

EMERALD HIGH SCHOOL

(Distinguished Unit Award 2004, 2005, 2006, 2007, 2009)

(Outstanding Organization Award 2010)

CADET HANDBOOK



***South Carolina 952
Emerald High School
150 Bypass 225
Greenwood SC 29646
SY 2010-2011***



Air Force Junior ROTC

**Emerald High School
150 By Pass 225
Greenwood, SC 29646**

MEMORANDUM FOR SC-952 CADETS

SUBJECT: Introduction

The Air Force Junior ROTC South Carolina-952 unit was established at Emerald High School in July 1995 by agreement between the Greenwood School District 50 and the United States Air Force. From the very beginning, interested individuals within the school system and the community have been working hard to ensure a successful AFJROTC program.

Building and sustaining a successful program requires structure, rules, and regulations. This Cadet Handbook provides that structure for the Cadets of the Emerald High School AFJROTC unit. It was designed for the purpose of establishing a high standard of performance for our cadets, a standard to permit the entire Cadet Corps to aim high and work toward common goals of “Developing citizens of character dedicated to serving their nation and community” and an **OUTSTANDING UNIT**.

The handbook will provide you with a resource of information that will help you become a successful and contributing member of our cadet corps. It furnishes a reference for the many details that will permit a high standard of performance, e.g., proper fit and wear of the uniform, placement of insignia, classroom and campus conduct, etc. It gives information on the course and how the Cadet Group is organized. You should read and understand this handbook, and then place into practice the standards outlined herein.

You are invited to meet with the instructors at any time for consultation or discussion of personal or organizational problems. Matters of extreme urgency or privacy will be treated confidentially.

Bernard Taylor
BERNARD TAYLOR
Lt Col, USAF (Ret)
Senior Aerospace Science Instructor

Paul M. St. Jean
PAUL M. ST. JEAN
SMSgt, USAF (Ret)
Aerospace Science Instructor

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Chapter 1

EMERALD HIGH SCHOOL AFJROTC PROGRAM

1.1. Mission. The mission of Air Force Junior Reserve Officers Training Corps (AFJROTC) and SC-952 is to “**Develop citizens of character dedicated to serving their nation and community.**”

1.2. Goal. The goal of the AFJROTC program is to instill in high school cadets the values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment.

1.3. Objectives. The objectives of JROTC are to educate and train high school cadets in citizenship, promote community service, instill responsibility, character, and self-discipline, and provide instruction in air and space fundamentals.

1.4. Legal and Regulatory Basis. Public Law 88-647, commonly known as the Reserve Officer Training Corps Vitalization Act of 1964, is the authority to operate Air Force Junior Reserve Officer Training Corps (AFJROTC) programs in secondary schools. AFJROTCI 36-2001, Air Force Junior Reserve Officer Training Corps (AFJROTC), describes the curriculum of the AFJROTC program and policies and procedures for AFJROTC units. It gives guidance for organizing the cadet corps and provides other direction in the operation of the SC-952nd AFJROTC Group. AFROTCI 36-2001 is the primary reference for this cadet guide.

1.5. Air Force Core Values. The AFJROTC program is grounded in the Air Force Core Values of ***Integrity First, Service Before Self, and Excellence In All We Do.*** The curriculum emphasizes the Air Force heritage and traditions, the development of flight, applied flight sciences, military aerospace policies, and space exploration.

1.6. Unit Designation. The unit designation for Emerald High School AFJROTC is SC-952. This means that our program was the second (952) unit in South Carolina to be established in 1995 (952).

1.7. AFJROTC Instructors. Emerald High School has two AFJROTC instructors, both selected and certified by the Air Force and hired by the school district to provide instruction. The Senior Aerospace Science Instructor (SASI) is a retired Air Force Officer and the Aerospace Science Instructor (ASI) is a retired Senior Noncommissioned Officer (NCO).

1.8. Cadet Responsibilities

a. Each cadet will be faced with many new responsibilities in the AFJROTC program, which are not required of him or her in other classes. Wearing the uniform properly one day each week is a program requirement. Cadets enter the program with a minimum level of knowledge. The program is designed to teach all cadets what they need to know and allow them to gain the experience they need to run the cadet corps. Once proper instruction has been provided, it is up to the individual cadet to demonstrate the attitude and put forth the effort required for achieving success and promotion.

b. Cadets must conduct themselves at all times as intelligent, mature young men or women both on and off school grounds. Most field trips are intended to be informative and demand professional, attentive conduct at all times.

c. Each cadet will be issued a uniform and taught how to properly wear and care for it. The uniform

represents the dignity of our great nation and pride of the world's greatest and most powerful Air Force. It must be kept clean, properly fitted, and worn on prescribed uniform days. If a cadet requires item replacement or alterations to the uniform, they should notify the ASI/SASI. We do our absolute best to keep cadets properly attired. All uniforms, textbooks, and instructional materials will be issued on a loan basis at no cost to the student. All required uniform alterations and minor accessories are provided at no cost. Students are required to properly maintain the uniform and ensure it is periodically cleaned.

d. Cadets are responsible to take care of and maintain School District property and United States government uniforms, textbooks and equipment issued to them. Items must be returned in an acceptable condition at the end of the school year or when otherwise directed. Cadets are responsible for any items lost or damaged through negligence and will be required to reimburse the school.

1.9. Curriculum. AFJROTC at Emerald High School is an eight-semester elective course that includes Aerospace Science (AS) and Leadership Education (LE), granting one academic credit for each semester of successful completion. Aerospace Science introduces the cadets to the historical, scientific and technical aspects of aerospace. Leadership Education provides experiences to develop discipline, responsibility, communication skills, and citizenship. Leadership Education also includes wearing the Air Force uniform, the proper use of Air Force customs and courtesies, participating in drill and ceremonies, giving and receiving instructions, and acting as leaders and members of the SC-952nd AFJROTC Group. Aerospace Science comprises 40% of the curriculum, while Leadership Education is 40% and Wellness and Drill is 20%. **You do not incur military service obligation by participating in the program.**

1.10. Enrollment Eligibility. To be eligible for membership in the SC-952nd AFJROTC program, students must:

- Be enrolled in and attending a regular course of instruction at Emerald High School.
- Be physically able to participate in AFJROTC training (you are considered physically fit if you are qualified for the Emerald High School physical education program).

1.11. Grading Policy. Cadets are graded in the following areas:

- | | |
|--|-----|
| • Uniform Wear/Inspections/Drill | 35% |
| • Assignments/Classwork (workbooks, briefings, projects) | 25% |
| • Wellness Participation | 20% |
| • Evaluations (Tests, quizzes, final exams, instructor evaluation) | 20% |

1.12. Classwork/Homework Policy. Cadets must accomplish and turn in all assigned classwork and homework on time to successfully complete an AFJROTC course. All homework is due at the beginning of the class period on the day it is due unless excused by the instructor. Advanced notice homework assignments and test outlined in the course syllabus are due the ROTC class day you return to school. Failure to make-up test assignments within five school days after you return will result in a “zero” grade for the assignment. Remember, it is your responsibility to make-up any work missed.

1.13. Class Absences

a. Excused Absences – Cadets who have an excused absence as determined by the School Attendance Officer will be permitted to make up any work missed. Cadets will have as many school days to make up and turn in work as days they missed. It is the cadet’s responsibility to check with the instructor on the day of return for any work missed. If you know that you will be absent, the instructor will be willing to give you homework or assignments in advance.

b. Unexcused Absences – Cadets with unexcused absences will also have an opportunity to make up work. Any missed work must be made up within a maximum of two days of returning to school.

1.15. Certificates of Completion and Training. There are two types of certificates that may be awarded to AFJROTC cadets. Consideration is given to total performance and achievement as a member of the corps.

a. **Certificate of Completion:** This certificate (AFROTC Form 310) is presented to cadets in good standing who have successfully completed three semesters (equivalent of 3 years) of the AFJROTC program. A cadet should have this certificate in their possession when enrolling in a college level ROTC program, or when enlisting in the armed forces, in order to gain the benefits of successfully completing the AFJROTC program. If the AFJROTC cadet elects to enlist in the Armed Forces, the Certificate of Completion will allow enlistment in pay grade E-3 in the Army, Navy or Air Force. Enlistment in the Marine Corps will be in pay grade E-2. This provides an immediate monetary benefit. It also places the cadet ahead of other personnel enlisting at the same time, and theoretically, makes the cadet eligible for promotion ahead of other enlistees who enter at the same time.

b. **Certificate of Training:** This certificate (AF Form 1256) is presented to cadets in good standing who have completed two semesters (equivalent of 2 years) of the AFJROTC program. If the AFJROTC cadet elects to enlist in the Armed Forces, the Certificate of Training will allow enlistment in pay grade E-2 in the Army, Navy or Air Force. This provides an immediate monetary benefit. It also places the cadet ahead of other personnel enlisting at the same time, and theoretically, makes the cadet eligible for promotion ahead of other enlistees who enter at the same time. Graduates who otherwise qualify may also enlist in the Air National Guard in the pay grade of E-2.

1.16. Curriculum-In-Action Trips

a. Curriculum-In-Action is a term used to describe school sponsored activities (field trips) that directly support or serve as an extension of the AFJROTC curriculum. Cadets will make Curriculum-In-Action (C-I-A) field trips to airports, aerospace industries, and military installations. Cadets will also travel off campus to march in local area parades, participate in drill meets, perform Color Guard duty, visit South Carolina AFROTC Departments, etc. Parents must have completed a General Liability/Travel Permission Form before cadets will be allowed to travel off campus. The Air Force provides some travel funding for field trips; however, on unfunded trips students may be asked to defray costs that cannot be covered through fund-raising efforts.

b. Cadets who are failing AFJROTC or other courses, owe money to the cadet corps fund, or have a history of misbehaving, will not be allowed to go on field trips.

c. Parents are required to complete a medical treatment consent form before cadets make field trips.

d. AFJROTC cadets are authorized by the Department of Defense (DOD) to take orientation flights in DOD aircraft. Parents must sign a Flight Permission Form before cadets will be permitted to make such flights.

e. Cadets will not be allowed to date each other or mix socially with non-cadets while on field trips, attending leadership school, or taking part in off-campus activities, which are supervised by AFJROTC instructors. The “Buddy System” will apply. Cadets will not leave supervised areas without a cadet companion. Cadets will not be allowed to consume alcoholic beverages at any time, regardless of age.

1.17. AFJROTC Related Clubs/Activities. There are several extracurricular activities available to you that provide added insight into aerospace or leadership experiences. Each semester, cadets are required to participate in two of these activities as they will help you understand and enjoy the AFJROTC program. Participation in these activities will increase your chance of promotion.

