. A properly informed conscience will allow us to be confident without being rigid or overbearing. It will give us strength and purpose that builds character.

Sense of Justice

A true sense of justice is absolutely essential for leadership because it assumes a sense of fair play. As a leader, our sense of justice must prompt us to protect the rights of every follower. It must cause us to be aware of the need for fair distribution of benefits and burdens to all within the organization.
Like a conscience, a sense of justice is developed from learning experiences over time. Just as our conscience goes through changes, our sense of justice must be allowed to mature. An effective beginning for developing an informed conscience and a true sense of justice is to be concerned with doing the right thing. It is also important to talk with other people about why our actions should be just and moral.

**Personal Code of Conduct**

Our code of conduct does not need to be complicated or overly restrictive. It should not be a list of things we believe. Rather, it should be a list of reminders that cause us to practice proper behavior. We should state rules positively as if they were goals that mean a great deal to us. The list should contain “I will” items. They can be as simple as “I will keep my room clean.” Then we should put these rules or goals into daily practice.

Living right (that is, by a code of conduct) has its own rewards. Among those rewards are developing good habits, fewer occasions for having to apologize, greater self-esteem, and respect from others. Many opportunities that had once been withheld will now open to us. Our moral courage will increase and the frustration we experience when making choices will lessen in time. In short, we will be living a more fully human life.

Developing permanent good habits is very important. William James, a great American psychologist, said that all of our behavior, our virtues and our vices, is really a matter of habit. As we repeat certain behaviors and thoughts, our nervous systems evolves in the way we have used it, until we have a ready-made response to each sort of impression. We are bundles of habits. James also said that if only young people could realize how soon they would become mere walking bundles of habits, they would pay more attention to how they were acting as their habits were being formed. Since children have no way of knowing such things, so their teachers and parents/guardians must help them develop good habits. As we keep working to build our characters in the right manner, we get a better and better at whatever we try.

James offered these three practical steps to get rid of bad habits and to form good ones:

1. To form a new habit or to get rid of an old one, begin the change in behavior as soon as possible. Take a public pledge if possible.
2. Never break a new habit before it is firmly fixed in your life. Continuing to do the new behavior over and over helps make it a habit for life.
3. Take every change you get to act on the change. Action, not simply the decision to change, builds the tendency to act in the new way you wish to behave.

Ethical behavior has been a subject of concern throughout history. Every culture has agreed that certain actions are intolerable and others are honorable. We can get a great deal of help and encouragement by considering the sources of guidance that are available to us. These can be found in the great literary and religious works of the world.
Excerpt of LE-100 Chapter 6, Lesson 1: The American Flag and the National Anthem

Basic History of the American Flag

The Second Continental Congress officially adopted the American flag in Philadelphia on 14 June 1777. This action was the result of a resolution offered by the Congressional Marine Committee, which read:

“It has been resolved that the flag of the United States be thirteen stripes, alternate red and white; that the union be thirteen stars, white in a blue field representing a new constellation.”

The thirteen stripes represent the original thirteen colonies that declared independence from Great Britain. The resolution gave no instruction as to how many points the stars should have or how to arrange the stars on the union, which is the upper left corner of the flag. Some flags had stars scattered on the union without a specific design, some had the stars arranged in rows, and some had them arranged in a circle. The first Navy Stars and Stripes had the stars arranged in staggered formation in alternate rows of threes and twos on the union. Other Stars and Stripes flags had stars arranged in alternate rows of four, five, and four. Some stars had six points while others had eight.

There is strong evidence that Francis Hopkinson of New Jersey, a signer of the Declaration of Independence, was responsible for the stars on the American flag. At the time that the flag resolution was adopted, Hopkinson was the Chairman of the Continental Navy Board’s Middle Department. He also helped design other devices for the government, including the Great Seal of the United States.

Final American Flag Design

The first change in the flag’s design was in 1794 when Congress passed an act requiring that the flag consist of fifteen white stars on the union and fifteen stripes alternating red and white. This change was due to the admittance of Vermont and Kentucky as states in 1791 and 1792 (respectively). This flag, which was the official flag from 1795 to 1818, played a role in many historic events. It inspired Francis Scott Key to write the “Star-Spangled Banner” when Fort McHenry was attacked in 1814. It was the first flag to be flown over a fortress of the Old World when American Marine and Naval forces raised it above the pirate stronghold in Tripoli on 27 April 1805. It was the ensign of American forces in the Battle of Lake Erie in September 1813. It was flown by Major General Thomas Jackson at New Orleans in January 1815.

However, realizing that the flag would become difficult to carry if it had a stripe for each new state, Captain Samuel C. Reid of the United States Navy suggested to Congress that the stripes remain 13 in number and that a star be added to the union for each new state being admitted into the nation. On 4 April 1818, President Monroe accepted a bill requiring that the American flag have a union of 20 stars. The bill also stated that each time a new state came into the nation, one star would be added to the union of the flag on the Fourth of July following its date of admission. The 13 alternating red and white stripes would remain unchanged. This act set the basic design of the flag while making sure that the growth of the nation would be properly symbolized.

Eventually, the growth of the country resulted in a flag with 50 stars in the union after Hawaii was admitted into the nation in 1960. With the 50-star flag came a new design and arrangement of the stars in the union, a requirement met by President Eisenhower in Executive Order 10834, issued on 21 August 1959. At that time, a national banner with 50 stars became the official American flag. The colors used in the American flag are white for purity and innocence; red for hardiness and valor; and blue for vigilance, perseverance, and justice. This flag was raised for the first time at 0001 on 4 July 1960 at the Fort McHenry National Monument in Baltimore, Maryland.
Traditionally a symbol of liberty, the American flag has carried the message of freedom to many parts of the world. Sometimes the same flag that was flying at a crucial moment in our history has been flown again in another place to symbolize continuity in our struggles for the same cause of liberty. One of the most memorable is the flag that flew over the Capitol in Washington on 7 December 1941, when Pearl Harbor was attacked. This same flag was raised again on 8 December when war was declared on Japan and three days later when war was declared against Germany and Italy. President Roosevelt called it the Flag of Liberation and carried it with him to the Casablanca Conference and on other historic occasions. It flew from the mast of the USS Missouri during the formal Japanese surrender on 2 September 1945. It was also used in 1945 at the United Nations Charter meeting in San Francisco, California, and at the Big Three Conference in Potsdam, Germany.

American Flag Laws and Regulations

The United States Flag Code contains the laws relating to the American flag. Title 4, Chapter 1 is about the flag and seal, seat of government, and the states. Title 18, Chapter 33 is about crimes and criminal procedures. Title 36, Chapter 10 is about patriotic customs and observances. Executive orders and presidential proclamations add to these laws.

Displaying and Using the American Flag

The flag is usually displayed only from sunrise to sunset on buildings and on stationary flagstaffs in the open. However, you may display the flag 24 hours per day for a patriotic effect so long as it is properly lit during hours of darkness.

