

SC-951 CADET HANDBOOK

Table of Contents

2	History, Mission, and Goals
3	Syllabus
20	Health and Wellness
21	Classroom Rules
23	Saluting
24	Cadet Conduct
26	Merit and Demerit System
28	Disenrollment Procedures
29	Promotion and Demotion Procedures
33	Drill Team
34	Raider Team
35	Orienteering Team
36	Awareness Presentation Team
37	Recruiting Team
38	Marksmanship Team
39	Color Guard Team
40	Kitty Hawk Honor Society
42	Academic Team
43	Model Rocketry
46	Cyber Patriot
47	StellarXplorers
48	Cadet of the Month and Cadet of the Semester
51	Reserves Program
52	AFJROTC Letter Program
54	VFW Scholarship
55	Cooper Burrell Scholarship
56	Chain of Command and Staff Position Descriptions
72	Staff Meeting Procedures
74	After Action Reports
76	Local Policies Uniform and Grooming
79	First Year Alternate Uniform Option
80	Replacement Costs
81	Uniform Combinations

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).

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 (select AS 3H and AS 4H grouped together)
6. AFJROTC-4 Honors (select AS 3H and AS 4H grouped together)
7. AFJROTC-5 Aviation Honors Ground School (select junior and senior cadets)

2023/2024 Courses

ROTC 1 CP	AS 200	LE 100/Drill	Wellness
ROTC 2CP, 3CP	AS 300	LE 200/Drill	Wellness
ROTC 4CP	AS 300	LE 400/Drill	Wellness
ROTC 3H	AS 400	LE 400/Drill	Wellness
ROTC 4H	AS 400	LE 400/Drill	Wellness
ROTC 5H	AS 500	LE 100/Drill	Wellness

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 into an Early Bird class, which meets for 45 minutes per day from 8:00-8:45 AM. AFJROTC-5 Aviation Honors Ground School is for junior and senior cadets only. Cadets are highly encouraged to take *Science of Flight* prior to enrollment and be pre-approved by an instructor for this course. Every course except Aviation Honors Ground School consists of 40% Aerospace Science (AS), 40% Leadership Education (LE), and 20% Wellness/Fitness. Aviation Honors Ground School consists of 60% Aerospace Science (AS), 20% 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.

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 to avoid possible duplication. Some AFJROTC-3-CP & 4 CP cadets in flight leadership positions will also get a portion of *Management of the Cadet Corps*. This is on a case-by-case basis. The Aerospace Science component for AFJROTC-3 Honors, and AFJROTC-4 Honors is *Management of the Cadet Corps*. The Aerospace Science component for AFJROTC-5 Honors is Aviation Honors Ground School. 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, Fundamentals of Management*. AFJROTC-3 Honors and 4 Honors will also take *LE-400, Fundamentals of Management*. AFJROTC 3 Honors will focus on units 1 and 2 while AFJROTC 4 Honors will focus on units 3 and 4. AFJROTC-5 Honors is arranged in a 60AS/20LE/20 Wellness configuration rather than the typical 40AS/40LE/20 Wellness arrangement. The LE component for ROTC 5H is *LE-100, Traditions, Wellness and Foundations of Citizenship* Chapter 1 coupled with drill and ceremonies.

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.

Aerospace Science 200 – Science of Flight: A Gateway to New Horizons

Instructors: Maj Batson, MSgt Clemens, 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.

The Course Outcomes are:

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:

1. *Science of Flight: A Gateway to New Horizons*
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

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.
4. Cadets will be given weekly Canvas LMS quizzes to ensure competency.

Aerospace Science 300 – Exploring Space: The High Frontier

Instructors: Maj Batson, MSgt Clemens, MSgt Ghent

Course Description: It begins with early astronomy and the basic interest in the universe from the Greeks through the Renaissance and Enlightenment ages. Students will be provided an in-depth view of the solar system, including Earth, the Sun, the Moon, and planets. The text also discusses the history of space travel and more modern space probes and robotics. Students will examine the effects of space on the human body. The text also investigates the history of rockets, launch vehicles, and the coordinated systems required for a successful launch into space. Finally, the text will offer a cybersecurity chapter that outlines the importance of cybersecurity in space and in daily life.

The Course Outcomes are:

1. Explain the history of astronomy throughout time.
2. Analyze the various elements of the solar system.
3. Investigate the components of space exploration and the current strategic plan for space exploration.
4. Analyze past space programs and the effect of space on the human body.
5. Examine the history of space exploration and the future of space travel.
6. Discuss the role of space probes and robotics in space exploration.
7. Evaluate the science and technology required for space travel.
8. Analyze the concept of cyber security and methods for staying safe online.

Materials:

1. *Exploring Space: The High Frontier*
2. SC-951 Cadet Handbook

Course Sections:

1. Space Exploration
2. Space Programs
3. Space Stations and Beyond
4. Space Probes and Robotics
5. Orbiting, Space Travel, and Rockets

Assignments:

1. Cadets will read chapters in the textbook and answer associated questions in class.
2. Cadets will complete and present a project on Exploring Space in the second quarter of the semester.
3. Tests and quizzes will be given periodically to assess mastery of the covered material.

4. Cadets will be given weekly Canvas LMS quizzes to ensure competency.

Aerospace Science 400 – Management of the Cadet Corps

Instructors: Maj Batson, MSgt Clemens, 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.

The Course Outcomes are:

1. Apply theories and techniques learned in previous leadership courses.
2. Analyze how to develop leadership and management competency through participation.
3. Analyze strengthened organizational skills through active incorporation.
4. Evaluate how to develop confidence in ability by exercising decision-making skills.
5. Evaluate Air Force standards, discipline, and conduct.

Materials:

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

Assignments:

1. Cadets will plan, organize, and execute cadet corps functions and activities including Field Days x2, Military Ball x2, award ceremonies, Commander's Calls, fundraisers, community service activities, flag ceremonies, color guard details, promotion testing, CIA field trips, LDR activities, etc. Cadets will document all cadet corps activities in WINGS and other activities as designated by the SASI/ASI. All Wing Staff cadets are assigned a Wing Staff job. Detailed job descriptions for each position can be found in the cadet handbook.
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 one weekly journal entry via Canvas LMS.
5. Cadets will be given weekly Canvas LMS quizzes to ensure competency.

Early Bird Schedule:

- a. Monday: Head staff meeting for WG/CC, WG/CV, WG/IG, WG/CCE, TRG/CC, MSG/CC, WG/DS, WG/ST, and all squadron commanders. All other staff members will work on staff jobs. Work on LE assignments as required.
- b. Tuesday: Wing Staff Meeting bi-weekly. All cadets attend.
- 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 and drill practice.

- d. Thursday: Work on staff jobs. Submit staff journal. Work on LE assignments as required.
- e. Friday: Physical Training.

Aerospace Science 500: Aviation Honors Ground School

Instructors: Maj Batson, MSgt Clemens, MSgt Ghent & Mr. Bob Krall (CFI)

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.

The Course Outcomes are:

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

Materials:

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

Course Sections:

1. Discovering Aviation
2. Airplane System
3. Aerodynamic Principles
4. Flight Environment
5. Communication and Flight Information
6. Meteorology for Pilots
7. Interpreting Weather Data Ground
8. Airplane Performance
9. Navigation
10. Applying Human Factor Principles

Assignments:

1. Cadets will read chapters in the textbook/guides and answer associated questions in class.
2. Cadets will be given weekly Canvas LMS quizzes to ensure competency.

3. Cadets will be given preflight assignments prior to each flight lesson.
4. Cadets will be scheduled for at least two simulator lessons and two flight lessons throughout the semester to reinforce learning. This will be led by a Certified Flight Instructor.
5. Cadets will take practice AQT assessments during class.