- Drill Teams/Color Guard/Physical Fitness Team
- Model Rocketry/Flying Model/Static Model Airplane Club
- Public Affairs/Newsletter/Scrapbook
- Awareness Presentation Team
- Kitty Hawk Air Society
- AFJROTC sponsored functions
- Fundraising activities
- Community service projects
- Recruiting

Cadets are expected to attend the following functions (if conducted):

- Awards Brunch/Banquet
- Military Ball
- Parade
- Field Day
- Pass-In-Review

Chapter 2

STANDARDS

2.1. Cadet Honor Code:

“On my word of honor, I promise not to lie, cheat, steal, or condone those who do. I also promise to follow the cadet regulations and the orders received from those officers appointed over me according to the rules and discipline of the Corps, and I will carefully and diligently accomplish all the duties of the office to which I am appointed.”

- a. The simple words in the Honor Code provide the basis for a personal code of honesty that will sustain you for the rest of your life. The Honor Code is specific and clear in what it demands. You are expected to have complete integrity and honesty in both word and deed; you shall avoid evasive or misleading statements. You will do your own work on anything that is to be graded. The Honor Code belongs to you.
- b. Maintaining the high standards of trustworthiness is your responsibility. This requires self-control and a conscious effort at all times.
- c. The purpose of the code goes beyond the part of your life that involves AFJROTC training. It should become your ethical code and lifestyle.
- d. If you become aware of lying, stealing or cheating, report the episode through the chain-of-command to the Cadet Corps Commander. The commander will investigate the charges and recommend appropriate action to the SASI. The SASI will take action deemed appropriate in each case.

2.2. Standards of Conduct

- a. You become a leader by exhibiting qualities of intelligence, good judgment, decisiveness and initiative. You inspire others to follow you by setting examples of confidence, maturity and respect. In order to realize your highest potential, you must maintain high standards of self-discipline, high ideals, good manners, social grace, appropriate dress (in or out of uniform), and good grooming.
- b. You will display friendliness and respect to students, Emerald High School faculty, Aerospace Science instructors and AFJROTC cadets. You will greet other cadets and Aerospace Science instructors in a pleasant manner, regardless of location.
- c. Cadet officers will exercise discretion in enforcing military courtesy. Cadets will not be placed in an embarrassing situation by a public reprimand. However, cadet officers have the authority and the responsibility to deal with violations of military customs or courtesies.
- d. You will show respect for instructors and any guest speakers by addressing them as "sir" or "ma'am" and by responding to them in the same manner (e.g. yes/no sir/ma'am).
- e. Enlisted cadets show their respect for cadet officers by addressing and responding to them as "sir" or "ma'am", and saluting them when outdoors.
- f. You will not wear hats (uniform or civilian) indoors unless permission is obtained from the SASI/ASI. When you are in uniform you will wear the correct headgear outdoors.

g. You will follow procedures outlined in this cadet guide and will obey reasonable orders from all senior cadets, regardless of position or rank.

h. You will come to the AFJROTC classroom prepared to engage in aerospace science/leadership education activities. Preparation includes completed assignments, proper textbooks, notepaper, pen/pencil, and an attitude conducive to learning.

i. You will not litter the classroom or leave study materials or personal items in the AFJROTC office, classroom or logistics room. You will put your trash in the trashcans and leave tables and/or chairs correctly placed. **Classes will not be dismissed until the room is neat and orderly.**

j. You will not mark, scratch, or otherwise deface Air Force or Emerald High School property.

2.3. Officer Cadet Roles and Relationships

a. Cadet officers' role in SC-952 is to provide overall corps leadership:

- Leads by setting the example in bearing, behavior and appearance
- Takes initiative
- Is a champion of "what's right," not "who's right!"
- A teacher
- An advocate of AFJROTC
- A doer and a delegator

b. The cadet officer must strive to maintain appropriate relationships with all members of SC-952. Without exception, all relationships should be based upon mutual respect:

- Cadet officer to AFJROTC Instructors: Subordinate to superior, and as an advisor.
- Cadet officer to cadet officer: Executive to executive, superior/subordinate/superior, advisor, fraternal.
- Cadet officer to NCO: Superior to subordinate, senior partner, leader, teacher. It is important to keep in mind that this is a division of management, not a measurement of self-worth. Many officers in the Armed Forces have caused personal and organizational problems by either being arrogant towards enlisted members (especially towards NCOs), or by trying to be buddies with enlisted members.
- Cadet officer to enlisted: Superior to subordinate, leader. The same cautions apply as cited above. That does not mean cadet officers and cadet-enlisted members cannot associate, it does mean that friendships cannot interfere in a cadet doing their duty.

2.4. Non-commissioned Officer (NCO) Cadet Roles and Relations

a. The role of the NCO corps is to be the backbone of SC-952 and to be closer to the general corps membership (much like the time honored tradition of active-duty military).

- Sets the example on how to carry out orders
- A teacher
- A doer
- An advocate for AFJROTC
- An advisor to cadet officers and, when appropriate, to SASI/ASI
- Maintainer of discipline and standards

b. Like the cadet officer, the cadet non-commissioned officer (NCO) must strive to maintain proper relationships with other cadets:

- Cadet NCO to cadet officer: Trusted subordinate to superior, advisor.
- Cadet NCO to cadet NCO: According to rank, fraternal.
- Cadet NCO to cadet corps: Superior to subordinate, teacher.

2.5. General Leadership Guidelines

a. Praise in public and criticize in private (where and when appropriate).

- Be quick to publicly give credit when someone has done something worth praising. Don't go overboard, but a few sincere remarks will accomplish more than all the criticism in the world.
- Criticize in private when possible. If it is a behavioral issue, make sure the person knows it is the behavior that is being criticized and what is expected of them. If it is a performance issue, tell them how to correct it. Respect their dignity.
- When criticism is necessary in public, try to avoid making it sound personal. There is a difference between observing that someone in formation needs a haircut and singling that person out for ridicule. Respect their dignity.

b. Be facilitators (people who help to make positive things happen). Regardless of your position in the corps, you should always ask yourself in every situation "How can I make this work?" By being a facilitator, you are helping to make SC-952 a positive experience.

c. Accept criticism graciously. Feedback is common in a structured environment, that is one of the ways structure is maintained. When the feedback is negative, it's called criticism. Criticism can vary from "your pocket is unbuttoned" to very extensive observations requiring more than a second to correct. Try not to take it personal. If you allow it to become personal, it can ruin your experience in the corps.

d. As members of SC-952, you are responsible for making the corps something others want to be a part of. WE ARE ALL RECRUITERS!

2.6. Public Display of Affection (PDA)

a. At no time, while in uniform, will cadets do the following:

- Hold hands with girlfriend/boyfriend
- Kiss
- Sit on laps
- Engage in any PDA which may reflect unfavorably on the AFJROTC program

b. The reasons for this policy are as follows:

- The good order and discipline of the corps
- Detracts from the image we are trying to establish and maintain
- Potential undermining of superior to subordinate roles/relationships
- Changes relationships from professional to personal
- Gives rise to perceptions of favoritism within the corps

2.7. The Chain of Command

a. The chain of command is a fundamental part of a structured environment. It has been in existence for several millennia. The basic reason for the military's use of it is efficiency.

b. We, just like the military, use it to:

- Communicate objectives/information from senior positions/functions to lower positions/functions.
- Communicate responses or to advise from lower positions/functions to higher positions/functions.
- Voice grievances on policies, directives/orders, or perceived wrong doings (if the complaint is about an aerospace academic grade, the cadet should communicate directly with the SASI/ASI). If you want to use the chain of command to voice a complaint, do the following:
- Talk with your supervisor about the concern first. This is extremely important because most complaints are resolved at this level.
- If talking with your supervisor fails to resolve the problem, then use organizational chart (posted in classroom) to figure out who is next in the chain of command to express your grievance. This process is repeated until the cadet feels that their grievance has been addressed to their satisfaction. Although unusual, it is conceivable for a complaint to go all the way to the SASI.

NOTE: It is important for all parties (complainant and those responding to the complaint) to act professionally and without recriminations as long as proper procedures are followed.

2.8. Saluting.

a. The salute is a military greeting recognized all over the world. In many countries, as in our nation, it is a symbol of respect. Military personnel consider the salute a courteous and respectful greeting between members. It is among the oldest traditions binding military professionals together.

b. You will be taught the proper manner for saluting and the rules that govern its use among military services. There are some special rules within our unit with which you must become familiar.

(1) All cadets salute the SASI and all active duty officers. Enlisted cadets salute cadet officers when in uniform and out-of-doors adjacent to the school grounds. Cadet officers salute each other with the junior officer saluting first. This policy includes the parking lots, bus loading and unloading area, and the main entrance to the school. Also, we salute at military installations when we are on a field trip. Saluting IS NOT required when cadets are moving between classes from one building to another. Saluting when not in uniform is not required.

(2) Cadets will NOT render the salute indoors except when in formation and participating in ceremonies or when reporting to cadet officers or the SASI/ASI. The proper sequence for reporting includes the rendering of the salute and the statement "SIR/MA'AM, CADET (LAST NAME) REPORTS", or "REPORTS AS ORDERED", as appropriate. The cadet holds the salute until the cadet officer or the SASI/ASI returns it. When the meeting is concluded, the cadet salutes to terminate the session. The cadet officer or SASI/ASI will return the salute and the cadet will leave by the most direct route.

(3) Salutes are never given or returned while running. Cadets will go to "Quick Time" (a walk), and salute when approximately six paces from the cadet officer or SASI.

(4) If a cadet in uniform observes the American Flag being raised or lowered from any flag pole, he or she will assume the position of attention, render "PRESENT ARMS" and hold it until the flag has reached the summit or base of the staff. If the cadet is in civilian clothes, he or she will assume the position of attention with the right hand over the heart. If a male cadet is wearing civilian headgear, he will remove it and hold it to his left shoulder so that the right hand is over the heart.

(5) When a cadet is late for a formation, he or she will approach the individual in charge when the formation is halted. The tardy cadet will salute and ask permission to fall-in.

(6) Cadet officers and NCOs should correct saluting violations by cadets junior to them in a courteous and helpful manner. You are expected to accept these corrections in the same spirit.

2.9. Daily Flag Detail Procedures. A detail consisting of a minimum of four cadets will raise and lower the flag each school day. Cadets in first period will raise the flag no later than 0845 and cadets in fourth period will lower the flag at 1500 hours. Squadron Commanders of first and fourth period will use Figure 2.1., Flag Detail Roster, to appoint cadets to flag detail duty.