The flag should be hoisted briskly and lowered ceremoniously. It should not be displayed in inclement weather, except when using an all-weather flag. The flag can be displayed on all days (weather permitting).

The flag should be displayed daily on or near the main administration building of every public institution. It should be displayed in or near every polling place on election days, and it should be displayed during school days in or near every school.

When and How to Position and Display the American Flag

When carrying the flag in a procession with another flag or flags, make sure it is either on the marching right (also known as the flag’s own right) or, if there is another line of flags, in the front and center of that line. Other guidelines for proper display of the flag concerning the American Flag Code include:

1. Do not display the flag on a float in a parade, except from a staff or suspended with folds falling free.
2. Do not drape the flag over the hood, top, sides, or back of a vehicle, railroad train, or boat. When displaying the flag on a motorcar, fix the staff firmly to the chassis or clamp it to the right fender.
3. Do not place any other flag or pennant above or, if on the same level, to the right of the American flag. The only exception to this rule is during church services conducted by Naval chaplains at sea when the church pennant may be flown above the flag during church services for Navy personnel.
4. Do not fly any flag or pennant above the American flag, except the United Nations flag at the United Nations Headquarters.
5. When using the national colors for ceremonies by motorized and mechanized organizations, make sure they are carried on vehicles specifically designed for color guards. The position in line from right to left will be as follows: national flag, organizational flag, and individual flag (displayed only when a general officer is commanding).
6. When displaying the American flag with another flag against a wall from cross staffs, make sure the American flag is on its own right and that its staff is in front of the staff of the other flag.
7. In general, display the American flag flat or hanging free. Do not drape it over doorways or arches, tie it in a bow, or fashion it into any other shape.
8. When the American flag is among a group of flags that are displayed from staffs, make sure the American flag is at the center, highest point of the group.
9. The American flag should always be at the peak when flown on the same halyard with flags of states, cities, and localities (or pennants of societies). When the flags are on adjacent staffs, hoist the
American flag first and lower it last. Do not place any other flag or pennant above the American flag or to its own right.

10. When displaying flags of two or more nations, fly them on separate staffs of the same height. Make sure the flags are equal in size. International usage forbids the display of the flag of one nation above the flag of another nation in times of peace.

11. When displaying the American flag from a staff that projects horizontally or at an angle from a windowsill, balcony, or front of a building, place the union of the flag at the peak of the staff unless the flag is at half-staff.

12. When the flag is suspended over a sidewalk from a rope extending from a house to a pole at the edge of a sidewalk, hoist the flag out from the building, union first.

13. When displaying the flag horizontally or vertically against a wall, make sure the union is uppermost and to the flag’s own right (or the observer’s left). The same applies when displaying the flag in a window.

14. When displaying the flag over the middle of a street, suspend it vertically with the union facing northward on an east-to-west street or eastward on a north-to-south street.

15. When displaying the flag on a speaker’s platform, display it above and behind the speaker. When displaying the flag from a staff in a church or public auditorium, make sure it holds the position of superior prominence. The position should be in front of the audience and in the Position of Honor on the speaker’s right as he/she faces the audience. Place any other flags to the speaker’s left.

16. The flag should never be a distinctive feature of a ceremony for unveiling a statue or monument. Never use it as the covering for the statue or monument.

17. When using the flag to cover a casket, place it with the union at the head and over the deceased’s person’s left shoulder. Do not lower the flag into the grave or let it touch the ground.

18. When flying the flag at half-staff, first hoist it to the peak for an instant and then lower it to the half-staff position. Raise the flag to the peak again before it is lowered for the day.

19. On Memorial Day, display the flag at half-staff until 1200. Raise it to the top of the staff for the remainder of the day.

20. By order of the President, fly the flag at half-staff upon the death of principal figures of the US Government as a mark of respect to their memory. Do the same for the governor of a state, territory, or possession. In the event of the death of other officials or foreign dignitaries, display the flag at half-staff. Follow the instructions or orders set by the President, or follow customs or practices that are consistent with the law. If a present or former official of the government of any state, territory, or possession of the US dies, the governor of that state, territory, or possession may decide to fly the flag at half-staff. The rule is to fly the flag at half-staff in the following situations:
   a. For 30 days after the death of the President or a former President.
   b. For 10 days after the death of the Vice President, Chief Justice, retired Chief Justice, or Speaker of the House of Representatives.
   c. From the day of death until interment of an Associate Justice of the Supreme Court, secretary of any executive or military department, a former Vice President, or governor of any US state, territory, or possession.
   d. On the day of death and the following day for any member of Congress.

21. When displaying the American flag and the United Nations flag together, the American flag is on its own right. The American flag must be equal in size or larger than the United Nations flag. The United Nations flag will be carried only for occasions honoring the United Nations or its high dignitaries. When carried in this manner, the United Nations flag will still be lower than and on the marching left of the American flag.

22. Never dip the American flag. The only exception to this rule is when a US Naval vessel receives this type of salute from a vessel registered by a nation formally recognized by the United States.

23. Never display the flag with the union downward, except as a signal of distress when danger to life or property exists.

24. Never let the flag touch anything beneath it, especially the ground. Should it touch the ground, it must be cremated, and the ashes must be disposed of properly.

25. Never carry the flag flat or horizontally. Always carry it aloft and free.

26. Never use the flag as wearing apparel, bedding, or drapery. Always allow it to fall free. Never put things on it, pull it back or up, or drape it in folds.
27. When displaying an American flag bunting, arrange it with the blue above, the white in the middle, and the red below.
28. Never use the ceremonial American flag for flag detail.
29. Never fasten, display, use, or store the flag a way in which it can be easily torn, soiled, or damaged in any way.
30. Never use the flag as a ceiling covering.
31. Do not place or attach any mark, insignia, letter, word, figure, design, picture, drawing, etc. on the flag.
32. Never use the flag as a receptacle for receiving, holding, carrying, or delivering anything.
33. Never use the flag for advertising purposes.
34. Do not embroider the flag on cushions, handkerchiefs, or any other personal items. Do not put it on napkins, boxes, or anything that is used temporarily and discarded.
35. Do not fasten advertising signs to a staff or halyard from which the flag is flying.
36. Do not use any part of the flag as a costume or athletic uniform. However, a flag patch may be affixed to the uniform of military personnel, firemen, policemen, and members of patriotic organizations.
37. Wear lapel flag pins on the wearer’s left lapel near the heart.
38. If a flag is worn out and is no longer fit for display, cut the union from the flag and cremate the two pieces. Perform this ceremony with respect and feeling.

Customs and Courtesies to the American Flag and the National Anthem

The American flag is a symbol of all the American people, their land, and their institutions. When we salute it, we are saluting our nation. Air Force personnel follow specific procedures to show their respect to the flag. We show the same respect to flags of friendly foreign countries.

Flag ceremonies occur during parades, reveille, retreat, and prior to special events. Reveille is the signal for the start of the official duty day. Retreat is the signal for the end of the official duty day and also serves as a ceremony for paying respect to the flag.