Leadership Education 100 – Traditions, Wellness, and Foundations of Citizenship

Instructors: Maj Batson, MSgt Clemens, MSgt Ghent

Course Description: LE 100 is the component of JROTC leadership education. It is intended for students who are entering the AFJROTC program and beginning their high school studies. It will introduce cadets to history, organization, mission, traditions, goals, and objectives of JROTC for all services. It introduces key military customs and courtesies, how to project a positive attitude, and examines the principles of ethical and moral behavior. It provides strategies for effective note taking and study skills for academic success. Lessons will cover how to be emotionally, mentally, and physically healthy. Avoiding and preventing violence today will also be covered. How to recognize types of bullying and how to advocate for prevention of this type of behavior. It will cover healthy living, physical fitness, and how to make safe, drug-free, and responsible decisions. This textbook will also examine the negative effects of air and water pollution, and how to help keep the environment safe. Cadets will be introduced to civics and our national government, including a historical understanding of the American flag and other important national symbols. The final chapter will also cover how the US Constitution protects our rights and freedoms as American citizens.

The Course Outcomes are:

1. Analyze the heritage, organization, and tradition of service programs.
2. Analyze the benefits of positive personal behavior.
3. Evaluate healthy living through physical activity and good nutrition.
4. Apply safe, drug-free decisions.
5. Analyze the importance of citizenship in the United States.

Materials:

1. *Leadership Education 100: Traditions, Wellness, and Foundations of Citizenship*
2. SC-951 Cadet Handbook

Course Sections:

1. Chapter 1: Introduction to JROTC Programs
2. Chapter 2: Personal Behavior
3. Chapter 3: Be Health Smart
4. Chapter 4: Making Safe, Drug-Free Decisions
5. Chapter 5: The Foundations of United States Citizenship

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 weekly Canvas LMS quizzes to ensure competency.

Leadership Education 200 – Communication, Awareness and Leadership

Instructors: Maj Batson, MSgt Clemens, MSgt Ghent

Course Description: Leadership Education 200: Communication, Awareness, and Leadership, Second Edition, is a customized course designed to improve communication, enhance awareness of self and others, and provide fundamentals of leadership and followership. The course focuses on the AFJROTC mission to “develop citizens of character dedicated to serving their nation and community.” Woven throughout is the underlying theme of developing personal integrity. The course also emphasizes leadership and values such as service and excellence. This update incorporates 21st-century teaching, learning, and skills of critical thinking, communication, collaboration, and creativity.

The Course Outcomes are:

1. Analyze the key factors in communication and critical thinking.
2. Apply the elements of effective writing and public speaking.
3. Analyze the importance of attitude in daily life.
4. Evaluate the ways in which personality and behavior affect relationships with others.
5. Analyze the foundation for an effective team.
6. Apply effective problem-solving and consensus-building methods.
7. Analyze the Air Force leadership model.
8. Evaluate effective leadership and followership.

Materials:

1. *Leadership Education 200: Communication, Awareness and Leadership*
2. SC-951 Cadet Handbook

Course Sections:

1. Learning and Communication
2. Communication Effectively
3. Understanding Your Attitude
4. Understanding Your Actions
5. Developing Vision and Teams
6. Solving Conflicts and Problems

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 weekly Canvas LMS quizzes to ensure competency.

Leadership Education 400 – Fundamentals of Management

Instructors: Maj Batson, MSgt Clemens, 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.

The Course Outcomes are:

1. Analyze management and its application to JROTC.
2. Analyze the elements of project management.
3. Evaluate the importance of formal planning within an organization.
4. Analyze decision making within an organization.
5. Evaluate time management and change management within an organization.
6. Analyze concerns managers must consider in managing individuals and groups.
7. Analyze the factors that make work teams productive.
8. Evaluate the interpersonal skills of delegating, negotiating, and mentoring.

Materials:

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

AFJROTC-3 Honors Course Sections:

Chapter 1: An Introduction to Management

Chapter 2: Project Management

Chapter 3: Planning: Laying the Foundation

Chapter 4: Decision Making: Choosing Wisely

AFJROTC-4 Honors Course Sections:

Chapter 5: Organizing, Managing Time and Change

Chapter 6: Leading, Managing Individual and Group Behavior

Chapter 7: Understanding Work Teams

Chapter 8: Interpersonal Skills

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.
5. Cadets will be given weekly Canvas LMS quizzes to ensure competency.

Leadership Education Drill and Ceremonies

Instructors: Maj Batson, MSgt Clemens, MSgt Ghent

Course Description: The Drill and Ceremonies manual is used to teach the Drill Curriculum (Cumulative) course by providing an in-depth introduction to drill and ceremonies. The course concentrates on the elements of military drill, and describes individual and group precision movements, procedures for saluting, drill, ceremonies, reviews, parades, and development of the command voice. Cadets are provided detailed instruction on ceremonial performances and protocol for civilian and military events and have the opportunity to personally learn drill. Though each class will follow an established lesson plan, most of the work is to be hands-on. Instructors are provided AFM 36-2203 to teach the Drill and Ceremonies course and may download the latest version of AFM 36-2203 from Air Force e-pubs website (<https://www.e-publishing.af.mil/>). In addition, instructors may order the Army Field Manual 3-21.5 and the Interservice Cross-Index Drill Manual to supplement the teaching of Drill and Ceremonies.

The Course Objectives are:

After successfully completing AFM 36-2203: Personnel Drill and Ceremonies, the student will:

1. Know the importance of drill and ceremonies.
2. Know basic commands and characteristics of the command voice.
3. Apply and execute the concepts and principles of basic drill positions and movements.
4. Know when and how to salute.
5. Apply the principles and procedures of drill movements used with smaller units to the movement of a squadron.
6. Know the function of the group and the wing.
7. Know how groups and wings are formed.
8. Know the purpose and definition of ceremonies and parades.

Assignments:

1. All cadets are expected to participate in drill practice during class.
2. First year cadets will be formally evaluated on all in-place facing movements. Additionally, they will be evaluated on the following marching movements: forward march, halt, mark time, half steps, flanking movements, to the rear, change step, right/left steps, and column movements.
3. Second year cadets will be formally evaluated on their ability to command the 30-sequence drill routine.
4. Third year cadets will be formally evaluated on an armed drill routine.
5. Fourth year cadets will be formally evaluated on a color guard routine.

Wellness Program

Instructors: Maj Batson, MSgt Clemens, MSgt Ghent

Course Description: Wellness is an official and integral part of the Air Force Junior ROTC program. Wellness curriculum is instrumental in developing citizens of character dedicated to serving our nation and communities. The program is provided as a tool to help develop individualized fitness programs for your cadets. Cadets will be given the opportunity to put into practice the wellness concepts that are taught in Leadership Education 100. Instructors are encouraged to include team sports in order to keep the Wellness Program fun and motivating. Team sports also provide cadets the opportunity to develop leadership skills and build esprit de corps.

The course outcome: Motivate AFJROTC cadets to adopt active, healthy lifestyles beyond program requirements and into their adult lives.

The goals of the Wellness Program are to:

1. Create an individualized fitness program based on national standards by age and gender.
2. Identify areas of improvements for each cadet and provide guidance for improvement.
3. Incorporate a physical fitness and wellness education program to reach fitness goals.

Assignments:

1. Cadets are expected to dress out fully each week in the issued PT uniform and athletic shoes.
2. Cadets are expected to fully participate in wellness/fitness activities.
3. Cadets who are absent on PT Day are expected to complete workout at home and submit PT log prior to the next PT session.
4. Cadets must complete pre and post fitness assessments.
5. Cadets must complete the fitness questionnaire prior to participating in the Wellness Program.

Grading System

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

1. Uniform and grooming inspections
2. Tests
3. Projects
4. Drill routines and/or color guard routines (if applicable)

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

1. Physical training
2. Drill participation
3. Textbook/Canvas assignments
4. Quizzes
5. Bearing and behavior (attendance, merits/demerits, adherence to AFJROTC rules, etc.)
6. Staff journals (if applicable)

Uniform Wear Day (UWD) Grading Rules and Procedures

Cadets are expected to meet the uniform and grooming standards prescribed in 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:

1. 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.
2. 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).
3. Cadets absent from school on a UWD must wear the uniform on the first day they return to school to avoid penalty. Cadets absent from school for an extended time 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. The project is double-weighted. The SASI will announce the topic and 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. 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. 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 pre-approved by the SASI/ASI, and the presentation should follow the provided rubric. This project is double-weighted. The SASI will announce the due date for this project. Late projects will not be accepted.