2.10. Pledge of Allegiance. The pledge of allegiance will be recited at the beginning of each class period. When in uniform, cadets will assume the position of attention during the pledge of allegiance. If you're in civilian clothes, you are to assume the position of attention and place your right hand over your heart. Traditionally, in military formations and ceremonies, the Pledge of Allegiance is not recited.

2.11. Classroom Conduct. All cadets will abide by the classroom rules listed in the Greenwood School District Student Rights and Responsibilities Handbook, Emerald High School Student Agenda, and the SC-952 Cadet Handbook. The following standards of conduct will be strictly enforced:

(1) No food, drinks, and/or candy will be brought or consumed in the classroom without the approval of the SASI/ASI.

(2) No gum chewing in the classroom.

(3) No sleeping in class. If you are ill, you will be taken to or asked to report to the Nurse's office for assistance. If you are tired, you may be asked to stand at the back of the classroom to help you stay awake. In this last case, cadets will not lean against the wall or on the furniture. Please do not wait to be asked – if you need to stand up - stand up.

(4) Arguing among cadets in the classroom or during Air Force Junior ROTC sponsored activities will not be tolerated. We are a team and we will work out our differences to the betterment of all. We are training to be professionals and mature adults!

(5) Demeaning, humiliating or hazing other cadets will not be allowed. We are all likely to make mistakes along the way, which is normal, but violations of rules, regulations and military protocol will result in an appropriate critique and/or action.

(6) Profanity is inappropriate for our program and will not be tolerated.

(7) No writing on or defacing any school walls or surfaces. A great deal of effort has gone into providing you with some of the best facilities at Emerald High School. Take care of them!

(8) Keep the classroom clean. It is your room, so take care of and be proud of it.

(9) Align all desks, tables, and chairs after each class. Please do not put your feet on any part of the desks, including the baskets beneath them, or sit on the desktops.

(10) The hallway outside the classroom is an extension of the classroom. Display proper conduct and courtesy at all times, especially when in uniform.

(11) Visits to the bathroom should be made before and after class unless there is an emergency. Do not make a trip to the bathroom a part of your normal classroom routine. Please keep our bathrooms neat and clean.

(12) Always be punctual; class will start on time. If you arrive after class has started, you must have a pass from the attendance office, a teacher, or a principal. Knock twice on the AFJROTC door and the SASI/ASI/Squadron Commander will answer. While at ATTENTION, the tardy cadet will render a sharp military salute and state: "SIR/MA'AM, CADET (LAST NAME) REQUESTS PERMISSION TO JOIN THE FLIGHT," or "TO SPEAK WITH THE INSTRUCTOR/SQUADRON COMMANDER." The tardy cadet will hold the salute until the SASI/ASI/Squadron Commander grants permission and returns the salute. If several cadets need to enter at the same time, the senior cadet will speak for all when asking to enter.

(13) No extemporaneous conversations, talking or yelling will be allowed during lectures and/or discussion periods. Raise your hand in order to be recognized by the SASI/ASI or the discussion leader. Be courteous to others--let them finish before you comment.

(14) The Supply Room is a restricted area. Access to the Supply Room will be limited to the SASI, ASI, the cadet key staff and the cadet logistics officer and staff unless you have business to conduct or specific permission to enter. The only reasons for entering the "Staff Office Area" are to see the instructors, do your jobs, use the telephone or any other official business. This concept is important because these areas either contain accountable items, or are needed to conduct business. Horseplay or "kicking back" is not appropriate here. If you need to speak with the SASI or ASI, you will always be able to do so.

(15) Proper standards of cadet uniform wear, conduct and appearance are required at all times. When you wear the uniform, you are Air Force JROTC and all it stands for. Be a proud example!

(16) Bring all required materials to class every day. This means, as a minimum, you should have your notebook, cadet handbook, school ID, paper and pencil or pen.

(17) When asking or answering a question, making a comment, cadets are required to begin with the word sir or ma'am.

(18) Cadets will not do things in the classroom that distracts from instruction.

2.12. Classroom Procedures. The following are the daily classroom procedures:

a. The Squadron Commander, or in their absence the senior Flight Commander, is responsible for the conduct of the squadron during the class period. All cadets will abide by the Squadron Commander instructions.

b. When you walk into the AFJROTC classroom, you will assume your military bearing. Remember you are walking into a disciplined environment. You should scan the room for announcements, e.g., bulletin boards, chalkboards, etc., that may provide information important to you.

c. When you reach your desk remove any AFJROTC materials that you will need from your book bag, place them on your desk and stand at PARADE REST beside your desk.

d. The below listed actions will occur to begin the class:

| CADET (POSITION) | ACTION REQUIRED |
|-------------------------|---|
| Squadron Commander | Assume position at door of classroom. |
| Squadron First Sergeant | Assume position in front of classroom behind the podium at the position of Parade Rest. |
| Flight Guidon Bearers | Prior to tardy bell, post flight guidons in front of the class just right of the white board. |
| Squadron Commander | As soon as the final bell rings, close the classroom door, and proceed to the position right of the Squadron First Sergeant. |
| Squadron First Sergeant | Call the squadron to Attention as the Squadron Commander closes the classroom door – “SQUADRON ATTENTION” (TENCH-HUT)! |
| Squadron Commander | Give the command, “PARADE REST.” Direct the Squadron First Sergeant to “TAKE THE ROLL.” |
| Squadron First Sergeant | Calls the roll and document attendance. As each cadet’s name is called, he/she will come to the position of ATTENTION and answer, “HERE SIR/MA’ AM,” and return to the position of Parade Rest. When the Squadron First Sergeant has called the last name on the class roll, he/she will salute the Squadron Commander and report, “SIR/MA’ AM, THE ROLL HAS BEEN TAKEN.” |
| Squadron Commander | Direct the flight to recite the Pledge of Allegiance and Honor Code. |
| Squadron First Sergeant | Direct the flight in the in-place drill routine. Give the following commands: “PRESENT ARMS, ORDER ARMS, PARADE REST, SQUADRON ATTENTION, LEFT FACE, RIGHT FACE, ABOUT FACE, ABOUT FACE, HALF LEFT FACE, HALF RIGHT FACE, EYES RIGHT, READY FRONT.” |
| Squadron Commander | Upon completing last in-place drill command, face the instructor, salute, and report “SIR, SQUADRON IS READY FOR INSTRUCTION.” |
| Instructor | Return salute and issue appropriate instructions, i.e., “BE SEATED.” |

e. At approximately five minutes before the class dismissal bell, the instructor will direct the Squadron Commander to “TAKE CHARGE OF THE SQUADRON”. The Flight Guidon Bearers will retrieve their Flight's guidon and return it to the storage rack. Cadets may pack up their belongings, align their desks, and clean up around their area, and prepare to stand for dismissal. Cadets will not put on their book bags until they have been dismissed.

f. When the bell for class to end rings, the Squadron Commander will call the squadron to “ATTENTION,” (the squadron moves to Parade Rest upon the preparatory command of SQUADRON), then give the order “DISMISSED.” Cadets will exit the classroom in an orderly manner.

g. Cadets will not sit on top of any desk and will never use the instructor’s desk, chair, podium unless directed to do so.

h. The Squadron Commander, Flight Commanders or any flight member, will call the class to “ATTENTION” whenever the superintendent, principals, teachers, or a military person in any rank of General enters the classroom. All cadets will come to the position of ATTENTION to the left of their

desks, facing forward, and remain at ATTENTION until directed to take their seats by the instructor. This is a cadet responsibility – don't wait for the instructors to do it!

2.13. Tardy and Absence Policies. Refer to your Emerald High School Student Agenda.

a. SC-952 will comply with Emerald High School policies concerning student absences and tardies.

b. The EHS policies will be reviewed at the beginning of each school year and when changes are made during the school year.

2.14. Hazing. Hazing of cadets **IS STRICTLY PROHIBITED!!!** Any form of physical or mental abuse is strictly prohibited. Your receipt of this guide constitutes your understanding and acceptance of the prohibition on cadet hazing in SC-952.

| FLAG DETAIL ROSTER (Reference SC 952 Cadet Handbook, Chapter 2) | | |
|---|------------------|------------------|
| Week of: | | |
| DAY | AM ROSTER | PM ROSTER |
| Monday | | |
| Tuesday | | |
| Wednesday | | |
| Thursday | | |
| Friday | | |

SC 952 Form 2, Aug 98

Figure 2.1. Flag Detail Roster

Chapter 3

ORGANIZATION OF THE CORPS

3.1. Organization of the Corps. SC-952 is established as a Group consisting of five squadrons – Mission Support Squadron, Special Teams Squadron, Alpha Squadron (1st period), Bravo Squadron (2nd period), and Charlie Squadron (4th period).

3.2. Group Senior Staff. The Group Senior Staff is comprised of the Cadet Group Commander (GP/CC), the Cadet Group Deputy Commander (GP/CD), the Cadet Squadron Commanders (SQ/CC), the Cadet Group Inspector General (GP/IG), and the Cadet Command Chief (GP/CMS). The Senior Staff sets the example for the corps by demonstrating unflinching participation and immersion in Corps projects and activities, and genuine concern for the fair and impartial treatment of each and every cadet in the Corps.

3.3. Squadron Composition. The Cadet Mission Support Squadron is composed of the Squadron Commander, Squadron First Sergeant, Squadron Guidon Bearer, Cadet Personnel Flight Chief, Cadet Logistics Flight Chief, Cadet Public Affairs Flight Chief, Cadet Plans and Programs Flight Chief, and the Cadet Wellness Flight Chief. The Cadet Special Teams Squadron is composed of the following functions: Kitty Hawk Air Society (KHAS), Drill Team (DT), Color Guard (CG), and Awareness Presentation Team (APT). The Class Squadrons (Alpha, Bravo, Charlie) are composed of the Cadet Squadron Commander, Cadet Squadron First Sergeant, Cadet Squadron Guidon Bearer, Cadet Flight Commanders, Cadet Flight Sergeants, Cadet Flight Guidon Bearers, Cadet Element Leaders, and Cadets.

3.4. Cadet Enlisted Force

a. Cadet Command Chief – The Cadet Command Chief is a Cadet Chief Master Sergeant (C/CMS), assigned to the Group Commander's staff.

b. TOP 3 – The Cadet Enlisted Force is the backbone of the Corps and represents the overwhelming number of cadets. The three highest enlisted ranks authorized at SC-952, Cadet Chief Master Sergeant, Cadet Senior Master Sergeant, and Cadet Master Sergeant, represent the "TOP 3". NCO's hold several command positions in the Corps or oversee numerous vital staff functions as non-commissioned officers in charge (NCOIC). In order to maintain TOP 3 status, a cadet must maintain an "A" average every nine weeks in ROTC, a passing grade in all other classes, and be an active participant in corps activities. If a "TOP 3" cadet is in violation of the grade standard, he/she has until the next interim grade period to bring up their grade to an appropriate level; this time is considered a probationary period. If a cadet continuously violates the grade or participation standard, they will face demotion, for both temporary and permanent rank, and possibly removed from their position.