Our National Anthem, the “Star-Spangled Banner,” is played at most flag ceremonies. Sometimes “To the Colors,” a bugle call, is used instead, and it is given the same respect as the National Anthem. “To the Colors” can be used when a band is not available or during inclement weather. During these ceremonies, all military and civilian personnel render the proper customs and courtesies.

The following procedures should be taken to pay respect to the American flag and the National Anthem in the given situations:

1. When you are in uniform and in formation but not part of a ceremony, the unit commander will give “present arms” when the National Anthem or “To the Colors” begins to play. The unit should be facing the flag before rendering the salute.
2. At any outdoor ceremony that uses the American flag, come to attention, face the flag, and salute. At sporting events, if the flag is visible, face it and salute. If the flag is not visible, face the band and salute in its direction. If the music is recorded, face the front and salute.
3. When you are indoors and the National Anthem or “To the Colors” is played, face the flag and assume the position of attention. If no flag is present, assume the position of attention while facing the music. Do not salute unless under arms.
4. When you are in uniform and the National Anthem or “To the Colors” is played, stand at attention, face the flag, and salute. If the flag is not visible, face the music and salute as soon as the first note plays and hold the salute until the last note is finished.
5. When you are in civilian clothes and the National Anthem or “To the Colors” is played, stand at attention, face the flag, and place your right hand over your heart. If the flag is not visible, face the music and do the same. A male cadet removes his headgear with his right hand and holds it over his left shoulder with his right hand over his heart. A female cadet places her right hand over her heart. Male cadets without headgear follow the same procedure as female cadets.
6. If you are at any outdoor event and an uncased flag is escorted past you, stand at attention, face the front, and render a salute approximately six paces before the flag is even with you and hold the salute until it is approximately six paces past you.
7. Salute flags on stationary flagstaffs only during flag detail, reveille, retreat, and special occasions.
8. Do not salute miniature flags, flags at half-staff, or cased and folded flags.
9. When you are in civilian clothing while indoors, render the civilian salute by standing at attention and placing your right hand over your heart.
10. During indoor ceremonies when the National Anthem or “To the Colors” is played, face the flag and come to attention. If the flag is not visible, come to attention and face the music. Do not salute unless under arms. When you are indoors and the ceremony is outdoors, do not face the flag or salute. The same rules applies during ceremonies that are broadcast over radio, television, etc.
11. If you are driving in a vehicle and the National Anthem or “To the Colors” begins to play, stop the vehicle when it is safely possible and sit at attention until the last note is played. Do not get out of the vehicle.
12. During a ceremony of hoisting or lowering the flag, or when the flag is passing in a parade/review, everyone except those in uniform should face the flag and stand at attention with their right hand over their heart. Those in uniform should render a salute. Cadets who are not in uniform should remove any headgear with their right hand and hold it over their left shoulder with their right hand over their heart. When the flag is in a moving column, salute at the moment it passes you.
13. When the flag is displayed during the National Anthem, all present except those in uniform should stand at attention and face the flag with their right hand over their heart. Cadets not in uniform should remove any headgear with their right hand and hold it over their left shoulder with their right hand over their heart. People in uniform should render a salute at the first note the music plays and remain in this position until the last note is finished. When the flag is not displayed, those present should face toward the music and act in the same way they would if the flag were displayed.
30 Command Expanded Instructions

DRILL PROCEDURES (30 COMMAND DRILL EVALUATION)

1. All second year cadets and those attempting promotion testing (SSgt-above) will be evaluated in control of a flight by means of military drill using the AFJROTC 30 commands.

2. Cadets will march in a 3 by 3 formation using a 65 foot by 65 foot drill area. Cadets are evaluated in their command voice, cadence, military bearing, and the proper sequence and correct performance of the commands. Note evaluation form for area scores.

3. Cadets will maintain a position on the flight as to always be in a direct line of sight of the head evaluator located at the head of the drill area. This is drill maneuver is commonly known as the crossover. (You will report in to the head evaluator).

30 Commands–Expanded Instructions. The flight size for the 30 command evaluation consists of 9 cadets and 1 commander. Cadets are sized according to height prior to the evaluation. The evaluation area measures 65 x 65 feet. Commands must be given and executed with minimum time between commands to remain in the evaluation area. Any cadet crossing the boundary during a command will score a zero (0) for that command and any other commands given while any member of the flight is out-of-bounds. Flights which go into a mark-time step to prevent crossing a boundary without the commander giving the command mark time will incur a zero for that command. Remember you are being graded on your ability to control a flight.

Note: The commander must maintain a position in front of/inside of the flight formation at all times to ensure the head evaluator (stationed at the front of the drill pad) has direct line of sight of the commander. The commander will use the maneuver commonly referred to as a “crossover”.

Commands:

1. Flight, fall-in. The first element leader will fall-in 5 paces in front and center on the commander. The first element leader will execute an automatic dress right dress. The second, and third, element leaders fall in behind the first element leader, execute an automatic dress right dress, visually establish a 40-inch distance, and align themselves directly behind the individual in front of them. The remaining airmen fall into any open position to the left of the element leaders and execute an automatic dress right dress to establish dress and cover.

2. Open ranks, MARCH. The command is Open Ranks, MARCH. On the command MARCH, the third rank stands fast and automatically executes dress right dress at normal interval. The second rank takes one step, halts and automatically executes dress right dress. The first rank takes two paces forward, and automatically executes a dress right dress. Once halted, the distance between ranks will be 64 inches.

On the command, March, the flight commander moves by the most direct manner to the position on the right flank of the flight, one pace from and in-line of the front rank, and does a right face to face down the line. From this position, the flight commander verifies the alignment of the front rank. If necessary, individuals are called to move forward or backward by name or number. Military bearing is maintained and, instead of weaving from side to side, short sidesteps are taken to verify alignment. (Only the first rank is aligned during this evaluation). The flight commander then faces to the right in marching, moves three paces beyond the front rank, faces to the left, and commands, ready front.
3. Ready, FRONT. On this command, the cadet whose arms are up will lower their arms with snap to their sides (without slapping their sides) and re-cup their hands when their arm is at approximately waist level. As the arm is lowered, the cadets whose heads are turned will return their heads to the front with snap. The body is now back to the position of attention. The flight commander then takes the normal position by the most direct route in front of the flight and does a left face to face the flight.

4. Close Ranks, MARCH. On the command MARCH, the first rank stands fast. The second rank takes one pace forward with coordinating arm swing and halts at the position of attention. The third ranks take two paces forward, and halt at attention. Each person covers on the person directly in front.

5. Present ARMS. The commander will give the command to present arms. The commander will then do an about face and face the evaluator and say, “Cadet ________ reporting for drill evaluation, sir/ma’am.” The evaluator will return the salute. The commander will order arms then do an about face to face the flight.