Health and Wellness Program

General

Wellness and fitness are part of every cadet's training. Physical training is generally held on Friday, 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 PT shirt, shorts, sweatshirt, and sweatpants at the beginning of the semester. Cadets may wear solid black leggings under shorts. 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 the cadet grows out of the clothing. Wear of the sweats is optional, but cadets should be prepared to conduct PT outdoors during moderately cold temperatures. 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, boots, slides, and Crocs. 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 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

Classroom Rules and Procedures

General

By enrolling in AFJROTC, you are agreeing to follow all 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 ready to fall-in formation when the tardy bell rings and the Flight Commander/Sergeant calls "Fall-In".
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 desk 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 if the area remains clean.
10. Cadets will have all cellphones other electronic devices (except for the MacBook or iPad 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 (back of classroom at NGC), 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 will command, "Fall in!"
2. Cadets will fall into line formation and face the Flight Commander while attaining normal dress and cover at the position of attention. The flight will then be given the command "parade rest."
3. The Flight Commander 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. As roll is taken, the Flight Commander will annotate attendance with a check mark for "Present" and the letter "A" for absent. Never leave blank spaces.
5. The Flight Commander will 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 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.

At 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 trash can. 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.

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 lots 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 into 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.

Cadet Conduct

General

Cadets will always conduct themselves in a positive manner 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 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.

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.

Harassment and Bullying

Harassment or bullying of any cadet by anyone of any rank is strictly forbidden. Bullying is a repeated aggressive behavior where one person (or group of people) in a position of power deliberately intimidates, abuses, or coerces an individual with the intention to hurt that person physically or emotionally. Acts of bullying can be physical or verbal. Harassment and bullying are strictly forbidden and will result in demotion or disenrollment from the AFJROTC program.

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.

Merit and Demerit System

Purpose

The merit and demerit system are 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 quarterly 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:

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

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:

Uniform wear or grooming infraction (excluding inspection)	1
Failure to perform assigned duties	3
Insubordination	5
Sleeping during class or disrupting class	5
Disrespect toward the flag or other patriotic symbol	5
Failure to report for a performance	5
Inappropriate behavior (per infraction)	1
Poor attitude or bearing	5

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.

Disenrollment Procedures

General

The Air Force Junior Reserve Officer Training Corps (AFJROTC) is a program that promotes leadership, citizenship, and character development among high school students. As a member of the AFJROTC, you are expected to uphold the highest standards of conduct and behavior. However, if you fail to meet these standards, you may be subject to disenrollment from the program.

The following are the grounds for disenrollment from the AFJROTC:

Failure to Meet Uniform and Grooming Standards: If you fail to meet the uniform and grooming standards set by the AFJROTC program, you may be subject to disenrollment.

1. All students are provided a AFJROTC contract on the first day of class which spells out all expectations. It requires a student and parent signature. Uniforms will not be issued until this paperwork is returned. Cadets receive briefings the first 3 days of school that explicitly cover uniform and grooming expectations.
2. First violation will result in verbal counseling from the AFJROTC instructor. The instructor will document the counseling in Alternative Behavior Educator (ABE) and call or email the parent listed in Power School. The student will be given 3 days to correct the issue.
3. Second consecutive violation will result in verbal counseling from the AFJROTC instructor. The instructor will initiate an admin referral in ABE and call or email the parent listed in Power School. The student will be given 3 days to correct the issue.
4. Third consecutive occurrence will result in the student being disenrolled from AFJROTC. The AFJROTC instructor will coordinate with both the student's assigned administrator and counselor.

Conduct: If you engage in conduct that is deemed to be detrimental to the AFJROTC program or the school, you may be subject to disenrollment. This includes but is not limited to, cheating, stealing, bullying, harassment, drug or alcohol use, and any other behavior that violates the school's code of conduct. Due to the wide variety of possible issues, failure to adhere to acceptable disciplinary standards will be dealt with on a case-by-case basis. In the event a school rule is broken, the issue will always be entered into ABE as a referral. Discipline actions will be handled by administration.

In the event the disciplinary issue is severe enough to warrant disenrollment consideration, a Disenrollment Meeting will take place between the AFJROTC Instructor, administrator, counselor, cadet, and parent within 5 days of the incident. The team will work together to decide if the student may continue in AFJROTC. In accordance with the Clover School District MOA and AFJROTCI 36-2110, the AFJROTC Senior Aerospace Science Instructor is the final authority on cadet removal.

In the event the cadet is permitted to continue in program, the AFJROTC Instructor could take additional admin actions such as:

- Loss of cadet rank or position (either permanent or temporary)
- Not permitted to attend extracurricular activities such as Military Ball, field days or field trips
- Removal from Special Teams such as Raiders, Drill, Marksmanship

In conclusion, the AFJROTC program is a privilege, and as a member, you are expected to uphold the highest standards of conduct and behavior. Failure to do so may result in disenrollment from the program.

Promotion and Demotion System

General

As a 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:

First-year cadets	C/Amn
Second-year cadets	C/A1C
Third-year cadets	C/SrA
Fourth-year cadets	C/SSgt

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 a Cadet Leadership Course 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.

SrA and below promotion testing is administered by the respective Flight Commander or Flight Sergeant. SSgt and above promotions are offered at least once per month before school, during FLEX or after school by Wing Staff cadets. A study guide for SSgt is posted on the AFJROTC website. Those failing a section of a promotion test must wait at least one week before retesting.

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/Amn time-in-grade of at least two weeks.
2. Correctly execute all 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.

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 more than one 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 completed the Cadet Leadership Course.
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 the cadet handbook.
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.
6. Receive Honor Code violations.

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.
5. You must be an Active or Reserve cadet in good standing to participate in this LDR.

Procedures

1. Practices are normally held three times 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.

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

1. Follow all instructions given by the ASI and Raider Team Commander.
2. 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.
3. No horseplay during practices is permitted.
4. 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.
5. You must be an Active or Reserve cadet in good standing to participate in this LDR.

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 Raider Team Commander will publicize all weekly practice dates at least one week in advance.
2. Each team will have 9 members.
3. The ASI and Raider Team Commander have the final authority as to who is on which team.
4. In coordination with the ASI, the Raider Team Commander may cut members from the team as needed.
5. Members who attend 90% of practices and participate in at least two competitions will receive the Raider Team Ribbon.
6. 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.

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 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. Training sessions will be announced via Operations Order and daily announcements.

Procedures

1. In coordination with the SASI/ASI, the Orienteering Team Commander/NCO will announce Orienteering Team competitions 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.
4. You must be an Active or Reserve cadet in good standing to participate in this LDR.

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. Cadets should wear appropriate clothing for competitions. This includes proper shoes (athletic or boots), jackets/coats/gloves (when cold) and long pants if terrain dictates.

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, alcohol, drug abuse, bullying, negative effects of social media, etc.
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.
5. You must be an Active or Reserve cadet in good standing to participate in this LDR.

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.
3. You must be an Active or Reserve cadet in good standing to participate in this LDR.

Recruiting Team 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 consist 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.
4. The Recruiting Team will meet at a minimum of twice monthly to practice Recruiting Presentations.
5. The Recruiting Team will develop a recruiting video prior to winter break.
6. The Recruiting Team will develop a letter/mailer to be sent to prospective students.

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.
9. You must be an Active or Reserve cadet in good standing to participate in this LDR.

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.

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 and periodically throughout the 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.
7. You must be an Active or Reserve cadet in good standing to participate in this LDR.