3.5. Project Officers. Every special project or activity will have a Project Officer assigned (rank is non-determinant). Their job is to ensure a successful project through the coordinated efforts of others and in conjunction with the Cadet Senior Staff and SASI/ASI. A written report will be prepared at the conclusion of any project. Cadets who fail to do so will NOT receive credit for being Project Officer for their project. Project Officers are chosen by the Cadet Group Commander with the approval of the SASI/ASI.

3.6. Organization Chart. An organization chart shows how a unit is organized. In looking at the organization chart, it identifies position relationships and most importantly, it shows who works for whom. The AFJROTC SC-952nd Cadet Corps is organized as a Cadet Group as outlined in Figure 3.1.

3.7. Unit Manning Document. The Group's Unit Manning Document (UMD) is used as a guide for position and rank authorizations for SC-952. A copy is posted in the classroom. Changes to the UMD to enhance cadet operations will be made in accordance with AFROTC Instructions and will be approved by the SASI.

3.8. Job Descriptions. Job descriptions outline the general duties and responsibilities of any particular leadership position in the group. SC-952 job descriptions are listed in Figure 3.3. Like the Air Force, job responsibilities and duties will increase with promotion. Cadets earn their job assignments and are entrusted to carry out their job duties, to include supervisory responsibilities, to the best of their ability.

3.9. Chain of Command. The chain of command defines lines of authority and communication. The chain of command is in Attachment 5-1.

a. Each cadet will know the chain of command and the names of the people assigned to the positions. The chain of command defines lines of authority and communication. Cadets should use the chain of command for cadet business such as questions on uniforms, customs and courtesies, drill, cadet evaluations and promotions, cadet awards, co-curricular activities and class rules and procedures.

b. The chain of command is organized in accordance with the Constitution of the United States. The head of the military is the President of the United States followed by the Secretary of Defense, and the Secretary of the Air Force. The significance of having the civilian chain of command is that the American people are solely in charge of the government and that the military is subservient to the American government.

3.10. Staff meetings. Staff meetings are held each Wednesday at 0800 in AFJROTC Classroom 709. It is at these meetings where activities of the Group can be planned, organized, and coordinated. Cadets assigned to the following cadet positions are required to attend staff meetings: Group Commander, Deputy Group Commander, Subordinate Commanders, and cadets holding Personnel, Public Affairs, Logistics, Wellness and Safety, and Plans and Programs staff positions. They will come to the meetings prepared and ready to make a contribution to the operation of the cadet group. In the event a commander or staff cadet cannot make the meeting, they must ensure their assistant or suitable representative attends in their absence. Uniforms will be worn unless otherwise announced. The Cadet Personnel Flight Chief is responsible for recording and maintaining minutes of the meetings. Staff meeting minutes will be coordinated through the chain of command, ending with the SASI for approval.

3.11. Cadet Positions and Rotation

a. Air Force ROTC Instructions specify that the SASI selects the Cadet Corps Commander, subordinate commanders, and the staff members required by the organizational structure of the unit.

b. Ideally, cadet promotions are made in such a manner that a cadet will experience ever increasing rank and responsibility. Rotating Key Staff cadet positions will generally occur at the end of each school semester. Other staff positions will be rotated in such a way to utilize the experience and talent of cadet corps members and fill available corps positions of authority. Cadet flight positions will normally be rotated at nine week intervals. Due to experience limitations, certain cadets may be kept in specific positions for longer periods. Special promotions may be made at any time in order to fill a need or to recognize special merit.

3.12. Cadet Evaluations. Cadets will receive a written informal evaluation on the first and third Wednesday of each month and a formal quarterly evaluation on their performance and participation in corps activities during the semester. The purpose of the evaluations is for cadet supervisors to give

written objective feedback to cadets on their performance and progression in the cadet corps. Supervisors will accomplish the evaluations and submit them through the chain of command to reach the Deputy Group Commander by the established suspense date. Once the Deputy Group Commander has accounted for all evaluations, they will be forwarded to the Group Commander and SASI/ASI for review, after which they'll be filed in the cadets' personnel file. Evaluation reports may be used for promotion, awards, and other considerations.

a. Informal evaluations on enlisted personnel will be accomplished using SC-952 Form 24, Enlisted Cadet Evaluation Form. See Figure 3.5. There are eight categories that are rated on enlisted cadet's weekly performance – time management, perseverance, willingness to try, ability to work with others, helpfulness, ability to work without close supervision, alertness to instruction, and maturity. SC-952 Form 26, Cadet Performance Report, is the instrument that will be used for the quarterly formal evaluation. See Figure 3.7.

b. Officer cadets will receive an informal evaluation weekly using SC-952 Form 25, Officer Cadet Evaluation Form. See Figure 3.6. There are eight categories that are rated on officer cadet's weekly performance – time management, perseverance, willingness to try, ability to work with others, task management, ability to work without close supervision, maturity, and future responsibility. The quarterly evaluation will be accomplished using SC-952 Form 26, Cadet Performance Report. See Figure 3.7.

3.13. Transfer Cadets. In some cases, a cadet may transfer from another Air Force Junior ROTC unit or from a high school, which offered one of the other military services' JROTC. While academic credit may be transferred, cadet positions and rank earned in another unit are not necessarily transferable. Temporary rank normally relates to the cadet's position in the corps. His/her permanent rank is normally tied to the cadet's year in Junior ROTC. Awards and decorations from other service JROTC units will be worn below AFJROTC awards and decorations. Authorized Civil Air Patrol (CAP) ribbons will be worn below other service JROTC ribbons. All transfers will be evaluated by the SASI on a case-by-case basis to determine appropriate cadet rank and position.

3.14. Disenrollments. You may be disenrolled for a number of reasons. It is important to note that disenrollment for reasons a, b and c below generally will result in a failing grade for the semester. Reason d may or may not result in a failing grade for the semester.

a. Cadet honor code violation, failing to maintain acceptable course standards, failing grades, improper haircuts, unacceptable grooming, incorrect uniform wear, failure to wear the uniform when required, i.e., four or more no uniform days per semester, etc.

b. Inaptitude, indifference to training, disciplinary problems, drug or alcohol abuse, or undesirable traits of character.

c. Failing to remain enrolled in school and make satisfactory progress towards graduation.

d. Individual request for release, consistent with current EHS drop/add policy.