6. Order ARMS. The commander will then give the flight order arms. The flight will order arms and remain at attention.

7. Parade REST. The commander will give the command parade rest while standing at attention. The commander will remain at attention during this command. The flight will perform the command, parade rest.

8. Flight, ATTENTION. The commander will give the flight, attention. The flight will snap to attention.

9. Left FACE. The commander will give the flight, left face. The flight will perform left face. The commander will remain at attention.

11. Forward, MARCH. The commander will do a left face and give the command forward march. All cadets will begin marching stepping off with the left foot.

12. Right flank, MARCH. The commander will give the command right flank with the command of execution given as the right foot hits the ground. The flight and flight commander will do a right flank and continue marching.

13. Left flank, MARCH. The commander will give the command left flank with the command of execution given as the left foot hits the ground. The flight and flight commander will do a left flank and continue marching.

14. Column right, MARCH. The commander will give the command, column right, with the command of execution given as the right foot hits the ground. The flight and flight commander will execute a column right. The flight will go into a half step as they complete the command. The flight commander will perform the “crossover” to maintain a position on the right flank of the flight formation to ensure the head evaluator has direct line of sight of the commander.

15. Forward, MARCH. The commander will give the command forward march as the left foot hit the ground. Upon the command MARCH, the flight will take one more 12-inch step with the right foot, then step off with a full 24-inch step with the left foot.

16. To the rear, MARCH. The commander will give the command to the rear march as the heel of the right foot strikes the ground. At the command of execution MARCH, the cadet will take a 12-inch step with the left foot placing it in front of and in line with the right foot and distribute the weight of the body on the balls of both feet. The cadet will then pivot 180 degrees to the right on the balls of both feet, and take a 12-inch step with the left foot in the new direction with coordinated arm swing, before taking a full 24-inch step with the right foot. While pivoting, do not force the body up or lean forward. The pivot takes a full count and the arm swing is suspended to the sides as the weight of the body comes forward while executing the pivot, as if at the position of attention.

17. To the rear, MARCH. The commander and flight will do another to the rear march and continue marching.

18. Column right, MARCH. The commander and flight will do a column right as explained in command 14. The
commander will continue to remain on the right flank of the flight.

19. Forward, MARCH. The commander will give the command forward march as explained in command 15.

20. Eyes RIGHT. The preparatory command and command of execution are given on the right foot. On the command RIGHT, all persons, except those on the right flank, turn their heads and eyes smartly 45 degrees to the right. The commander will render the salute.

21. Ready FRONT. The command, Ready, FRONT is given as the left foot strikes the ground. On the command FRONT, heads and eyes are turned smartly back to the front. The commander drops the salute.

22. Column right, MARCH. The commander and flight will do a column right as explained in command 14. The commander will continue to remain on the right flank of the flight.

23. Forward, MARCH. The commander will give the command forward march as explained in command 15.

24. Change step, MARCH. The commander will give the command Change Step, MARCH, as the right foot strikes the ground, the cadets will take one more 24-inch step with the left foot. Then, in one count, places the ball of the right foot alongside the heel of the left foot, suspends arm swing, shifts the weight of the body to the right foot, then steps off with the left foot in a 24-inch step, resuming coordinated arm swing. The upper portion of the body remains at the position of attention throughout. Cadets will not click or touch heels together and will not stomp with the right foot.

25. Column right, MARCH. The commander and flight will do a column right as explained in command 14. The flight commander will perform the “crossover” to maintain a position on the left flank of the flight formation to ensure the head evaluator has direct line of sight of the commander.

26. Forward, MARCH. The commander will give the command forward march as explained in command 15.

27. Flight, HALT. The command, Flight, HALT, is given as either foot strikes the ground. On the command HALT, the cadet will take one more 24-inch step. Next, the trailing foot will be brought smartly alongside the front foot. The heels will be together, on line, and form a 45-degree angle.

28. Left FACE. The commander will first face (right face) the flight then give the flight, left face. The flight will perform left face.

29. Right step, MARCH. On the command MARCH, the cadet raises the right leg from the hip just high enough to clear the ground. The leg will be kept straight, but not stiff, throughout the movement. The cadet places the right foot 12 inches, as measured from the inside of the heels, to the right of the left foot. Transfer the weight of the body to the right foot, then bring the left foot (without scraping the ground) smartly to a position alongside the right foot as in the position of attention. This movement is continued in quick time; the upper portion of the body remains at attention and arms remain at the sides throughout. Cadence may be counted during this movement. Counts one and three are given as the right foot strikes the ground. Counts two and four are given as the heels come together.

30. Flight, HALT. To halt from the right step, the preparatory command and command of execution are given as the heels come together. The halt from the right step is executed in two counts. On the command HALT, one more step is taken with the right foot and the left foot is placed smartly alongside the right foot as in the position of attention.

The commander will position the flight on the final halt within one pace of the Flight Halt Position (marked by an orange cone).

The commander will perform an About, Face and report out to the evaluator by saluting the evaluator and reporting, “This completes my drill evaluation, Sir/Ma’am.”
Attachment 1

AWARDS AND DECORATIONS SUPPLEMENT

Wear of Ribbons and Medals

AFJROTC ribbons are worn from left to right, top to bottom, from highest to lowest as viewed by the observer. Refer to the ribbon chart for proper order placement. Medals may be worn on the service coat and should not be worn at the same time as ribbons. Medals are only worn on formal occasions such as Military Ball or whenever otherwise specified by the SASI. AFJROTC cadets are not authorized to wear ribbons/medals earned/issued from Army, Navy, Marine Corps, or Coast Guard Junior ROTC programs. Cadets will be given equivalent AFJROTC ribbons to wear in lieu of Army, Navy, Marine Corps, or Coast Guard Junior ROTC ribbons/medals the cadet earned while serving in sister-service JROTC program. It is up to the SASI to make the best determination as to what equivalent AFJROTC ribbon to issue. Cadets receiving Civil Air Patrol (CAP) awards may be worn by cadets during regular uniform days and will be worn in the precedence listed below following the Patriotic Flag Ribbon. CAP Medals will not be worn on regular uniform days. Cadets may only receive one National-level Award for each year they are in AFJROTC and not receive the same National-level award twice.
7.7.1. Gold Valor Award. Awards consist of a medal, ribbon, and certificate. The Gold Valor Award recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty. **Forward recommendations for valor awards through debra.paggett@us.af.mil or douglas.davenport@us.af.mil (HQ-Ops Support) for review and processing within 6 months of the incident.** Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the valor award to the Director, HQ AFJROTC for final approval. Upon approval, HQ-Ops Support will distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded. **Medals will not be worn on regular uniform days or during any type of competition.**

Gold Valor Award

7.7.2. Silver Valor Award. Awards consist of a medal, ribbon, and certificate. The Silver Valor Award is awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award. **Forward recommendations for valor awards through debra.paggett@us.af.mil or douglas.davenport@us.af.mil (HQ-Ops Support) for review and processing within 6 months of the incident.** Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the valor award to the Director, HQ AFJROTC for final approval. Upon approval, HQ-Ops Support will distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded. **Medals will not be worn on regular uniform days or during any type of competition.**
Silver Valor Award

7.7.3. Cadet Humanitarian Award. Award consists of a ribbon and certificate. It is intended to recognize cadets who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has placed or has the potential to place a hardship on their fellow citizens. This award is not to be used to recognize day-to-day service in the community. Forward recommendations for this award through debra.paggett@us.af.mil or douglas.davenport@us.af.mil (HQ-Ops Support) for review and processing within 6 months of the incident. Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the award to the Director, HQ AFJROTC for final approval. Upon approval, HQ-Ops Support will distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded. Medals will not be worn on regular uniform days or during any type of competition.