Kitty Hawk Honor Society

General

The Kitty Hawk Honor Society (KHHS) program is the official National Honor Society of AFJROTC and SFJROTC and has three primary objectives:

1. Uphold high academic standards
2. Promote school and/or community service
3. Develop leadership skills. KHHS also recognizes academic excellence and furthers members' educational knowledge. Units are encouraged to recruit their best and brightest cadets to lead the Honor Society program. Instructors have the flexibility to adjust the program organizational structure, eligibility requirements, membership process and program operations based on the needs of their unit. If adjustments are made, instructors should continue to adhere to the three primary program objectives. Once inducted, members of the KHHS may wear the KHHS Badge on the uniform shoulder cord. The KHHS 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 KHHS 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 the previously listed requirements are invited to participate in a pledge program to demonstrate their commitment to excellence. Cadets who are selected for the KHHS and successfully complete the pledge program will be inducted at an appropriate ceremony where they will receive the KHHS Badge and KHHS shoulder cord.
6. You must be an Active or Reserve cadet in good standing to participate in this LDR.

Maintaining Membership

1. Members are required to complete six community service hours with KHHS per year.
2. Members are required to attend all KHHS 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 KHHS, not being permitted to wear the 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 KHHS.

Procedures

1. The members of the KHHS will elect the KHHS 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 KHHS will meet at least once per month. A copy of the minutes will be filed into the KHHS 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 KHHS will conduct at least two community service projects 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 KHHS will be turned in to the ASI for deposit in appropriate AFJROTC

accounts. This money can be used for KHHS operating funds or act as donations to designated charitable groups.

5. To receive a graduation cord for the program, members must earn twenty-four hours of community service from KHHS events.

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. JLAB is a nationally recognized academic competition created exclusively for JROTC students. By participating, cadets learn the values of citizenship, leadership, academic competition, and college opportunity.

Requirements

1. The SASI will select four primary members and two alternate members. In some cases, we may field two teams.
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 (except for 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.
5. You must be an Active or Reserve cadet in good standing to participate in this LDR.

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

Cadets who attend all practice sessions and participate in the JLAB on-line competition will be awarded the JLAB Ribbon.

Model Rocketry

General

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 Internationale (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

1. NASA's Beginner's Guide to Rockets: <http://exploration.grc.nasa.gov/education/rocket/bgmr.html>

2. National Association of Rocketry's "Successful Rocketry for Scouting, 4-H, and Other Youth Groups" <http://www.nar.org/pdf/youthprogs.pdf>

3. NASA's Adventures in Rocket Science Educator Guide

http://www.nasa.gov/audience/foreducators/topnav/materials/listbytype/Adventures_in_Rocket_Science.html

- National Association of Rocketry Certified Motors: <http://www.nar.org/SandT/NARenglist.shtml>
- National Association of Rocketry United States Model Rocketry Sporting Code:

<http://www.nar.org/pdf/pinkbook.pdf>

6. 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>

7. Forty Years of Model Rocketry A Safety Report Prepared for the National Association of Rocketry by G. Harry Stine: <http://www.nar.org/pdf/40years.pdf>

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.

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

Cyber Patriot

General

Cyber Patriot is the premier national high school cyber defense competition that is designed to give hands-on exposure to the foundations of cybersecurity. It was created by the Air Force Association to excite high school students about science, technology, engineering, and mathematics (STEM) education. Cyber Patriot is not a hacking competition. It teaches only defensive means of fixing vulnerabilities and hardening systems. This is a year-long commitment. Competitions are typically held on the weekend.

Rules and Requirements

1. Attend all scheduled practices and meetings. Inform Cyber Patriot Commander of all required absences.
2. Follow all instructions given by the Cyber Patriot Commander and instructors.
3. No horseplay during practices is permitted. Be actively engaged in meeting topics.
4. 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.
5. Cadets who attend all practices/meetings and compete in at least one competition will receive the Cyber Patriot ribbon.
6. You must be an Active or Reserve cadet in good standing to participate in this LDR.

StellarXplorers

General

The StellarXplorers National Space Design Competition provides specific training in the use of system simulation software, Systems Tool Kit (STK), as well as an online textbook as a curriculum supplement and study resource for online “team” quizzes given during the competition. The actual competition is accomplished from the team’s home location. Teams are given a scenario describing the system’s mission and constraints and they provide a solution to a typical space design problem, such as orbit determination, satellite component selection, and launch vehicle planning.

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Practice Rounds begin in October, and Qualification Rounds begin in November. Performances of teams during the Qualifying Rounds determine which teams advance to the Semi-Finals in February. The top 10 teams from the Semi-Finals receive an all-expense-paid trip to the National Finals.

Rules and Requirements

1. Attend all scheduled practices and meetings. Inform StellarXplorer Commander of all required absences.
2. Follow all instructions given by the StellarXplorer Commander and instructors.
3. No horseplay during practices is permitted. Be actively engaged in meeting topics.
4. 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.
5. Cadets who attend all practices/meetings and compete in the StellarXplorer Competition will receive the StellarXplorer Ribbon.
6. You must be an Active or Reserve cadet in good standing to participate in this LDR.

Cadet of the Month/Semester
Commander's Excellence Award

Purpose

The Cadet of the Month 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.
6. Be an AS-I, AS-II, AS-III or AS-IV cadet.
7. Be nominated by the Flight Commander.

Nomination Deadlines and Board Convene Dates

Sept COM nominations are due on 22 Sept	COM Board will convene on 4 Oct
Oct COM nominations are due on 27 Oct	COM Board will convene on 8 Nov
Nov COM nominations are due on 27 Nov	COM Board will convene on 6 Dec
Feb COM nominations are due on 26 Feb	COM Board will convene on 6 Mar
Mar COM nominations are due on 29 Mar	COM Board will convene on 10 Apr
Apr COM nominations are due on 3 May	COM Board will convene on 15 May

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>.
- Cadets will be asked opinionated questions related to the following topics: core values, leadership, role models, community service, customs and courtesies, and citizenship. See questions bank below.
- 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.
- 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.
- *The Senior Aerospace Science Instructor and/or Aerospace Science Instructors must review all nomination forms prior to the board convening.*

COM Award

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

COS Procedures

1. All COM winners for the semester are automatically nominated for COS. However, for the nominees to 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 Superior Performance Ribbon, and ten letter points.

Cadet of the Month Interview Question Bank

1. What do you think is the most important Core Value and why?
2. How do you display the core value of _____?
3. Why do you think it is important for JROTC cadets to do community service?
4. Who is a role model in your life and why?
5. What qualities do you possess that make you a good leader?
6. If you were Wing Commander for a day, what would you change?
7. What are your plans for after high school and how do you plan to accomplish them?
8. What ways have you helped the community?
9. What are your future plans to help the community thrive?
10. If you stumbled upon several cadets not following AFJROTC core values, what would you do?
11. If you could add one core value, what would you add and why?
12. What is the most important trait a great leader should possess and why?
13. What personal accomplishment are you most proud of and why?
14. What advice would you give your younger self?
15. What did you do to prepare for meeting the board?
16. What is one goal you have for yourself?
17. Where do you see yourself in 20 years?
18. Tell me about the most important life skill you have learned.

19. What is one quality that makes you better than your competition?
20. If you could change one thing about yourself, what would it be?
21. Describe yourself in (1-3) words
22. What are the characteristics of a good leader?
23. What is the number one quality a leader must possess in order to succeed?
24. Is winning the COM important to you? Why?
25. How do you motivate a unit to reach one common goal?
26. How do you see enrollment in JROTC bettering your future?
27. Why should students consider joining JROTC
28. How do you lead?
29. What is one thing you've done that showed integrity?
30. Why do you think you were picked for COM board?

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 Achievement Ribbon. Nominations are due the last uniform wear day of the month.

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). 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, Kitty Hawk Honor Society (KHAS), Cyber Patriot, StellarXplorers, or Rocketry. **All cadets participating in an LDR MUST ENROLL in the Reserve Program if not actively enrolled in a class.**

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.
3. Complete and sign the Reserve Program Agreement/Contract.
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 the obligations previously listed will be awarded five merits per week. If they receive a score of 85% or higher on all 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.