CADET UNIT ORGANIZATION CHART SC-952

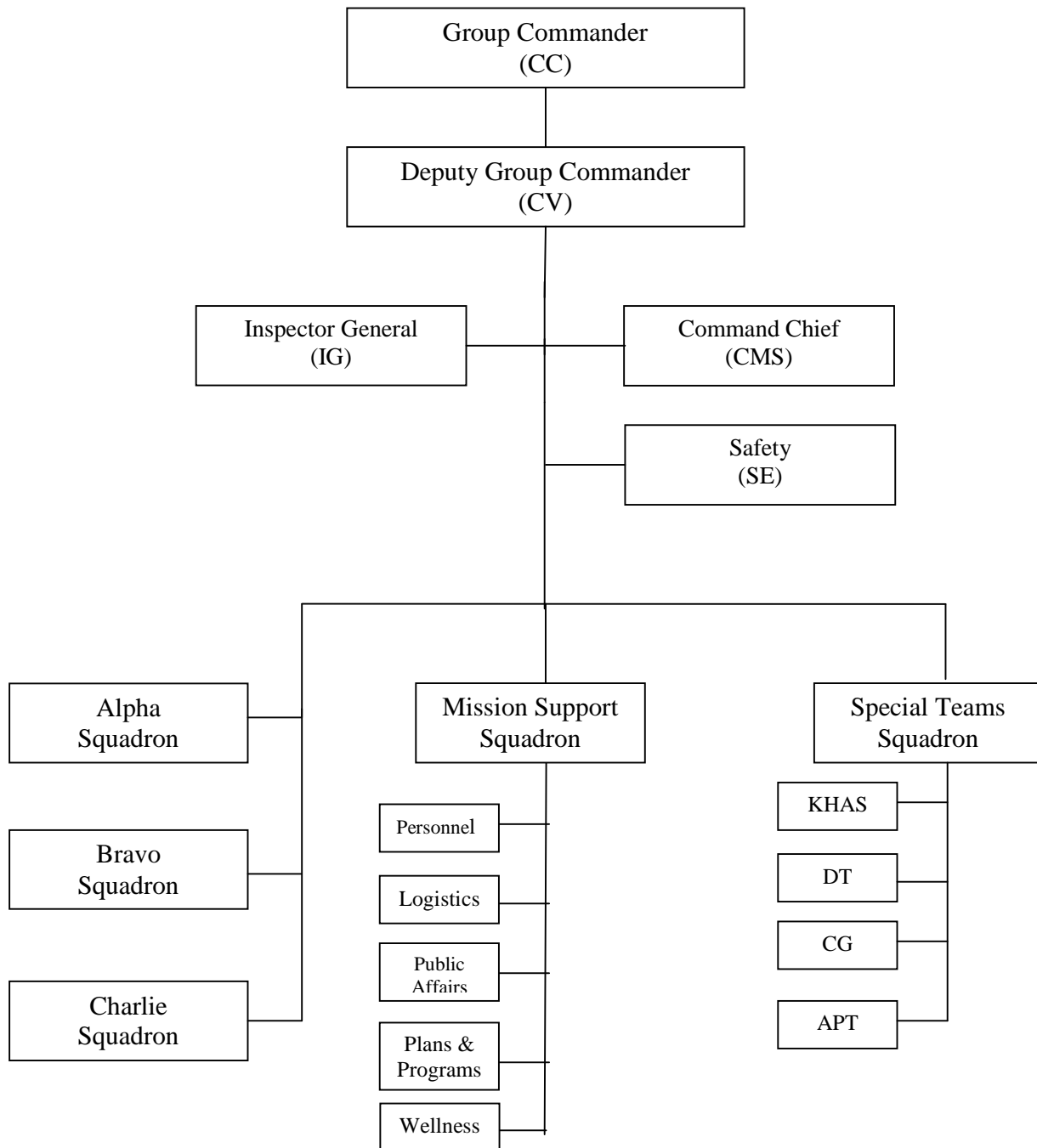


Figure 3.1. Cadet Unit Organization Chart

UNIT MANNING DOCUMENT

| LNR | OFC SYM | POSITION | GRADE | AUTH |
|---------------------------------------|----------------|---------------------------------------|--------------|-------------|
| GROUP COMMAND STAFF | | | | |
| 1 | CC | Group Commander | c/Col | 1 |
| 2 | CD | Deputy Group Commander | c/Lt Col | 1 |
| 3 | CMS | Command Chief | c/CMSgt | 1 |
| 4 | IG | Inspector General | c/Lt Col | 1 |
| 5 | CCA | Special Assistant to SASI | c/Col | 1 |
| MISSION SUPPORT SQUADRON | | | | |
| 6 | SQ/CC | Squadron Commander | c/Maj | 1 |
| 7 | SQ/CCF | First Sergeant | c/SMSgt | 1 |
| 8 | SQ/GB | Guidon Bearer | c/SSgt | 1 |
| PERSONNEL FLIGHT | | | | |
| 9 | DP | Chief, Personnel | c/Capt | 1 |
| 10 | DPA | Awards and Decorations Officer | c/Lt | 1 |
| 11 | DPP | Promotions Officer | c/Lt | 1 |
| 12 | | Personnel Technician | c/TSgt | 2 |
| LOGISTICS FLIGHT | | | | |
| 13 | LG | Chief, Logistics | c/Capt | 1 |
| 14 | LGS | Logistics Superintendent | c/SMSgt | 1 |
| 15 | LGI | Inventory Manager (Uniforms) | c/MSgt | 2 |
| 16 | LGE | Equipment Manager | c/MSgt | 2 |
| PUBLIC AFFAIRS FLIGHT | | | | |
| 17 | PA | Chief, Public Affairs | c/Capt | 1 |
| 18 | PA | Public Affairs Superintendent | c/SMSgt | 1 |
| 19 | HO | History Technician | c/TSgt | 2 |
| PLANS AND PROGRAMS FLIGHT | | | | |
| 20 | XP | Chief, Plans and Programs | c/Capt | 1 |
| 21 | XP | Plans and Programs Superintendent | c/SMSgt | 1 |
| WELLNESS FLIGHT | | | | |
| 22 | E2C | Chief, Wellness | c/Capt | 1 |
| 23 | E2C | Wellness Superintendent | c/SMSgt | 1 |
| 24 | E2C | Wellness Technician | c/TSgt | 1 |
| SPECIAL TEAMS SQUADRON | | | | |
| 25 | STS/CC | Squadron Commander | c/Maj | 1 |
| 26 | STS/CCF | First Sergeant | c/SMSgt | 1 |
| 27 | STS/GB | Guidon Bearer | c/SSgt | 1 |
| 28 | KHAS/CC | Kitty Hawk Air Society Commander | c/Lt | 1 |
| 29 | DT/CC | Drill Team Commander | c/Lt | 1 |
| 30 | CG/CC | Color Guard Commander | c/Lt | 1 |
| 31 | APT/CC | Awareness Presentation Team Commander | c/Lt | 1 |
| ALPHA, BRAVO, CHARLIE SQUADRON | | | | |
| 32 | SQ/CC | Squadron Commander | c/Maj | 3 |
| 33 | SQ/CCF | First Sergeant | c/SMSgt | 3 |
| 34 | SQ/GB | Guidon Bearer | c/TSgt | 3 |
| 35 | FLT/CC | Flight Commanders | c/Capt | 6 |
| 36 | FLT/CCF | Flight Sergeants | c/MSgt | 6 |
| 37 | FLT/GB | Flight Guidon Bearer | c/SrA | 6 |
| 38 | EL/LDR | Flight Element Leader | c/TSgt | 16 |

Figure 3.2. Unit Manning Document

JOB DESCRIPTIONS

1. General. AFJROTC Instruction 36-2001 requires that the SASI write and make available job descriptions to all cadets. The purpose of a job description is to outline the general duties and responsibilities of any particular leadership position in the group. As cadets consider personal goals in AFJROTC, they should refer to the general job descriptions to see those areas that apply. Remember, each leadership position has responsibilities and a rank that will allow a cadet to carry out these responsibilities. The goal should not be to “be a cadet captain,” but to fill a leadership position that has a rank of cadet captain associated with it.

2. The *CADET GROUP COMMANDER (CC)* is responsible for:

- The appearance, discipline, efficiency, training, and conduct of the group. Ensures the group maintains standards of uniform and personal appearance and fulfills required AFJROTC customs and courtesies.
- Advising the SASI/ASI on corps operations, policies, and procedures.
- Accomplishing all corps programs and missions.
- Developing a cadet operations and activities calendar.
- Recommending cadets for jobs, awards, and promotions.
- Managing the cadet corps senior staff.
- Publicizing cadet activities and accomplishments.
- Attending all cadet co-curricular activities to ensure a successful outcome.
- Personally commanding the corps during parades, reviews, etc.
- Ensuring all cadets have the opportunity to develop their leadership qualities.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Planning and conducting a weekly group staff meeting.
- Establishing goals for the position within two weeks of assuming the position.
- Identifying and establishing goals for the staff, cadet officers, and members of the group.

3. The *CADET DEPUTY GROUP COMMANDER (CD)*, as the principle assistant and advisor to the Cadet Commander, is responsible for:

- Assuming command of the group during the absence of the Group Commander.
- Group Inspector General and Group Complaints Officer duties.
- The cadet handbook.
- The Unit Self Assessment program.
- Coordinating with squadron commanders on cadet operations and staff functions and activities.
- Supervising club activities (model rocket, model airplane, etc.)
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

4. The *SPECIAL ASSISTANT (SA) TO THE SASI/ASI* is responsible for:

- Serving in advisory capacity as a former group commander.
- Completing duties assigned by the SASI/ASI.
- Providing leadership and participating in group activities.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

Figure 3.3. Job Descriptions

5. The *COMMAND CHIEF (CMS)*, as advisor to the Cadet Group Commander on cadet enlisted matters, is responsible for:

- Assisting the Cadet Commander and Deputy Commander with group operations and administration.
- Monitoring cadet appearance and behavior.
- Conducting periodic NCO staff meetings for inputs to give to commander.
- Forming all parades and other co-curricular activities related to drill and ceremonies.
- Attending cadet extra-curricular activities.
- Attending staff meetings and arranging the room before and after the meeting.
- Assisting the Personnel Officer in taking minutes of the staff meeting proceedings.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

6. The *CADET INSPECTOR GENERAL (IG)* is responsible to the Deputy Group Commander for:

- Opening lines of communication between the cadet corps and senior staff.
- Training squadron and flight leadership in evaluating the operation of flights, to include the flight's effectiveness in doing personal appearance inspections.
- Conducting a self-inspection of the group once each semester to ensure standardization of goals and objectives, and compliance with all applicable AFJROTC regulations.
- Establishing goals for the position within two weeks of assuming the position.
- Track group goals and present progress to group staff each nine week period.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.

7. The *CADET SAFETY SUPERINTENDENT (SE)* is responsible to the Cadet Group Commander for:

- Ensuring that those who plan and take part in all corps activities recognize that the safety and well being of our cadets is our number one priority.
- Ensuring cadets receive safety awareness briefings when appropriate, i.e., prior to school holidays, field day competitions, highway cleanup, field trips, etc.
- Keeping the Group Commander, SASI and ASI informed on both the attitude toward and state of safety awareness within the cadet corps.
- Ensuring safety incidents are reported to the SASI/ASI.
- Establishing goals for the position within two weeks of assuming the position.
- Conducting a monthly safety inspection of all cadet facilities.
- Placing safety tips on the corps bulletin board and in the monthly newsletter.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.

8. The *CADET ALPHA, BRAVO, CHARLIE SQUADRON COMMANDERS (SQ/CC)* are responsible for:

- The appearance, discipline, efficiency, training and conduct of the cadets in the squadron. Ensures squadron maintains standards of uniform and personal appearance and fulfills customs and courtesies required by AFJROTC.
- Conducting weekly uniform inspection in coordination with the SASI/ASI.
- Instructing individual, flight, and squadron drill.
- Assigning duties to subordinates and evaluating their work for compliance and quality.
- Ensuring all members of the squadron have the opportunity to develop their leadership skills according to their individual abilities.

Figure 3.3. Job Descriptions

- Establishing goals for the position within two weeks of assuming the position.
- Briefing the Group Commander and instructors on squadron activities and personnel problems.
- Conducting staff meetings as required to track progress of squadron projects and activities and informing members of group directives and activities.
- Briefing the squadron to ensure they are informed and aware of all group and squadron activities.
- Performing other duties assigned by the Group Commander or instructors.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

9. The *CADET SQUADRON FIRST SERGEANTS (SQ/CCF)* are responsible for:

- Assisting the Squadron Commander in maintaining the appearance, discipline, effectiveness, training, and conduct of the squadron.
- Forming the squadron for uniform inspection and other formations.
- Taking attendance and reporting findings to squadron commander.
- Assisting the squadron commander as needed.
- Serving as Squadron Wellness/Safety Coordinator.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

10. The *CADET FLIGHT COMMANDERS (Flt/CC)* are responsible for:

- Maintaining the appearance, discipline, effectiveness, training, and conduct of the flight.
- Planning and coordinating activities within the flight.
- Establishing goals for the position within two weeks of assuming the position.
- Keeping flight members informed of unit and school activities.
- Supervising cadets and writing evaluations on their performance, conduct, leadership and promotion potential.
- Maintaining all merit records and for assigning flag details for flight members.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

11. The *CADET FLIGHT SERGEANTS (Flt/CCF)* are responsible to the Flight Commanders for:

- Taking command of the flight in the absence of the Cadet Flight Commander.
- Keeping track of cadet merits, awards and ribbons.
- Preparing the flight for inspection and assisting the flight commander in teaching drill and ceremonies.
- Assisting ASI in training the flight guide in proper guidon techniques.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.

12. The *CADET ELEMENT LEADERS (Flt/El)* are responsible to the Flight Commanders for:

- Leading elements in drill and ceremonies.
- Serving as Flight Logistics Representative.
- Issuing ribbons and ribbon racks to cadets.
- Assisting SASI/ASI in uniform management.
- Maintaining cleanliness of area occupied by element in class.
- Assuming duties of flight sergeant in their absence.

Figure 3.3. Job Descriptions

13. The **CADET FLIGHT GUIDON BEARERS (Fl/GB)** are responsible for:

- Learning the manual of the guidon.
- Posting, and retiring the guidon as directed in class and during formations.
- Leading the flight in the direction and cadence of march.