Cadet Humanitarian Award

7.7.4. Silver Star Community Service with Excellence Award. Award consists of a ribbon with a Silver Star device and certificate. The Silver Star Community Service with Excellence Award will be an honor that emphasizes the value of community service, and establishes a greater sense of pride within the corps. The award will be given to cadets in the Top 5% of units (approximately 45 units) who have the highest "per cadet average" community service hours. "Countable" hours must be logged into WINGS and be accomplished IAW published guidance in AFJROTCI 36-2010. Countable hours will be the period from 11 April (previous year) to 10 Apr (current year). HQ will use the last PSR cadet enrollment and the hours submitted in WINGS for that period to calculate the Top 5% units and notify the units earning the Award. Instructors at the Top 5% units will determine which of their cadets have contributed to the unit earning the new award. Ribbon must be purchased from a vendor using MilPer funds. For each additional award earned an additional large silver star will be awarded.
Silver Star Community Service with Excellence Award

7.7.5. Community Service with Excellence Award. Award consists of a ribbon and certificate. It is intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefit the local community. This is not an award given to participants but to the key leader(s) of the project. Forward recommendations for Community Service with Excellence Award to HQ-OpsSupport@afrotc.com for review and approval within 6 months of completion of the project. Include a detailed description of the contributions of the individual(s) along with newspaper clippings (if available) describing the outcome of the project, letters of appreciation from civic leaders, or other information deemed appropriate to validate eligibility. Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

Community Service with Excellence Award

National-level Awards

These items may be issued to cadets, but medals from these organizations WILL ONLY be worn during events such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition, i.e., drill, Cyber-Patriot, Academic Bowl, etc.

7.7.6. Air Force Association (AFA) Award. Cadets may only receive this award once. This AFA-sponsored award and is presented annually at each unit to the outstanding second-year (in a 3-year program) or third-year cadet (in a 4-year program). Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.6.1. The award recipient must possess/meet the following personal characteristics and eligibility criteria:
• Top 1% of the cadets in a unit in the following areas, academics, leadership, and professionalism.
• Positive attitude (toward AFJROTC and school).
• Outstanding personal appearance (uniform and grooming).
• Display personal attributes such as initiative, judgment, and self-confidence. Courteous demeanor (promptness, obedience, and respect for customs).

Air Force Association Award

7.7.7. Daughters of the American Revolution (DAR) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.7.1. This award is presented annually to one third-year (in a 3-year program) or fourth-year cadet (in a 4-year program) that meets the following criteria:
• Rank in the top 25% of their AFJROTC class.
• Rank in the top 25% of their high school class.
• Demonstrate qualities of dependability and good character.
• Demonstrate adherence to military discipline.
• Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training.

7.7.7.2. The SASI and principal select the recipient and must request the award and a presenter not later than 1 March. The award devices and presenter can be requested from the nearest DAR chapter. See Attachment 7-17 for list of award points of contact.

Daughters of the American Revolution (DAR) Award

7.7.8. American Legion Scholastic Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.
7.7.8.1. This award is presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet’s overall scholastic achievements. Each cadet must:

- Rank in the top 10% of the high school class.
- Rank in the top 25% of their AFJROTC class.
- Demonstrate leadership qualities.
- Actively participate in student activities.

7.7.8.2. The SASI, as chairman, with the ASI and at least one faculty member, selects the recipient and must request the award not later than 15 April. The award devices and presenter can be requested from the nearest American Legion Post. If there is no local post, contact the American Legion Headquarters. See Attachment 7-17 for list of award points of contact.

**American Legion Scholastic Award**

7.7.9. American Legion General Military Excellence Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.9.1. This award is presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet’s general military excellence. Each cadet must:

- Rank in the top 25% of their AFJROTC class.
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.

7.7.9.2. The SASI, as chairman, with the ASI and at least one faculty member, selects the recipient and must request the award not later than 15 April. The award devices and presenter can be requested from the nearest American Legion Post. If there is no local post, contact the American Legion Headquarters. See Attachment 7-17 for list of award points of contact.

**American Legion General Military Excellence Award**
7.7.10. Daedalian Award. Cadets may only receive this award once. The Order of Daedalins is a fraternity of commissioned pilots from all military services. It is named after the legendary figure, Daedalus, and was organized by WWI military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self-sacrifice which place service to the nation above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.10.1. This annual award recognizes one outstanding third-year cadet at each unit that meets the following criteria:

- Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation.
- Indicate the potential and desire to pursue a military career.
- Rank in the top 10% of their AFJROTC class.
- Rank in the top 20% of their school class.

7.7.10.2. The SASI selects the recipient and requests the award from the nearest Daedalian Flight. A minimum of 90 days’ notice is required to allow the local chapter to obtain the award from their national headquarters and to schedule a Daedalian Flight presenter for the award. See Attachment 7-17 for list of award points of contact.

**Daedalian Award**

7.7.11. Reserve Officers Association (ROA) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.11.1. This award is presented annually for military and academic achievement to an outstanding third-year cadet (fourth-year cadet in a 4-year program). The recipient must possess individual characteristics contributing to leadership such as:

- Be in the top 10% in the AFJROTC program.
- Be in the top 25% in academic grades.
- Be recognized for having contributed the most to advancing the objectives of the AFJROTC program, which include outstanding dedication to citizenship, knowledge of civic responsibility, military orientation, self-discipline and a sound work ethic.
7.7.11.2. The SASI with the ASI, selects the recipient of the award. The local ROA chapter contacts each SASI before 15 January and furnishes the name of the ROA representative for presentation purposes. If no contact is made by 15 January, the SASI must communicate directly with the National Headquarters of the Reserve Officers Association. See Attachment 7-17 for list of award points of contact.

**Reserve Officers Association Award**

7.7.12. Military Officers Association of America (MOAA) Award. Cadets may only receive this award once. This award, formerly known as The Retired Officers Association Award. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.12.1. This award is presented annually to an outstanding second-year cadet (third-year cadet in a 4-year program) who shows exceptional potential for military leadership. Each cadet must:

- Be a member of the junior class.
- Be in good academic standing.
- Be of high moral character.
- Show a high order of loyalty to the unit, school, and country.
- Show exceptional potential for military leadership.