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:

Grade of at least 85% in all classes (all quarters)	5 each
Participation in Drill Team competition	5 each
Participation in Color Guard Team performance	5 each
Participation in Orienteering Team meet	5 each
Participation in Marksmanship Team competition	5 each
Participation in Cyber Team competition	5 each
Participation in Stellar competition	5 each
Participation in Raider competition	5 each
National AFJROTC award winner	25 once
Cadet Officer Leadership School attendee	40
Cadet of the Month	5
Cadet of the Semester	10
Voice of Democracy Essay (top 3 in cadet corps)	15
Participation in AFJROTC community service project	5 each
Attend the Air Force Flight Academy	40
Participate in National Level Competition	15
OPR for major JROTC event (ball, field day, etc.)	10

Letter Point Log

Name: _____

Date	Activity	Points		Date	Activity	Points

Chain of Command signatures:

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.

Cooper Burrell AFJROTC Scholarship**Description**

This scholarship consists of a certificate and a \$500 cash award to be applied toward the recipient's post-secondary book fees. The Wing Commander 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 cadet.
2. Demonstrate exceptional leadership.
3. Demonstrate qualities of patriotism, military discipline, and good moral character.
4. Have no record of ISS or OSS.
5. Essay Prompt: "Cadet Cooper Burrell took time to serve and lift others in spite of the challenges he was facing. In the world today, many people become distracted and overly focused on their own lives that they miss opportunities to serve others. How have you taken time to serve and better the lives of others in your community, despite what may be going on in your personal life? How did those experiences impact your life and future endeavors?"
6. Essays will be graded based primarily on how well they respond to the prompt, but grammar, sentence structure, and other standard grading criteria will still be considered.

Chain of Command and Staff Positions

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 staff job, he/she reverts back to his/her original rank. The Information Management Officer/NCO will cut all applicable promotion 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
3. Acts as the Chairman of the Wing Staff. Holds bi-weekly Wing Staff Meeting.
4. Responsible for the command, control, appearance, discipline, efficiency, training, and conduct of the 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 with Wing Staff once per month.
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.

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 the Annual Military Signing Day Ceremony.
8. Facilitates the Cadet of the Month/Semester Board process.
9. 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 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.
4. Acts as the leader for all self-inspections and external assessments. Leads monthly wing self-inspection.
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. Submits monthly Commander's Excellence Award nominees to SASI/ASI for consideration.
7. Conducts quarterly handbook review. Passes edits/suggestions to SASI/ASI for consideration.
8. Performs any other duties assigned by the Wing Commander or SASI/ASI.

Staff Position: Command Chief (WG/CCM)

Rank Range: C/CMSgt

Duties:

1. Reports directly to the Wing Commander.
2. Manages Wing Enlisted Promotion Program.
3. Ensures promotion test binder and test copies are up to date and current with AFJROTC instructions.
4. Advertises and conducts SSgt-CMSgt enlisted promotion testing at least once per month.
5. Completes SC-951 Form 9 for cadets that pass the promotion test.
6. Assists Inspector General with monthly self-inspections. Maintains inspection reports and passes discrepancies to wing staff and instructors.

Staff Position: Executive Officer (WG/CCE)

Rank Range: C/Capt to C/Lt Col

Duties:

1. Reports 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 wing staff meeting PowerPoint presentations and coordinates staff briefings.
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 2 days after meeting.
8. 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 directly to the Wing Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
 - a. Finance Officer/NCO
 - b. Historian Officer/NCO

- c. Special Projects Officer/NCO
- d. Public Affairs Officer/NCO
- e. Community Outreach Director
- f. Gameday Support Director
- 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.
- 7. Performs any other duties assigned by the Wing Commander or SASI/ASI.

Staff Position: Finance Officer/NCO (WG/FM)

Rank Range: C/MSgt to C/Capt

Duties:

- 1. Reports 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: 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 s(PO) for each major task assigned to the cadet corps (i.e., Military Ball, Field Day, Bataan Death March, Veteran's Day, 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 and brief project status at monthly wing staff meetings.
- 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: Community Outreach Director (WG/CO)

Rank Range: C/MSgt to C/Capt

Duties:

- 1. Reports directly to the Director of Staff.
- 2. Manages Eagle Closet Donation Box on CHS campus.
- 3. Coordinates with Eagle Closet Representative on donation box distribution schedule.
- 4. Empties donation box, throws away trash and delivers to Eagle Closet storage room at least once per week or as necessary.
- 5. Advertises Donation Box with CSD agencies.
- 6. Manages 3 AFJROTC Community Blessing Boxes.
- 7. Ensures blessing boxes are fully stocked on at least a weekly basis.

8. Coordinate with Canned Food Drive OPR to replenish on-hand supplies.
9. Conducts inventory of stock on hand to ensure supplies are not expired.
10. Advertises blessing boxes with CSD and community agencies.

Staff Position: Game Day Support Director (WG/GD)

Rank Range: C/MSgt to C/Capt

Duties:

1. Reports directly to the Director of Staff.
2. Creates electronic signups for football parking detail, Optimist Club concessions stand and Alumni Association 50/50 raffle tickets sales as needed.
3. Sends uniform requirements and meeting location reminders to selected cadets.
4. In coordination with the instructors, organizes volunteers into assignment groups (home parking, visitor parking, reserved parking and concession stand).
5. During football events, trains/oversees volunteer pool. Ensures volunteers are wearing reflective vests.
6. Provides visitor parking head volunteer, change to be used for parking fees.
7. Collects visitor side money bag at end of event. Counts collected fees. Passes to instructor for accountability.
8. Collects reflective vests after details.
9. Coordinates with Information Management, Wings Events POC to ensure service credit awarded as required.
10. *This will be a first semester job only.*

Staff Position: Public Affairs Director (WG/PA)

Rank Range: C/Capt to Major

Duties:

1. Oversees Public Affairs Section. Supervises Public Affairs Team.
2. Oversees social media presence for cadet wing.
4. Oversees bi-monthly newsletter.
5. Oversees Remind Text Program.
6. Maintains Wing Staff photo board (both buildings). Updates pictures as needed.
7. Maintains classroom bulletin boards.
8. Maintains Cadet of the Month and Cadet of the Semester photo board.
9. Supports wing functions and LDR functionals.

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

Rank Range: C/MSgt to C/Capt

Duties:

1. Reports directly to the Public Affairs Director.
2. Co-administrator for the official SC-951 Facebook, Twitter, Instagram social media outlets. Posts AFJROTC information daily.
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 Public Affairs Director or SASI/ASI.

Staff Position: Public Affairs Officer/NCO Newsletter Production (WG/PA)

Rank Range: C/MSgt to C/Capt

Duties:

1. Reports directly to the Public Affairs Director.
2. Creates bi-weekly AFJROTC newsletter utilizing Smore newsletter software.
3. Coordinates with event OPRs and LDR activities on newsletter submissions.
4. Performs any other duties assigned by the Public Affairs Director or SASI/ASI.

Staff Position: Public Affairs Specialist/NCO Newsletter Production (WG/PA)**Rank Range: C/MSgt to C/Capt****Duties:**

1. Reports directly to the Public Affairs Director.
2. Creates infographics, explainer videos, LDR information videos, social media content in support of wing activities and LDR functionals.
3. Performs any other duties assigned by the Public Affairs Director or SASI/ASI.

Staff Position: Special Teams Commander (WG/ST)**Rank Range: C/Maj to C/Lt Col****Duties:**

1. Reports directly to the Wing Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
 - a. Drill Team Commander
 - b. Orienteering Team Commander
 - c. Awareness Presentation Team Commander
 - d. Recruiting Team Commander
 - e. Marksmanship Team Commander
 - f. Color Guard Team Commander
 - g. Kitty Hawk Air Society Commander
 - h. Raider Team Commander
 - i. Stellar Explorer Commander
 - j. Cyber Team Commander
 - k. Academic Team Commander
 - l. Green 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 monthly for professionalism and completeness.
6. Reviews Recruiting Team presentations monthly 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.