14. The **CADET MISSION SUPPORT SQUADRON COMMANDER (MSSQ/CC)** is responsible for:

- Ensuring all cadet support squadron activities are conducted in accordance with current regulations, directives, policies, and procedures.
- Ensuring adequate controls are established for accounting of all unit equipment, supplies, and monies.
- Ensuring proper maintenance of administrative and personnel files.
- Establishing a training program to ensure all staff positions are filled with knowledgeable and motivated individuals.
- Performing other duties as assigned by the Group Commander and the SASI/ASI.
- Commanding the corps in the absence of the group and deputy group commanders.
- Conducting support squadron meetings as necessary.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year. .
- Establishing goals for the position within two weeks of assuming the position.
- Ensuring unit computers are properly taken of.
- Attending Group staff meetings.

15. The **CADET CHIEF, PERSONNEL (DP)** is responsible for:

- Assisting the SASI/ASI in maintaining computer based and hard copy personnel management system on all cadets and insuring only authorized personnel have access to them.
- Publishing special orders and certificates.
- Publishing the Cadet Directory.
- Keeping the organizational chart up-to-date.
- Recording awards, promotions, and decorations.
- Establishing goals for the position within two weeks of assuming the position.
- Maintaining attendance records for squadron staff meetings, briefings, leadership training, extracurricular and co-curricular activities and special functions.
- Maintaining an accurate and up-to-date unit manning document in accordance with regulations.
- Filing documents to unit files and cadet folders.
- Making copies.
- Authenticating, publishing, distributing and filing all group administrative publications where applicable. This includes maintaining administrative files, correspondence, and ensuring all SC-952nd Forms are available.
- Keeping, publishing and posting minutes of the group staff meetings.
- Maintaining the official group bulletin board.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

16. The **CADET CHIEF, LOGISTICS (LG)** is responsible for:

- Assisting the ASI with inventory, issue, and turn-in of accountable property (books, uniforms, etc.) and the loading and tracking of these items in CIMS.
- Maintaining an inventory of administrative supplies and recommends the purchase of supplies as needed.
- Keeping the supply rooms neat and orderly.
- Organizing and providing rank insignia and ribbons for promotion ceremonies.

Figure 3.3. Job Descriptions

- Establishing goals for the position within two weeks of assuming the position.
- Maintaining records of all corps owned property.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

17. The *CADET CHIEF, PUBLIC AFFAIRS (PA)* is responsible for:

- Providing newsworthy items about cadets and cadet activities to school and local newspapers. Insuring photos are taken and the school is informed of certain activities, field trips, and AFJROTC events.
- Posting news stories on the Unit AFJROTC Bulletin Boards.
- Coordinating with Westview Middle School to arrange recruiting events with 8th graders.
- Publishing a monthly group newsletter.
- Coordinating photographic and video coverage of cadet activities.
- Assembling pictures for submission to the school yearbook.
- Maintaining the unit scrapbook, history, or other records reflecting the tradition, accomplishments, and activities of the unit.
- Ensuring cadet corps announcements are submitted to the Medial Center prior to 1500 hours the day before the event.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

18. The *CADET HISTORY NCO (HO)* is responsible to the Chief, Public Affairs for:

- Gathering historical information and data pertaining to corps activities and working closely with PA to ensure photo opportunities aren't lost.
- Maintaining the unit scrapbook, history, or other records reflecting the tradition, accomplishments, and activities of the unit.
- Performing other duties as assigned by the Public Affairs Officer.

19. The *CADET CHIEF, PLANS AND PROGRAMS (XP)* is responsible to the Mission Support Squadron Commander for:

- Planning, coordinating, and execution of all Group special activities.
- Submitting after-action reports on all special projects.
- Maintaining a master plan of scheduled Group activities.
- Posting a monthly schedule of upcoming cadet events.
- Maintaining a record of completed events to assist in the formulation of plans for the next academic year.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

20. The *WELLNESS FLIGHT CHIEF (E2C)* is responsible to the Mission Support Squadron Commander for:

- Assisting instructors in the management of the Extreme Excellence Challenge (E2C) program.
- Planning, organizing, and conducting athletic activities for the weekly Physical Fitness Day, usually each Friday, to promote high morale, esprit-de-corps and recreation within the cadet corps.
- Maintaining an inventory of athletic equipment and recommends the purchase of equipment as needed.
- Establishing goals for the position within two weeks of assuming the position.

Figure 3.3. Job Descriptions

- Attending group staff meetings.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Working with squadron commanders to ensure water is available to the cadets during PT activities.

21. The ***CADET SPECIAL TEAMS SQUADRON COMMANDER (STS/CC)*** is responsible to the Group Commander for:

- Assisting ASI in managing and training members of the special teams.
- Planning and coordinating AFJROTC special teams co-curricular activities.
- Assisting ASI in short and long range planning of all scheduled special teams activities and competitions.
- Submitting inputs for the unit calendar of all special team activities.
- Ensuring appropriate school policies are complied with during special teams activities.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending Group staff meetings.

22. The ***CADET KITTY HAWK AIR SOCIETY COMMANDER (KHAS/CC)*** is responsible to the Special Teams Squadron Commander for:

- The effective leadership and operation of the Kitty Hawk Air Society.
- Identifying and inviting eligible cadets to become members.
- Conducting a meaningful KHAS induction ceremony.
- Managing the unit tutor program. Recruits tutors and pairs tutors with cadets requiring help.
- Helping cadets establish goals and plans to pass classes/improve academic performance when asked.
- Creating a school/community service program.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

23. The ***CADET DRILL TEAM COMMANDER (DT/CC)*** is responsible to the Special Teams Squadron Commander for:

- Operation of the Drill Team.
- Selecting, scheduling, and training cadets as basic Drill Team members.
- Developing advanced drill routines for drill competitions.
- Publicizing team activities in corps, school, and community publications and news media.
- Maintaining attendance records for Drill Team practices and performances. Reports service credit for Drill Team performance to the ASI.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

24. The ***CADET COLOR GUARD COMMANDER (CG/CC)*** is responsible to the Special Teams Squadron Commander for:

- Operation of the Color Guard.
- Selecting, training, scheduling, and supervising cadets for Color Guard duties.
- Publicizing team activities in corps, school, and community publications and news media.

Figure 3.3. Job Descriptions

- Maintaining attendance records for Color Guard practices and performances. Reports service credit for Color Guard performance to the ASI.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.
- Attending group staff meetings.

25. The **CADET AWARENESS PRESENTATION TEAM COMMANDER (APT/CC)** is responsible to the Special Teams Squadron Commander for:

- Selecting topics, conducting research, and writing material to be used during APT presentations.
- Selecting, training, and scheduling APT team members.
- Organizing and directing recruiting presentations made in conjunction with APT presentations.
- Reporting service credit for APT and recruiting team members.
- Establishing goals for the position within two weeks of assuming the position.
- Training one or more cadets on the responsibilities of the position and creates a continuity folder to help the replacement with the job the following year.

26. The **CADET VIDEOGRAPHER/PHOTOGRAPHER** is responsible to the Chief, Public Affairs for:

- Taking pictures at corps activities.
- Updating the scrapbook and bulletin boards.

27. The **CADET WEB TECHNICIAN** is responsible to the Cadet Group Commander for:

- Maintaining and keeping current the SC-952 website.
- Advertising the website and encouraging cadets to visit the site on a regular basis.

28. The **MODEL AIRPLANE CLUB COORDINATOR** is responsible to the SASI/ASI for:

- Developing and conducting an effective program for those interested in model airplanes.
- Following guidelines as spelled out in HQ AFJROTC guidance.

29. The **MODEL ROCKET CLUB COORDINATOR** is responsible to the SASI/ASI for:

- Developing and conducting an effective program for those interested in model rockets.
- Following guidelines as spelled out in HQ AFJROTC guidance.

Figure 3.3. Job Descriptions

ENLISTED CADET EVALUATION FORM (WEEKLY)

NAME _____ FLIGHT ___ DATE _____

LEGEND: 0 – Unsatisfactory; 1- Marginal; 2 – Satisfactory; 3 – Excellent; 4 – Outstanding

| Points Available | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| 1. TIME MANAGEMENT: Is the cadet on time for class, formations and assignments? Does the cadet spend time wisely preparing for daily events? | | | | | |
| 2. PERSEVERANCE: Does the cadet stick with each task until completed or give up when it gets to difficult or complex? | | | | | |
| 3. WILLINGNESS TO TRY: Will the cadet attempt to perform any task, no matter how hard or demanding? Does the cadet have a positive attitude toward AFJROTC training? | | | | | |
| 4. ABILITY TO WORK WITH OTHERS: Can the cadet work with others as a team to complete a task? Does the cadet work well with his/her classmates? | | | | | |
| 5. HELPFULNESS: Does the cadet offer and/or give help to fellow flight members? | | | | | |
| 6. ABILITY TO WORK WITHOUT CLOSE SUPERVISION: Can the cadet complete a task without constant instruction? | | | | | |
| 7. ALERTNESS TO INSTRUCTION: Does this cadet listen or do you have to repeat instructions over and over? | | | | | |
| 8. MATURITY: Does this cadet display mature behavior, or does misconduct detract from performance? | | | | | |

SC 952 Form 24, August 2006

TOTAL POINTS _____

SIGNATURE OF EVALUATING CADET

Comments (Use Reverse if necessary): _____

Figure 3.5. Enlisted Cadet Evaluation Form (Weekly)

OFFICER CADET EVALUATION FORM (WEEKLY)

NAME _____ FLIGHT ___ DATE _____

LEGEND: 0 – Unsatisfactory; 1- Marginal; 2 – Satisfactory; 3 – Excellent; 4 – Outstanding

| Points Available | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| 1. TIME MANAGEMENT: Does the cadet work priorities first and complete all tasks in a timely manner? Is the cadet on time for all activities. | | | | | |
| 2. PERSEVERANCE: Does the cadet handle tasks with enthusiasm? Does the cadet stick with a task until thoroughly completed or look for shortcuts just to get it done? | | | | | |
| 3. WILLINGNESS TO TRY: Does the cadet show a positive attitude toward accomplishing any task even if it is something new or not in his/her job description? | | | | | |
| 4. ABILITY TO WORK WITH OTHERS: Is the cadet team oriented and cooperative? Does the cadet demonstrate a positive attitude at all times even when faced with unpleasant or time consuming tasks? | | | | | |
| 5. TASK MANAGEMENT: Does the cadet complete all phases of his/her job including documentation and follow-up on actions completed? | | | | | |
| 6. ABILITY TO WORK WITHOUT CLOSE SUPERVISION: Does the cadet work independently when required and get the job done with minimum direction from superiors? | | | | | |
| 7. MATURITY: Does the cadet demonstrate mature behavior? Does horseplay or unbecoming conduct interfere with the cadet’s ability to do his/her job? | | | | | |
| 8. FUTURE RESPONSIBILITY: Is the cadet ready for positions of increased responsibility? | | | | | |