7.7.12.2. The SASI selects the recipient subject to the final approval of the sponsoring MOAA chapter. The SASI requests the award devices from the nearest MOAA chapter. A MOAA representative will make the award presentation. If a MOAA chapter is not available in the area, the SASI sends the request to the MOAA headquarters.

**Military Officers Association of America Award**

7.7.13. Veterans of Foreign Wars (VFW) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**
7.7.13.1. This award presented annually to an outstanding second or third-year cadet in a 3-year program (third or fourth-year cadet in a 4-year program) who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:

- Positive attitude toward the AFJROTC program
- Must be enrolled as a 10th-12th grade AFJROTC student
- Must maintain a “B” average in AFJROTC curriculum and a “C” average in all remaining subjects with no failing grades in the previous semester
- Active in at least one other student extracurricular activity (music, athletics, government, etc.)
- Not a previous recipient of this award.

7.7.13.2. The SASI selects the recipient subject to the final approval of the sponsoring VFW chapter. The SASI requests the award from the nearest local post in February for presentation in April or May. A VFW representative will present the award at an appropriate ceremony. If no local post is available, or if the local post does not offer the award, obtain information by contacting the headquarters of the Veterans of Foreign Wars of the United States.

**Veterans of Foreign Wars Award**

7.7.14. National Society United States Daughters 1812 Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.14.1. Awarded annually, at the SASI’s discretion, for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits.

**National Society United States Daughters 1812 Award**

7.7.15. National Sojourners Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.15.1. This award is presented annually recognizing an outstanding first- or second-year cadet (second or third-year cadet in a 4-year program) who contributed the most to
encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must:

- Be in the top 25% of their academic class.
- Encourage and demonstrate ideals of Americanism.
- Demonstrate potential for outstanding leadership.
- Not have previously received the award.

7.7.15.2. The SASI selects the recipient subject to the final approval of the sponsoring National Sojourners chapter. The SASI requests the award from the nearest local chapter in February for presentation in April or May. A representative from the National Sojourners will make the award presentation at an appropriate ceremony. If no local chapter is available or if the local chapter does not offer the award, contact the headquarters of the National Sojourners.

National Sojourners Award

7.7.16. Scottish Rite, Southern Jurisdiction Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.16.1. This award annually recognizes an outstanding second-year cadet in a 3-year program or third-year cadet in a 4-year program. Each cadet must:

- Contribute the most to encourage Americanism by participation in LDR activities or community projects.
- Demonstrate academic excellence by being in the top 25% of class.
- Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism.
- Not have been previous recipients of this award.

7.7.16.2. The SASI selects the recipient and requests the award from the nearest Scottish Rite Valley of the Southern Jurisdiction at any time during the calendar year. With a 30-day notice, a representative of the Scottish Rite Valley of the Southern Jurisdiction will make the presentation at an appropriate ceremony. If no local unit is available, or if the local unit does not offer the award, obtain information by contacting the national headquarters of the Scottish Rite Valley of the Southern Jurisdiction. The star worn on the ribbon must be procured with private or unit funds and will not be furnished by the sponsoring organization.
Scottish Rite, Southern Jurisdiction Award

7.7.17. Military Order of the Purple Heart Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.17.1. This award annually recognizes an outstanding underclassman (first, second, or third-year cadet), who is enrolled in the AFJROTC program and demonstrates leadership ability. (Seniors are not eligible) Each cadet must:
- Have a positive attitude toward AFJROTC and country.
- Hold a leadership position in the cadet corps.
- Be active in school and community affairs.
- Attain a grade of “B” or better in all subjects for the previous semester.
- Not a previous recipient of this award.

7.7.17.2. The SASI selects the recipient and requests the award from the nearest Military Order of the Purple Heart unit in February for presentation in April or May. A representative of the Military Order of the Purple Heart will make the presentation at an appropriate ceremony. If no local unit is available, or if the local unit does not offer the award, obtain information by contacting the national headquarters of the Military Order of the Purple Heart.

Military Order of the Purple Heart Award

7.7.18. Sons of the American Revolution (SAR) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.18.1. This award recognizes an outstanding second-year cadet in a 3-year program or third year cadet in a 4-year program who is enrolled in the AFJROTC program. The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and not have previously received the award. Each cadet must:
- Be currently enrolled in the AFJROTC program.
- Be in the top 10% of their AFJROTC class.
- Be in the top 25% of their overall class.
7.7.18.2. The SASI and the Principal select the recipient of the award not later than 1 March. The SAR national headquarters furnishes the secretary of each applicable SAR state organization a list of the AFJROTC units in their state. A representative of SAR will present the award and correspond directly with each unit within their area. The SASI makes arrangements for presentation with the applicable state society or local chapter.

**Sons of the American Revolution (SAR) Award**

7.7.19. Military Order of World Wars Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.19.1. This award is presented annually to an outstanding cadet who has committed to continue the aerospace science program the following school year. Selection is based on outstanding accomplishments or service to the AFJROTC unit.

7.7.19.2. The SASI, with the concurrence of the principal, selects the recipient and completes the Military Order of the World Wars (MOWW) citation by summarizing the cadet’s outstanding accomplishments or service to the unit. The citation and request for the medal, certificate, and ribbon are sent to the nearest local chapter of the MOWW. The SASI will make arrangements for a MOWW representative to make the presentation at an appropriate ceremony. If a local chapter is unavailable, contact the MOWW National Headquarters. If a member is not available, any active, reserve, or retired commissioned officer may present the award.

**Military Order of World Wars Award**

7.7.20. American Veterans (AMVETS) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.20.1. This award is presented annually to one qualified cadet that possesses individual characteristics contributing to leadership such as:

- A positive attitude toward AFJROTC programs and service in the Air Force.
• Personal appearance (wearing of the uniform, posture, and grooming, but not physical characteristics per se).
• Personal attributes (initiative, dependability, judgment, and self-confidence).
• Officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards).
• Obtained a grade of “A” (or the numerical equivalent) in their AS class.
• Be in good scholastic standing in all classes at the time of selection and at the time of presentation.

7.7.20.2. The SASI selects the recipient of the award and submits a brief nomination letter and biographical sketch of the cadet to the state AMVETS department where the school is located. An AMVETS representative will make the presentation if a participating local post or department representative is available. See Attachment 7-17 for list of award points of contact.

American Veterans Award

7.7.21. Air Force Sergeants Association (AFSA) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.21.1. This award recognizes an outstanding second- or third-year cadet in a three-year program (third- or fourth-year cadet in a 4-year program). The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must:

• Be in the top 10% of the AFJROTC class.
• Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.
• Not a previous recipient of this award.

7.7.21.2. The SASI, as chairperson, with the ASI, recommends the recipient of the award at least 60 days prior to the desired presentation date, but not later than 15 April. The SASI requests the award and an AFSA presenter from the nearest AFSA chapter. If information on the nearest chapter is not available, or if there is no active AFSA chapter in the area, the SASI will contact the AFSA international headquarters; (please send an email to AFSA HQ at bhill@hqafsa.org) to obtain the name and address of the division president whose area of responsibility is nearest the requesting school.
Air Force Sergeants Association Award

7.7.22. Tuskegee Airmen Incorporated (TAI) AFJROTC Cadet Award. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days.