Staff Position: Drill Team Commander (WG/DT)**Rank Range: C/2Lt to C/Maj****Duties:**

1. Reports 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 the Drill Team Coach, creates equipment inventory spreadsheets 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. Assists Color Guard Team Commander, leads drill and color guard training for Early Bird cadets.
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 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 a pool of qualified APT briefers and makes recommendations to the SASI/ASI on breifer proficiency. Practice 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.
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 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. Creates recruiting letter/mailler to be used for rising 9th grade students.
9. Coordinates with the middle school principals to arrange recruiting visits.
10. Coordinates with the Drill Team Commander and ASI for recruiting demonstrations.
11. 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.
12. Drafts any public affairs articles pertaining to completed Recruiting Team events and forwards them to the Public Affairs Officer/NCO.
13. Maintain a pool of recruiting briefers. Practice briefings as required but at least once monthly.
14. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Recruiting Team Officer/NCO (WG/RTO)**Rank Range: C/MSgt to C/Maj****Duties:**

1. Reports directly to the Recruiting Team Commander.
2. Assists with all Recruiting Team activities.
3. Creates and posts recruiting posters in CHS and the middle schools by the start of the second semester.
4. Creates and maintains a recruiting video to show at the middle schools during recruiting visits.
5. Coordinates with the middle school principals to arrange recruiting visits.
6. Coordinates with the Drill Team Commander and ASI for recruiting demonstrations.
7. Develops and maintains a roster of returning cadets and rising 8th graders who are interested in taking AFJROTC. Compiles metrics and highlights any noted trends.
8. Drafts any public affairs articles pertaining to completed Recruiting Team events and forwards them to the Public Affairs Officer/NCO.
9. Coordinates practice briefings as required but at least once monthly.
10. Coordinates with Information Management on any applicable awards.
11. 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 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 spreadsheets as needed.
6. Inventories Marksmanship Team equipment weekly and passes inventory to Marksmanship Coach once per month.
7. Inspects Marksmanship lockers on a weekly basis to ensure locks/cabinet are in good working order.
8. Drafts any public affairs articles pertaining to completed Marksmanship Team events and forwards them to the Public Affairs Officer/NCO.
9. Ensures Marksmanship Team reserve cadets are wearing uniform and complying with reserve cadet contract guidelines.
10. Reports directly to the Special Teams Commander.
11. Ensures cleanliness and safety of CHS marksmanship range. Reports discrepancies to the Marksmanship Coach.
12. Ensures marksmanship rifle locker is secure after each practice and spot checked at least once per day.
13. Maintains database of marksmanship badges and cords issued for logistics.
14. Maintains database of marksmanship rifles used by team members.
15. Maintains binder with all permission and safety training documentation.
16. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Raider Team Commander/NCO (WG/RA)**Rank Range: C/MSgt to C/Maj****Duties:**

1. Reports 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 spreadsheets 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.
9. Ensures cleanliness and organization of Raider Team equipment. Reports discrepancies to Raider Coach.
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 directly to the Special Teams Commander.
2. Supervises all Color Guard Team activities.
3. Creates an event schedule with assigned members and provides a 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 contracts.
13. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Kitty Hawk Honor Society Commander (WG/KH)

Rank Range: C/2Lt to C/Maj

Duties:

1. Reports directly to the Special Teams Commander.
2. Supervises all KHHS activities.
3. Manages the KHHS Pledge Program.
4. Maintains a record of all KHHS performances and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
5. Acts as the Chairman for monthly KHHS meetings.
6. Advertises KHHS and recruits interested cadets.
7. Organizes and leads at least one community service project per quarter/two per semester.
8. Maintains contact list of KHHS members that are willing to assist other cadets as tutors.
9. Advertises KHHS tutoring to the wing.
10. Organizes the bi-annual KHHS induction ceremony.
11. Drafts any public affairs articles pertaining to completed KHHS events and forwards them to the Public Affairs Officer/NCO.
12. Ensures KHHS reserve cadets are wearing uniform and complying with reserve cadet contract guidelines.
13. Maintains database of KHHS badges and cords issued for logistics.
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: StellarXplorer Commander/NCO (WG/SE)

Rank Range: C/MSgt to C/Maj

Duties:

1. Reports directly to the Special Teams Commander.
2. Supervises all StellarXplorer activities.
3. Creates an event schedule with assigned members and provides a copy to SASI/ASI on a weekly basis.
4. In coordination with the ASI, advertises/holds StellarXplorer interest meetings at the start of each semester.
5. Maintains a record of all team events and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
6. Coordinates with the ASI for all events and practices.
7. Drafts any public affairs articles pertaining to StellarXplorer events and forwards them to the Public Affairs Officer/NCO.
8. Coordinates with Information Management on any applicable awards.
9. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Cyber Patriots Commander/NCO (WG/CP)

Rank Range: C/MSgt to C/Maj

Duties:

1. Reports directly to the Special Teams Commander.
2. Supervises all Cyber Patriots activities.
3. Creates an event schedule with assigned members and provides a copy to SASI/ASI on a weekly basis.
4. In coordination with the ASI, advertises/holds Cyber Patriot interest meetings at the start of each semester.
5. Maintains a record of all team events and submits information to the Information Management Officer/NCO as needed. Include awards and decorations.
6. Coordinates with the ASI for all events and practices.

7. Drafts any public affairs articles pertaining to Cyber Patriots events and forwards them to the Public Affairs Officer/NCO.
8. Coordinates with Information Management on any applicable awards.
9. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Academic Team Commander/NCO (WG/AT)

Rank Range: C/MSgt to C/Maj

Duties:

1. Reports directly to the Special Teams Commander.
2. Supervises all Academic Team activities.
3. Coordinates with the SASI for all events and practices. Creates an event schedule with assigned members and provides a copy to SASI/ASI monthly.
4. In coordination with the SASI, advertises/holds Academic Team interest meeting during the first quarter of the year.
5. Creates practice material for academic team meetings.
6. Holds weekly practice sessions prior to Level 1 and Level 2 competitions.
7. Drafts any public affairs articles pertaining to the Academic Team events and forwards them to the Public Affairs Officer/NCO.
8. Coordinates with Information Management on any applicable awards.
9. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Orienteering Team Commander/NCO (WG/OT)

Rank Range: C/MSgt to C/Maj

Duties:

1. Reports directly to the Special Teams Commander.
2. Supervises all Orienteering Team activities.
3. Coordinates with the SASI for all events and practices. Creates an event schedule with assigned members and provides a copy to SASI/ASI monthly.
4. Advertises orienteering competitions to wing members. Creates signups as necessary. Compiles bus rider lists.
5. Creates training materials for orienteering training sessions.
6. Hold practice sessions prior to orienteering competitions.
7. Inventories orienteering supplies monthly. Ensures in good working order. Coordinates with SASI on new equipment as needed.
7. Drafts any public affairs articles pertaining to the Orienteering Team events and forwards them to the Public Affairs Officer.
8. Coordinates with Information Management on any applicable awards.
9. Performs any other duties assigned by the Special Teams Commander or SASI/ASI.

Staff Position: Green Team Commander (WG/GT)

Rank Range: C/MSgt to C/Maj

Duties:

1. Reports directly to the Special Teams Commander.
2. Organizes/oversees monthly highway cleanup program.
3. Organizes/oversees campus beautification program as required.
4. Creates electronic signups for events.
5. Coordinates with Information Management Events on community service credit.
6. 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 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.
5. Supervises Mission Support Group self-inspections and passes any discrepancies to the Inspector General.
6. Plans and executes daily Mission Support Group operations.
7. Reviews each weekly PT plan.
8. Spot checks Information Management updates in WINGS database.
9. Conducts weekly walk through of logistics areas. Reviews logistics inventories for accuracy.
10. Reviews the Operations Order each week. Operations Order is due to SASI COB Thursday each week.
11. Performs any other duties assigned by the Wing Commander or SASI/ASI.