SC 952 Form 25, August 2006

TOTAL POINTS _____

SIGNATURE OF EVALUATING CADET

Comments (Use Reverse if necessary): _____

Figure 3.6. Officer Cadet Evaluation Form (Weekly)

| CADET PERFORMANCE REPORT (QUARTERLY) | | | | | | | | | | | | |
|---|----------------|---|---|------------------------------|---|---|--------------|----------------------------|---|---|---|----|
| Name: | Flight: | | | | | | Date: | | | | | |
| Period of supervision | From: | | | | | | To: | | | | | |
| 1. UNIFORM: Consider # of uniform wears versus # of possible; pride in uniform; general appearance. | Rater #1 | | | | | | | | | | | |
| | | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 2. DRILL: Consider ability to execute all drill movements; proficiency and knowledge of drill; participation. | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 3. PREPARATION: Consider if cadet is ready for class (i.e., books, homework, paper, pens, and other requirements). | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 4. ATTENDANCE: Consider attendance habits – on time; unexcused absences; tardies; etc. | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 5. HUMAN RELATIONS: How well does ratee get along with superiors, peers, subordinates, instructors, etc. | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 6. BEARING (Attitude): Consider ratee’s daily military bearing in and out of uniform, letters of counseling/reprimand, etc. | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 7. BEHAVIOR: How well ratee follows directions of superiors; obeys rules; projects positive image at all times. | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 8. COCURRICULAR ACTIVITIES: Is ratee involved in corps activities (i.e., drill team, color guard, community service, clubs, etc.). | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 9. POTENTIAL: Consider the ratee’s potential for increased responsibility and rank within the corps. | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 10. OVERALL: How does this cadet compare with others of the same grade level, rank and experience in the corps? | Rater #1 | | | | | | | | | | | |
| | Rater #2 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| COMMENTS: | | | | | | | | | | | | |
| Rater #1 Signature | | | | Rater #2 Signature (if used) | | | | SASI/ASI Review (Initials) | | | | |
| Total Points: | | | | Total Points: | | | | Point Average: | | | | |

SC-952 Form 26, August 2006

Figure 3.7. Cadet Performance Report (Quarterly)

Chapter 4

CADET PROMOTION SYSTEM

4.1. Cadet Grade/Rank

- a. Cadet “rank” and cadet “grade” are interchangeable – they mean the same thing. It is the level of promotion a cadet has achieved.
- b. Cadets are required to know: the cadet rank structure; the names, ranks and titles of the cadets in their chain of command; and the names, ranks, and titles of the cadets in staff positions.

NOTE: A copy of the current corps structure and chain-of-command is posted in the cadet classroom.

4.2. Promotion Policy

- a. Promotions go to those who have earned it.
- b. Cadets must be eligible for promotion in order to be promoted.
- c. The intent of the promotion system is to reinforce the Emerald High School AFJROTC program and its ideals (mission statement, etc.).
- d. All cadets are required to take a rank test at least once during each semester. The purpose of the test is to ensure all cadets are knowledgeable of the Air Force Junior ROTC rank insignia. In order to wear any rank, cadets must achieve a minimum score of 85 on the test.

4.3. Permanent Rank. All cadets are assigned a permanent grade commensurate with the number of AFJROTC years satisfactorily completed; i.e., the permanent grade for an AS-1 is Cadet Airman; AS-2 Cadet Airman First Class; AS-3 Cadet Senior Airman; AS-4 Cadet Staff Sergeant; AS-5 Cadet Technical Sergeant; AS-6 Cadet Master Sergeant; AS-7 Cadet Senior Master Sergeant; AS-8, Cadet Chief Master Sergeant. Permanent grades are awarded at the conclusion of each semester. Retention of permanent grades is contingent upon satisfactory performance and behavior as determined by the AFJROTC Instructors. Permanent officer status will be awarded to cadets holding officer positions for two or more grading periods.

4.4. Temporary Rank. Temporary rank is assigned to a position listed in the UMD. All cadets will retain their temporary rank in succeeding semesters unless removed for cause.

a. Summer Leadership School (SLS) Graduates – Graduates of CLS with three (3) or more semesters of AFJROTC may be promoted to officer rank if they meet other eligibility requirements and approved by the SASI and ASI. Cadets that graduate from Summer Leadership School with two (2) semesters of AFJROTC may be promoted immediately to the grade of master sergeant. Those graduating with only one semester of AFJROTC may be promoted to staff sergeant.

b. Entry Rank -- The SASI/ASI will determine the entry rank of each individual assuming a new position. This will be based upon the individual cadet’s abilities and previous job performance. Cadets initially assigned to command or staff positions are not normally awarded the highest rank authorized for those positions. Cadets will not hold a rank higher than that authorized for those positions on the UMD.

c. Exceptional Performers -- Waivers may be granted for cadets to retain a higher temporary rank, if their performance was clearly exceptional. As long as their performance remains satisfactory, seniors may hold the highest rank to which they have been promoted regardless of course level. The SASI is waiver-approving authority.

d. Unit Manning Document -- This is a fully established four-year program and organized at Group level. There are a number of temporary cadet rank authorizations based upon the size of the organization. This maximum is illustrated in the UMD. The UMD shows the cadet positions and indicates the highest rank and the maximum number permitted at each rank. This document effects the promotion of the cadets because it limits the number of cadets permitted in each position.

e. Wear of Insignia -- Cadets are authorized to wear their temporary rank, which is usually higher than their permanent rank. Insignia is exchanged when a new rank is assigned, and must be turned in with other uniform items upon demand.

4.5. Promotion System.

a. Promotion Cycles. SC-952 promotion program includes four promotion cycles: first, second, third, and fourth nine week grading periods. The promotion cycle for cadets competing for advancement to airman first class through technical sergeant is each nine-week grading period. The promotion cycle for cadets competing for master sergeant through colonel is at the end of the 1st and 3rd nine-week grading periods.

b. Promotion Zones.

(1) Airman Promotion Zone - - This promotion zone pertain only to cadets with an entry rank of airman basic. These cadets are eligible for promotion to airman within the first 30 days of enrollment in AFJROTC.

(2) Standard Promotion Zone - - This promotion zone pertain to cadets competing for promotion to airman first class through colonel. All cadets are promotion eligible during the promotion cycle with the following exceptions: those who receive out of school suspension punishment, those who missed wearing the uniform two or more times, and those who received a course failing grade.

(3) Special Promotion Zone - - A special promotion may be made at any time to recognize unusually outstanding performance and/or to fill an unexpected vacancy on the UMD.

c. Eligibility for Promotion. In addition to the eligibility criteria outlined below, cadets must not be serving any Emerald High School suspensions at the time of screening for promotions or during the time promotion/evaluation boards are in session.

(1) To **cadet airman**: All first time cadets enrolling in AFJROTC enters at the rank of cadet airman basic. They become eligible for promotion within the first 30 days of entering the program. Eligibility for promotion to airman include:

- (a) Wearing the uniform every uniform day. (Mandatory)
- (b) Arriving to class on time every day.
- (c) Able to recite the cadet honor code. (Mandatory)

(2) To **cadet airman first class through cadet senior airman**:

- (a) Have at least an "A" average in AFJROTC and a passing ALL other classes. (Mandatory).
- (b) Pass the physical fitness test – first and third nine weeks. (Waiverable by SASI/ASI)

- (c) Participate in at least one service project each promotion cycle. (Mandatory)
 - (d) Pass promotion test with minimum 85 percentile.
 - (e) Missed no more than one uniform day during the promotion cycle. If a tie breaker is required to determine who gets promoted, then uniform inspection grade will be used. (Mandatory)
 - (f) Participate in cadet corps fundraisers. (Mandatory)
- (3) To **cadet staff sergeant through cadet technical sergeant:**
- (a) Have at least an “A” average in AFJROTC and passing ALL other classes. (Mandatory).
 - (b) Pass the physical fitness test – first and third nine weeks. (Waiverable by SASI/ASI)
 - (c) Participate in at least one service project each promotion cycle. (Mandatory)
 - (d) Pass promotion test with minimum 85 percentile.
 - (e) Missed no more than one uniform day during the promotion cycle. If a tie breaker is required to determine who gets promoted, then uniform inspection grade will be used. (Mandatory)
 - (f) Able to execute and command drill routine. (Mandatory)
 - (g) Member of the drill team or color guard. (Tie breaker)
 - (h) Continuity book available for review by SASI/ASI. (If job position requires.)
 - (i) Participate in cadet corps fundraisers. (Mandatory)
- (4) To **cadet master sergeant through chief master sergeant:**
- (a) Have at least an “A” average in AFJROTC and a “C” or better in ALL other classes. (Mandatory).
 - (b) Pass the physical fitness test – first and third nine weeks. (Mandatory)
 - (c) Pass promotion test with minimum 85 percentile. (Mandatory)
 - (d) Missed no more than one uniform day during the promotion cycle. If a tie breaker is required to determine who gets promoted, then uniform inspection grade will be used. (Mandatory)
 - (e) Able to execute and command drill routine. (Mandatory)
 - (f) Member of the drill team or color guard. (Tie breaker)
 - (g) Continuity book available for review by SASI/ASI. (If job position requires.)
 - (h) Participate in cadet corps fundraisers. (Mandatory)
- (5) To **cadet officer** status:
- (a) Must be a junior or senior. (Optional)
 - (b) Graduate of Cadet Leadership School. (Optional)
 - (c) Have at least an “A” average in AFJROTC and a “C” or better in ALL other classes. (Mandatory)
 - (d) Pass the physical fitness test – first and third nine weeks. (Mandatory)
 - (e) Pass promotion test with minimum 85 percentile. (Mandatory)
 - (f) Missed no more than one uniform day during the promotion cycle. If a tie breaker is required to determine who gets promoted, then uniform inspection grade will be used. (Mandatory)
 - (g) Member of the drill team or color guard. (Tie breaker)
 - (h) Continuity book available for review by SASI/ASI. (If job position requires.)
 - (i) Participate in cadet corps fundraisers. (Mandatory)

4.6. Cadet Promotion Board. Each cadet competing for promotion to airman first class and above must meet a promotion board. The only exception is when the SASI/ASI award a special promotion for exceptional performance. Under the guidance of the group commander, each squadron will hold an independent promotion board. Though not the desired method, it’s necessary considering the logistics of getting all cadets together for a central board. Those cadets serving on the promotion boards at squadron level will meet a central board chaired by the group commander. The promotion boards will meet twice a semester and consist of three (3) members:

a. Chairperson (*Senior Officer in the Flight*) -- This cadet will only ask ONE question regarding knowledge of chain of command, core values, etc. This cadet will also be the presiding officer over the board and is responsible for the discipline/conduct of board members and the board's overall standardization.

b. Officer -- This cadet will only ask ONE question regarding ribbon order, rank structure, etc.

c. NCO - - This person will only ask one question regarding wear of the uniform.

d. Computing Promotion Board Evaluation Scores -- All cadets attending the board will be evaluated based on eight (8) criteria. The results will be documented on the Promotion Board Evaluation Form, Figure 4.1.