7.7.22.1. This award is presented annually to two cadets. Cadets may be first-year, second year, or third-year cadets (in a 3- or 4-year program) and must meet the following criteria:

- Attain a grade of “B” or better in their AS class.
- Be in good academic standing.
- Actively participate in cadet corps activities.
- Participate in at least 50% of all unit service programs.

7.7.22.2. The SASI and ASI select the recipients. The Tuskegee Airmen (TAI), Inc. AFJROTC Cadet Award ribbon is mailed to every AFJROTC unit from AFJROTC NC-20022, Vance High School. AFJROTC units do not need to contact this unit to receive their allotted two ribbons per year. AFJROTC units requesting replacement ribbons must send a check for $2.00 to cover the cost of mailing up to two ribbons. The Tuskegee Airmen, Inc. AFJROTC Cadet Award certificate is posted in WINGS at WINGS - Published Files - Directory - JROTC - Certificates. The TAI AFJROTC Cadet Award certificate, as well as other important certificates, are posted in the folder.

Tuskegee Airman Incorporated Air Force JROTC Cadet Award

7.7.23. The Retired Enlisted Association (TREA) Award. Cadets may only receive this award once. Awarded annually, at the SASI’s discretion, for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

The Retired Enlisted Association Award
7.7.24. The Celebrate Freedom Foundation (CFF) Award for Excellence in Academic Programs. Cadets may only receive this award once. The awards program recognizes 9th, 10th, 11th and 12th grade students (including home-schooled students) enrolled in AFJROTC programs. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.24.1. SASI may go on line at [www.gocff.org/jrotc](http://www.gocff.org/jrotc) to nominate cadets for this award. Cadets must demonstrate the following personal characteristics to be eligible for nomination:

- Outstanding personal appearance (uniform and grooming)
- Display personal attributes such as initiative, judgment and self-confidence
- Courteous demeanor (promptness, obedience and respect for customs)
- Growth potential (capacity for responsibility, high productivity and adaptability to change)
- Possess the highest personal and ethical standards and strong positive convictions
- Shows the potential and desire to pursue a military career
- Rank in the top 5% in his/her AS class with a grade average of A or numerical equivalent
- Rank in the top 15% of his/her academic class
- Demonstrates a positive attitude (toward AFJROTC and school)

**The Celebrate Freedom Foundation Award**

![The Celebrate Freedom Foundation Award](image)

7.7.25. Air Commando Association Award. Cadets may only receive this award once. Awarded annually at the SASI’s discretion for completing a one-page essay based on a historical AF Special Operations Mission possessing the 13 critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness and family strength. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

**Air Commando Association Award**

![Air Commando Association Award](image)

7.7.26. Distinguished Unit Award with Merit (DUAM). Award consists of a ribbon awarded to cadets enrolled during the same academic year in which 1) the unit receives a HQ AFJROTC evaluation with an overall rating of Exceeds Standards and 2) the unit is
selected by HQ AFJROTC to receive the DUA. Both criteria must occur during the same academic year. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. Medal/Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional small silver star will be awarded.

**Distinguished Unit with Merit Award**

![Distinguished Unit with Merit Award](image)

7.7.27. Distinguished Unit Award (DUA). Is a ribbon awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. For each additional ribbon earned an additional small silver star will be awarded.

**Distinguished Unit Award**

![Distinguished Unit Award](image)

7.7.28. Outstanding Organization Award (OOA). Is a ribbon awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OOA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. OOA recipients do not receive a streamer. Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional small silver star will be awarded.

**Outstanding Organization Award**

![Outstanding Organization Award](image)

7.7.29. Outstanding Flight Ribbon. Is a ribbon awarded each academic term to members of the outstanding flight under criteria determined by the SASI. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
**Outstanding Flight Ribbon**

![Image of Outstanding Flight Ribbon]

7.7.30. Top Performer Award. The award consists of a ribbon and certificate presented/awarded only by Headquarters, AFJROTC personnel. This award is only presented during a visit by HQ AFJROTC personnel. The award is presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). Once awarded, the ribbon may be worn for the duration of a cadet’s tenure in AFJROTC.

7.7.30.1. Consideration for the Top Performer Awards. All currently enrolled cadets may be considered, but specific consideration will be given to cadets not previously recognized for superior performance. The Regional Director may select (SASIs may nominate) a maximum of 2% of a unit’s cadets based on a cadet’s performance in the following key areas: Leadership and job performance: in primary duty and specifically in preparation for the unit’s assessment. Leadership qualities: involvement and positions held in Leadership Development Requirement activities. Academic performance: nominee must be in good academic standing in all high school course work, significant self-improvement, community involvement and other accomplishments.

**Top Performer Award**

![Image of Top Performer Award]

7.7.31. Outstanding Cadet Ribbon. Is a ribbon awarded annually to the outstanding first-year, second-year, third-year, and fourth-year cadets. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.

Added: 7.7.31.1. Outstanding Cadet Ribbon with silver star. Cadets chosen as State, Pacific and European "AFJROTC and AFA Cadet Leadership Award" winners will be awarded the “Outstanding Cadet Ribbon” with silver star. Exception: If a cadet has previously earned the Outstanding Cadet Ribbon or earns it in the future, that cadet will wear only one ribbon; that would be the Outstanding Cadet Ribbon with silver star, since that award is of higher precedence.

**Outstanding Cadet Ribbon**

![Image of Outstanding Cadet Ribbon]
7.7.32. Leadership Ribbon. Is a ribbon awarded for outstanding performance in a position of leadership as an AFJROTC cadet. Ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Leadership Ribbon**

![Leadership Ribbon](image)

7.7.33. Superior Performance Ribbon. Is a ribbon awarded to no more than the top 10% of the cadet corps annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature. Ensure award is presented in recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.

**Superior Performance Ribbon**

![Superior Performance Ribbon](image)

7.7.34. Achievement Ribbon. Is a ribbon awarded for a significant achievement in AFJROTC or other school activities/events. Individuals may not receive more than one ribbon during a 1-year period. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.
Achievement Ribbon

7.7.35. Academic Ribbon. Is a ribbon awarded for academic excellence as signified by attaining an overall grade point average of at least “B” for one academic term, in addition to an “A” average in AFJROTC. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

Academic Ribbon

7.7.36. Cadet Leadership Course (CLC) Ribbon. Is a ribbon awarded for completion of an approved leadership school program of at least 5 days in duration. For each additional CLC completion an additional bronze star will be awarded. Silver Star will be awarded for outstanding performance or leadership ability at a CLC instead of the Bronze Star. Limit the Silver Star to 10% of the class. Criteria for this award will be published in the unit’s Cadet Guide.