Staff Position: Mission Support Group Deputy Commander (MSG/CD)

Rank Range: C/Capt to C/Maj

Duties:

1. Reports directly to the Mission Support Group Commander.
2. Assumes command of the Mission Support Group in the absence of 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 directly to the Mission Support Group Commander.
2. Supervises and prepares monthly evaluations for the following staff members:
 - a. Information Management Events Officer/NCO
 - b. Information Management Special Orders Officer/NCO
 - c. Athletics Officer/NCO
 - d. Armory 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 weekly PT plan is submitted on time and has been reviewed for professionalism and completeness.
6. Plans and executes daily Mission Support Squadron operations.
7. Performs any other duties assigned by the Mission Support Group Commander or SASI/ASI.
8. Reviews journal entries of subordinates prior to submission.
9. Performs any other duties assigned by the Mission Support Squadron Commander or the SASI/ASI.

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

Rank Range: C/MSgt to C/Capt

Duties:

1. Reports 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/SO)

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

1. Reports 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. Sends completed Form 9 back to requesting flight.
4. Completes/routes promotion certificates.
5. 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 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. Maintains an athletics binder with a weekly PT plan. Plans should include dynamic warmup, stretches, exercises and team sport/game. Descriptions of each warmup/exercise should be included. This should be passed to the SASI/ASI by Thursday of each week.
5. Inventories athletics equipment monthly and passes any discrepancies to the ASI.
6. Records physical fitness testing in Wings at least twice per semester.
7. Conducts a monthly inventory of cadet personnel files to ensure completion of fitness permission slips.
8. Creates/maintains cadet fitness recognition program. Updates both PT record boards.
9. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

Staff Position: Armory Officer/NCO (MSS/AR)**Rank Range: C/MSgt to C/Capt****Duties:**

1. Reports directly to the Mission Support Squadron Commander.
2. Ensures replica drill rifles are accounted for on at least a daily basis.
3. Maintains a current and accurate inventory of all replica weapons on both campuses.
4. Ensures SF 702 form is signed each time drill rifles are locked/unlocked.
5. Ensures rifle storage rack is in good working order.
6. Ensures drill rifles are marked IAW with JROTC regulations.
7. Conducts maintenance on drill rifles as needed. Ensures tape, slings are in good condition. Repairs loose or broken parts.
8. Ensure drill rifle workspace is neat/clean.
9. Coordinates with flight-level armory representative and drill commander on maintenance and accountability of replica weapons.
10. Reports any missing replica weapons to AFJROTC instructors immediately.
11. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

Staff Position: Concessions Officer/NCO (MSS/CS)**Rank Range: C/MSgt to C/Capt****Duties:**

1. Reports directly to the Mission Support Squadron Commander.
2. Ensures concessions area is neat and clean on at least a daily basis.
3. Conducts weekly inventory of concession items. Provides inventory to MSS/CC and SASI/ASI.
4. Provides money count to MSS/CC, Finance Officer, and SASI/ASI on a weekly basis.
5. Provides an order request to MSS/CC and SASI/ASI on a weekly basis.
6. Performs any other duties assigned by the Mission Support Squadron Commander or SASI/ASI.

Staff Position: Community Service Officer/NCO (MSS/CM)

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

1. Reports directly to the Mission Support Squadron Commander.
2. Reviews community service hours in Wings at least once per week and identifies those that qualify for the Community Service Ribbon (6 hours) and subsequent Oak Leaf Clusters.
3. Manually keeps track of previously awarded Community Service Ribbon Oak Leaf Clusters.
4. Fills out SC-951 Form 9 for cadets earning the Community Service Ribbon and passes to Information Management for Wings update/orders completion.
5. Provides community service hour update to Wing Staff on a weekly basis for inclusion in staff meeting slides.
6. Verifies all community service events are inputted into Wings Event Module.
7. Maintains a historical list of all Wing community service events.
8. 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 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 the logistics area is always neat and clean.
8. Ensures the logistics area is secured when not in use (i.e., padlock).
9. Reviews hand receipt binders for accuracy and completeness monthly.
10. Provides guidance and training to Logistics personnel as needed.
11. 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 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 the 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 always bagged.
 - b. All hanging items must be hung in the same direction, with hangars facing the same direction and placed behind the correct size ring.
 - c. All hanging items must be tagged with the correct size annotated on label and affixed to a plastic bag.
 - d. Uniforms on the holding rack must be bagged, tagged, and hung in the 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
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 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/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 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.
5. Supervises Training Group self-inspections and passes any discrepancies to the Inspector General.
6. Plans and executes daily Training Group operations.
7. Plans and organizes fundraisers as directed by the SASI/ASI.
8. Reviews flight commander online 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.

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

1. Reports directly to the Training Group Commander.
2. Assumes command of the Training Group in the absence of the Training Group Commander.
3. Assists the Training Group Commander in his/her duties.
4. 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:**

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

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

1. Reports 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 uniform wear day and combo, physical training, special events LDRs, 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:**

1. Reports directly to the Training Support Squadron Commander.
2. In coordination with the SASI/ASI, assists in planning and scheduling field trips.
3. In coordination with the SASI/ASI, prepares and posts cadet field trip rosters (i.e., attendance and meals).
4. Creates emergency contact lists for school admin.
5. Tracks field trip fees. Reconcile with receipt books.
6. Tracks Ground School cadet's simulator and orientation flights. Ensures appointments slips are distributed and logged upon return. Notifies SASI/ASI prior to flights if appointment slips are missing.
7. Performs any other duties assigned by the Training Support Squadron Commander or SASI/ASI.

Staff Position: Simulator Training Officer/NCO (TSS/TO)**Rank Range: C/2Lt to C/Capt****Duties:**

1. Reports directly to the Training Support Squadron Commander.
2. Coordinates with CFI on simulator curriculum/lesson plans.
3. Instructs ground school cadets on simulator operations.
4. Schedules ground school cadets for simulator lessons.
5. Ensures the simulator is in good working order.
6. 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:

1. Reports directly to the Training Group Commander.
2. Supervises and prepares monthly evaluations for all subordinate flight commanders.
3. Manages and supervises the mission and effectiveness of all flights on the main CHS campus and Reserve Flight.
4. Keeps the Training Group Commander informed on the status of all flights.
5. Ensures professional appearance, discipline, training, and conduct of Training Squadron #1.
6. Ensures all Training Squadron operations are conducted in accordance with SC-951 regulations, policies, and procedures.
7. Leads and directs Training Squadron #1 at all unit functions.
8. Promotes enthusiasm and support of all Training Squadron #1 activities.
9. Plans and executes daily Training Squadron #1 operations.
10. Review flight cadet information folders and excel rosters at least once per month for completeness.
11. 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:**

1. Reports directly to the Training Group Commander.
2. Supervises and prepares monthly evaluations for all subordinate flight commanders.
3. Manages and supervises the mission and effectiveness of all flights on the NGC campus.
4. Keeps the Training Group Commander informed on the status of all flights.
5. Ensures professional appearance, discipline, training, and conduct of Training Squadron #2.
6. Ensures all Training Squadron operations are conducted in accordance with SC-951 regulations, policies, and procedures.
7. Leads and directs Training Squadron #2 at all unit functions.
8. Promotes enthusiasm and support of all Training Squadron #2 activities.
9. Plans and executes daily Training Squadron #2 operations.
10. Review flight cadet information folders and excel rosters at least once per month for completeness.
11. Performs any other duties assigned by the Training Group Commander or SASI/ASI.

Staff Position: Flight Commander (TS/FC)**Rank Range: C/2Lt to C/Capt****Duties:**

1. Reports directly to the applicable Training Squadron Commander.
2. Supervises and prepares quarterly evaluations for all flight members.
3. Always maintains flight order and discipline.
4. Manages and supervises the mission and effectiveness of the flight.
5. Keeps the Training Squadron Commander informed on the status of the flight.
6. Ensures flight compliance with SC-951 rules, regulations, and policies.
7. Leads and directs the flight at all unit functions.
8. Promotes enthusiasm and support of all flight activities.
9. Acts as liaison between the flight and the SASI/ASI.
10. Instructs the flight in drill.
11. Calls the flight to attention and oversees roll call at the beginning of class.
12. Dismisses flight at the end of class.
13. 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.
14. 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.
15. Coordinates and communicates procedures for PT makeup grades to flight members.

16. Notifies flight members of missing uniform wear and missing PT grades.
17. Attends Flight Commander training as required.
18. Maintains alphabetized inspection sheets for all flight members. Ensures inspection form is fully completed and properly always documented. Ensures inspection sheets are dated each week including absent cadets. Gives SASI/ASI inspection sheets immediately after all makeup uniform wears.
19. Submits makeup PT forms to SASI/ASI immediately upon receipt. Reminds cadets that forms are due prior to the next PT session.
20. 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.
21. Validate Awards and Decoration eligibility. Forward SC-951 Form 9 to Info Mgmt for Wings update.
22. Collect and maintain an alphabetized folder with the flight's community service logs. Remind cadets of suspenses.
23. Completes Cadet of the Month nomination forms in accordance with established suspenses and timelies.
23. Performs any other duties assigned by the Training Squadron Commander or SASI/ASI.

Staff Position: Flight Sergeant (TS/FS)

Rank Range: C/SSgt to C/SMSgt

Duties:

1. Reports directly to the Flight Commander.
2. Always maintains flight order and discipline.
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 a flight database.
8. Performs any other duties assigned by the Flight Commander or SASI/ASI.

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 Head-Staff meeting each Monday and Wing Staff/Early Bird Staff meeting bi-weekly, typically on Tuesday. 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 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 Meeting Minutes

23 Jan 2019

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

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

9 Dec 2019

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 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*

Clothing, Equipment and Wear of the Uniform (Local Policies)

General

The uniform worn by cadets is the same uniform worn by active-duty United States Air Force personnel except for 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.

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.

Activity/Cleaning Fee

Each cadet will pay an activity/cleaning fee of \$50 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 as well as a polo and field day shirt. 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 the cadet's cleaning fees are paid, or all the uniform items are returned cleaned.

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 before 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 following page for the costs of replacing uniform items.

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: Counseling from Flight Commander and AFJROTC Instructor. Email/phone call to parent/guardian.
2. Second offense: Counseling from AFJROTC Instructor. Administrative referral and email/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 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.
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 the first block begins.
7. Cadets who consistently fail to wear the uniform will not be permitted to participate in AFJROTC cocurricular 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. Keep hands out of trouser pockets. The pockets will rip. 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.
12. Keep the gig line (the line formed by the shirt, the edge of the belt buckle, and the fly on the trousers/slacks) straight always.
13. Trim off loose strings and frayed seams on the uniform. (Fingernail clippers work well.)
14. Keep the shirttail and the sides of the shirt tucked in without excessive blousing.
15. 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.
16. When wearing the lightweight jacket, keep it zipped up at least halfway.
17. Headphones and earphones may not be worn in uniform unless the cadet is performing a duty that specifically requires the headphones or earphones to be worn.
18. 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.
19. Lanyards should not hang out of trouser pockets.

Shoulder Cords

Shoulder cords are worn to distinguish 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.

Wing Commander - Red
 Vice Wing Commander - Maroon
 Honors Flight / Cadet Staff - Royal Blue
 Flight Commanders – Blue and Gold
 Kitty Hawk Air Society - Light Blue
 Color Guard Team - Green
 Marksmanship Team - Black

Drill Team - Navy Blue and Silver

Cyber Team – Gold

Raider Team – Black and Gold

StellarXplorer – Silver

First Year (9th grade) Alternate Uniform Option

General

1. First year (9th grade) cadets will have the option to wear the Air Force JROTC blue uniform or the alternate uniform. This option only applies to first year cadets in the 9th grade. Cadets will select their option via the Cadet Contract during the first couple of weeks of the quarter. It will require a parent signature. Once a cadet elects to wear/issued the blue uniform, they **may not** revert to the alternate uniform. The decision is final. An “opt-in” uniform cut-off date will be specified in the cadet contract.

2. Most extra-curricular Special Teams (Drill, Raider, Color Guard, etc.) require uniform wear due to the nature of the competitions. Cadets who elect the alternate uniform will be ineligible for Special Teams that require uniform wear. Cadets who wish to attend the Summer Cadet Leadership Course at the Citadel are also required to wear the blue uniform. Cadets who elect to wear the alternate uniform and wish to attend the Military Ball will be required to wear comparable civilian attire to the event.

Alternate Uniform Requirements

1. Cadets must wear the issued AFJROTC polo. The shirt must be tucked in. Cadets must wear long pants with belt loops and a belt. Pants will not have holes, rips, tears, or stains. Cadets must wear athletic or dress shoes. Crocs, slides, flip flops, or sandals are not permitted. At least one button of the polo shirt must be buttoned.
2. Cadets must have a natural hair color. If female hair is longer than the bottom edge of the shirt collar, it must be secured in a ponytail, braids, or bun. Male hair must not exceed the bottom edge of the collar. Female hair must not be in the eyes. Male hair should be off the eyebrows. Hair should not be worn in an extreme style (mohawk, etched designs, etc.).
3. Facial ornamentation (nose ring, septum, eyebrow, etc.) is not permitted with the alternate uniform. Clear retainers are authorized.
4. Cadets must present a neat, clean, wrinkle free and professional appearance. Cadets will receive a major weekly dress and appearance grade.

Uniform Item Replacement Prices

Item		Item	
Item	Cost	Item	Cost
Flight cap	\$9.30	Flight cap	\$8.00
Service dress coat	\$98.00	Service dress coat	\$91.00
Short sleeve shirt	\$13.20	Short sleeve blouse	\$12.40
Trousers	\$34.80	Slacks	\$31.35
Shoes	\$44.75	Shoes	\$49.00
Tie	\$5.55	Tie-tab	\$6.05
Item		Item	
Item	Cost	Item	Cost
Shirt	\$7.00	Lightweight jacket	\$107.50
Shorts	\$12.57	Officer hat insignia	\$0.80
Sweatpants	\$7.60	AFJROTC shoulder patch	\$0.75
Sweatshirt	\$7.48	Belt buckle	\$6.20
Rank		Belt	\$2.15
Rank	Cost/Pair	Socks	\$1.05
C/Amn	\$3.50	Rank	
C/A1C	\$3.50	Rank	Cost/Pair
C/SrA	\$3.50	C/2Lt	\$2.14
C/SSgt	\$3.50	C/1Lt	\$1.25
C/TSgt	\$3.50	C/Capt	\$1.26
C/MSgt	\$3.50	C/Maj	\$1.28
C/SMSgt	\$3.50	C/LtCol	\$2.58
C/CMSgt	\$3.50	C/Col	\$1.28

Unit Polo = \$25

Note: All prices subject to change. Prices will be based on current Wings replacement cost.

Uniform Combinations

Combination 1	Combination 3
Service dress coat	Short sleeve shirt/blouse
Tie or tie-tab	Socks or hose
Short sleeve shirt/blouse	Trousers or slacks
Socks or hose	Shoes
Trousers or slacks	Belt and belt buckle
Shoes	Flight cap
Belt and belt buckle	V-neck T-shirt (white)
Flight cap	Combination 3A
V-neck or crew neck T-shirt (white)	Lightweight jacket
Combination 2	Short sleeve shirt/blouse
Tie or tie-tab	Socks or hose
Short sleeve shirt/blouse	Trousers or slacks
Socks or hose	Shoes
Trousers or slacks	Belt and belt buckle
Shoes	Flight cap
Belt and belt buckle	V-neck T-shirt (white)
Flight cap	ABU/OCP/Flight Suit (optional)
V-neck or crew neck T-shirt (white)	ABU/OCP shirt with name tape and patches
Combination 2A	ABU/OCP, pants or Flight Suit with req'd patches
Lightweight jacket	T-Shirt (tan/Coyote Brown)
Tie or tie-tab	Combat boots (Sage Green/Coyote Brown)
Short sleeve shirt/blouse	Socks (Sage Green/Coyote Brown)
Socks or hose	ABU/OCP hat
Trousers or slacks	Belt (tan)
Shoes	Combination 4
Belt and belt buckle	Blue Polo
Flight cap	Belt
V-neck or crew neck T-shirt (white)	Long pants with belt loops/no holes or tears
	Athletic or dress shoes (no slides/Crocs/sandals)