Cadet Leadership Course (CLC) Ribbon

7.7.37. Special Teams Placement Ribbon. Is a ribbon awarded to team members for placing 1st, 2nd or 3rd in an Air Force or Joint Service (local, regional, state or national-level) Competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

Special Teams Placement Ribbon
7.7.38. All-Service National Competition Award. Is a medal/ribbon awarded to team members who competed at a Joint/All Service national-level competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the competition or purchased from a vendor using MilPer funds. Medal may not (ribbon may) be worn during competitions and regular uniform wear days.

**All Service National Competition Ribbon**

![Image of all-service national competition ribbon]

7.7.39. Air Force Nationals Competition Award. Is a medal/ribbon awarded to team members who competed at an Air Force only national-level competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the competition or purchased from a vendor using MilPer funds. Medal may not (ribbon may) be worn during competitions and regular uniform wear days.

**Air Force Nationals Competition Ribbon**

![Image of air force nationals competition ribbon]

7.7.40. Orienteering Ribbon. Is a ribbon awarded to team members for completing a unit-specific Orienteering program as part of unit curriculum. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Orienteering Competition Ribbon**

![Image of orienteering competition ribbon]

7.7.41. Leadership Development Requirement (LDR) Leadership Ribbon. Is a ribbon awarded at the SASI’s discretion for leadership in AFJROTC Leadership Development Requirement activities (such as but not limited to PT team commander, orienteering team commander, drill team commander, color guard team commander, dining-in chairperson, military ball chairperson, etc.). Criteria for this award will be published in the unit’s Cadet
Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Leadership Development Requirement (LDR) Leadership Ribbon.**

![Leadership Ribbon Image]

7.7.42. Drill Team Ribbon. Cadets must be on the drill team for an entire year/drill season to be eligible to qualify and must have competed in at least 3 drill performance events, i.e., competitions, special school events, community demonstrations (cumulative). Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Drill Team Ribbon**

![Drill Team Ribbon Image]

7.7.43. Color Guard Ribbon. Cadets must perform at least 5 color guard performance events to receive this ribbon (cumulative). Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Color Guard Ribbon**

![Color Guard Ribbon Image]

7.7.44. Saber Team Ribbon. Cadets must perform at least 3 saber team performance events to receive this ribbon (cumulative). Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Saber Team Ribbon**

![Saber Team Ribbon Image]
7.7.45. Marksmanship Team Ribbon. Cadets must be on the marksmanship team for an entire year/season to be eligible to qualify and must have competed in at least 1 marksmanship competition event (cumulative). Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

Marksmanship Ribbon

7.7.46. Good Conduct Ribbon. Cadets must not have received a referral (this includes no ISS/OSS) for an academic term to be eligible to qualify for this award. An oak leaf cluster will be added to this ribbon for each year of qualifying membership beginning with the second year. Criteria for this award will be published in the unit’s Cadet Guide.

Good Conduct Ribbon

7.7.47. Service Ribbon. Is a ribbon awarded for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. (NOTE: Participation in Drill Teams, Saber Teams or Color Guard Teams alone does not qualify for the Service Ribbon (see above criteria for these other ribbons) unless community service hours are also awarded. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

Service Ribbon

7.7.48. Health and Wellness Ribbon. Is a ribbon awarded for participation in the unit health and wellness physical fitness program. All cadets who participate in the unit’s wellness program may receive the Health and Wellness Ribbon. Subsequent yearly award of the Health and Wellness Ribbon will be denoted by the addition of a Bronze Oak Leaf cluster to the ribbon for each additional year of award. Cadets who score in the Physical Fitness Test’s 75-84% will receive a Bronze Star device; 85-95% will receive a Silver Star device;
and 96-100% will receive a Gold Star device. These cadets, if already wearing the ribbon with oak leaf cluster(s), will receive and wear an additional Health and Wellness Ribbon with the highest-level Star Device(s) affixed. Duplicate awards of the Bronze, Silver or Gold percentile will be denoted by the addition of another star on this ribbon. Should a cadet subsequently score in a higher percentile, only the star representing the higher percentile will be worn. In no case will a cadet mix different color stars, or star(s) and oak leaf cluster(s) on the same ribbon. (NOTE: The Physical Fitness Test percentiles are computed automatically under the PFT-Mass Assessment in WINGS.) Criteria for this award will be published in the unit’s Cadet Guide.

Health and Wellness Ribbon

7.7.49. Recruiting Ribbon. Is a ribbon awarded for outstanding effort in support of unit recruiting activities. Cadets must have directly contributed to the recruitment of two new members to AFJROTC. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

Recruiting Ribbon

7.7.50. Activities Ribbon. Is a ribbon awarded for participation in Leadership Development Requirement (LDR) activities other than those that qualify for the Color Guard, Drill Team, and Special Teams Competition ribbons. These include, but are not limited to orienteering teams, model rocketry clubs, academic bowl teams, and raider/sports teams. An oak leaf cluster will be added to this ribbon for each year of membership beginning with the second year. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

Activities Ribbon

7.7.51. Attendance Ribbon. Is awarded to cadets who have no more than three school absences during academic term. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.
A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. Cadets may only receive one award annually.

**Attendance Ribbon**

7.7.52. Dress and Appearance Ribbon. Is awarded to cadets who maintain a 90% or higher average on weekly uniform grades. Cadets receiving this award will maintain the highest grooming and dress standards possible. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Dress and Appearance Ribbon**

7.7.53. Longevity Ribbon. Is a ribbon awarded for successful completion of each AFJROTC school year or semester. Cadets may only receive one award annually. Cadets in a 4X4 block schedule taking AFJROTC classes both semesters during a school year may only receive one ribbon and/or cluster for that school year. Criteria for this award will be published in the unit’s Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.

**Longevity Ribbon**

7.7.54. Bataan Death March Memorial Hike Ribbon. Is a ribbon awarded to honor and remember the sacrifices of the victims and survivors of World War II’s Bataan Death March. AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally determined 14-mile course (trails, road courses, tracks, etc.). Units may complete the full hike in a span of one to no more than 3-days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14-mile hike are authorized to wear the ribbon. Additionally, no fees can be charged to participate in the Memorial March. However, units are encouraged to collect donations which will be given to reputable organizations that benefit disabled veterans such as The Air Force Association’s Wounded Airman Program, the Wounded Warrior Project, Special Operations Warrior
Foundation, etc. Criteria for this award will be published in the unit’s Cadet Guide. Ribbon may be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Bataan Death March Ribbon**

![Bataan Death March Ribbon](image)

7.7.55. **Patriotic Flag Ribbon.** Is a ribbon awarded for participation in non-color guard events specifically designed to honor our nation’s flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. In order to receive this award, cadets must have participated in a minimum of 5 flag events. Criteria for this award will be published in the unit’s Cadet Guide. Ribbon may be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

**Patriotic Flag Ribbon**

![Patriotic Flag Ribbon](image)