- AFJROTC Academic Grade: This is the cadet's current average in AFJROTC. Total value is 25 points.
- Physical Fitness Test: The cadet is rewarded for having met physical fitness requirements. Total value is 10 points.
- Board Reporting In: The cadet's military bearing is evaluated upon entering the room and while reporting in. Total value is 5 points.
- Question #1, Knowledge/Leadership: The cadet can expect to answer a question involving an issue that will demonstrate an understanding of basic leadership concepts. Total value is 15 points.
- Question #2, Insignia: The cadet can expect to answer a question related to the proper wear of insignia. Total value is 15 points.
- Question #3: Customs and Courtesies: The cadet can expect to answer a question related to military customs and courtesies. Total value is 15 points.
- Uniform Inspection: Each board member will score how well the cadet is wearing the uniform and uniform appearance. Total value is 10 points.
- Board Reporting Out: The cadet's military bearing is evaluated while reporting out and upon exiting the room. Total value is 5 points.

e. Releasing Promotion List -- Once promotions have been calculated and approved by the SASI/ASI, the group commander should post the special orders promotion list on the bulletin board.

4.7. Determining Promotion Board Results. In each promotion cycle, only a certain percentage of cadets will be selected for the next higher grade. These percentages are:

25% of top Senior Master Sergeant scores are promoted to Chief Master Sergeant
 35% of top Master Sergeant scores are promoted to Senior Master Sergeant
 45% of top Technical Sergeant scores are promoted to Master Sergeant
 55% of top Staff Sergeant scores are promoted to Technical Sergeant
 65% of top Senior Airman scores are promoted to Staff Sergeant
 75% of top Airman First Class scores are promoted to Senior Airman
 90% of top Airman Scores are promoted to Air First Class
 95% of top Airman Basic scores are promoted to Airman

4.8. Initial Selection to Officer or NCO Status. The SASI will administer the Cadet Commissioned Officer and Cadet Noncommissioned Officer Declaration, SC 952 Form 4, Figure 4.2, to cadets on their initial selection for promotion to officer and NCO rank.

4.9. Loss of Rank and Position as the Result of Disciplinary Action. It is impossible to list every possible breach of discipline that could lead to the loss of a leadership position and the rank that goes with the position. The SASI will weigh each case carefully before reaching a decision. However, the following actions will always lead to the loss of any leadership position:

- a. Purchase, possession, use, or sale of alcohol or illegal drugs.
- b. Two or more suspensions during any semester. In-school suspension for a full day counts as a suspension.
- c. One suspension from school for three (3) or more days during a semester.
- d. A discipline referral for the Behavioral Improvement Center (BIC) from the SASI or ASI two (2) or more times during a semester. This applies to the cadet's AFJROTC class period.
- e. A discipline referral for Detention from the SASI or ASI two (2) or more times during a semester.
- f. Fighting.
- g. Any other discipline problems, including violations of the Cadet Honor Code, may result in a loss of leadership position and the rank that goes with the leadership position.

5.0. Reprimands. Cadets who engage in inappropriate behavior are subject to being reprimanded. This could range from the most lenient reprimand that is verbal to the more severe being placed in BIC for three days. All cadets may be reduced in rank (demoted) due to misconduct (in AFJROTC or other classes), or attitude. When the situation warrants, cadets will be asked to enter into a behavior contract with AFJROTC as contained in Figure 4.4. This contract is designed to show cadets the consequences for failing to meet proper behavioral standards. Another vehicle used for behavioral matters is the letter of reprimand (a warning), Figure 4.3, which can be given by the Group Commander, Deputy Group Commander, Squadron Commander, or Flight Commander. The letter of reprimand will outline what the cadet has done wrong and it must be approved by the SASI/ASI. The cadet will be placed on probation for a period of time (normally four weeks). Everything the cadet does will be evaluated. If the cadet does a good job, at the end of the probation period, all will be forgotten. If, however, during the probation period there is another discipline issue (or the same one continues), the cadet will be given another letter reducing them in rank (normally one grade). For a severe offense, the SASI may approve reduction by more than one grade, including removal of the cadet from officer status. If enlisted, once reduced in rank, a cadet must wait at least nine weeks before meeting the promotion board. If the nine weeks is up between promotion cycles, the cadet must wait for the next cycle. Out-of-cycle promotion boards will not meet for any reason, including sickness, field trips, or other school activities.

5.1. Special Order. Special Orders announcing promotions, demotions, and appointments to corps positions will be published and posted on the official bulletin. The Cadet Personnel Officer will file/annotate the Special Order in the corps special orders file and update the cadet's CIMS record.

SC-952 CADET DECLARATIONS

(Reference SC 952 Cadet Handbook, Chapter 3)

Cadet Commissioned Officer Declaration

I, _____, having been selected a Commissioned Officer in the Air Force Junior Reserve Officers Training Corps do, willingly and freely, accept this responsible position of faith and trust.

Further, I declare that:

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

“I will conduct myself in a proper manner at all times to set an example for others to follow. I will respect the rights of others.”

“I will support the Cadet Corps in its efforts to develop habits of good citizenship that will be responsive to the needs of my community and country.”

“I will strive to become a better informed citizen and to develop habits of orderliness, precision, self-reliance, self-discipline and all above, honor. I will recognize all of these as vital to the role of leadership which I am about to assume.”

“I will accept the responsibilities and agree to be held accountable to higher standards as required by accepting the privilege of serving as a commissioned officer.”

Cadet Non-Commissioned Officer Declaration

I, _____, having been selected a Non-Commissioned Officer in the Air Force Junior Reserve Officers Training Corps do, willingly and freely, accept this responsible position of faith and trust.

Further, I declare that:

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

“I will conduct myself in a proper manner at all times to set an example for others to follow. I will respect the rights of others.”

“I will support the Cadet Corps in its efforts to develop habits of good citizenship that will be responsive to the needs of my community and country.”

“I will strive to become a better informed citizen and to develop habits of orderliness, precision, self-reliance, self-discipline and all above, honor. I will recognize all of these as vital to the role of leadership which I am about to assume.”

“I will accept the responsibilities and agree to be held accountable to higher standards as required by accepting the privilege of serving as a non-commissioned officer.”

SC 952 Form 4, Aug 98

Figure 4.2. Cadet Declarations

EMERALD HIGH SCHOOL
Air Force Junior Reserve Officer Training Corps (AFJROTC)
150 By Pass 225
Greenwood, South Carolina 29646

MEMORANDUM FOR Cadet Airman Jason Oberluey

6 Aug 98

FROM: Cadet 2Lt Loukken K. Broezel

SUBJECT: Letter of Reprimand

1. It has been brought to my attention that on or about 31 July 1998, you failed to report for flag detail at 0800 hours. This was the second time you failed to do so.
2. Flag detail is an important part of the AFJROTC program. All members of the detail play an important role in the raising and lowering of the flag. If someone doesn't show up, it is difficult for the rest of the team to perform their job. In the future, if you have a problem or conflict with this detail, you must notify your supervisor, Squadron Commander or First Sergeant far enough in advance so a replacement can be obtained.
3. Failure to report on time reflects poorly on the AFJROTC program and the cadet corps. If this happens again, administrative actions such as placement in detention and/or demotion in rank could occur.
4. Please acknowledge receipt by signing and dating below.

HENRY MILLER, Cadet 2Lt
Squadron Commander

JOHN L. REDFERN, Cadet Maj
Group Commander

1st Ind

6 Aug 98

To: SASI

I acknowledge that I received this Letter of Reprimand on _____.

JASON OBERLUEY, Cadet Amn
Cadet

2nd Ind

6 Aug 98

SASI

MEMORANDUM FOR CADET SQUADRON COMMANDER

Letter of reprimand on Cadet Oberluey is approved. Please ensure it is filed in his cadet personnel record.

BERNARD TAYLOR, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor

SC-952 Form 11, Aug 2006

Figure 4.3. Letter of Reprimand

AIR FORCE JUNIOR ROTC DEPARTMENT_____
(Date)**CONTRACTUAL AGREEMENT****BETWEEN****AFJROTC INSTRUCTORS****AND** _____

1. By fixing their signatures hereon, both parties enter into this contract for the purpose of assisting the cadet in changing his/her school behavior. The cadet is engaging in classroom behavior that is disruptive and counter to good order and discipline. This disruptive behavior has consisted of:

- Excessive talking in class.
- Failure to participate in class activities.
- Display of disrespect toward AFJROTC Instructors, cadet officers, and/or fellow students.
- Failure to maintain appearance standards while in uniform.
- Throwing objects.
- Failure to follow proper classroom reporting and dismissal procedures.
- Other. _____

2. Learning in a classroom setting takes place when you have good order and discipline. Part of our goals in AFJROTC is to encourage students to be cooperative and respectful of each other. When that does not occur, we must address the disruptive behavior in a very direct way. The below actions will occur immediately when any student within AFJROTC exhibit disruptive behavior that negatively affects the cohesion and success of the class.

2.1. **FIRST OFFENSE**

- Verbal reprimand
- Private conference with student.

2. **SECOND OFFENSE**

- Placement in BIC for one day.
- Private conference with parent or guardian.
- One week isolation from your flight/class.

2.1.2. **THIRD OFFENSE**

- Placement in BIC for two days.
- Three weeks isolation from your flight/class.

2.1.3. **FOURTH OFFENSE**

- Placement in BIC for three days.
- Isolation from your flight/class for the duration of the semester.

3. While separate from your AFJROTC class peers, there will be certain behavior expected. Failure to abide by these actions will extend the isolation from your flight/class indefinitely.

- Expect you to work in a self-study mode.
- Expect you to maintain and exhibit a positive attitude at all times.
- Expect you to show proper courtesies at all times.
- Expect you to wear your uniform properly and every week.

4. Entering into this agreement means you will meet the conditions contained herein, which are designed to improve your overall behavior. Failure to abide by the conditions of this agreement will result in you staying in a separate setting for the duration of the semester. When your behavior warrants, you will also be referred to BIC or after school detention. You can avoid all this by being a model citizen and a team player.

(Cadet Signature)_____
(AFJROTC Instructor Signature)

Chapter 5

AIR FORCE JUNIOR ROTC UNIFORMS

5.1. PERSONAL APPEARANCE AND UNIFORM INSPECTIONS

a. The Public Law, which authorizes the Junior ROTC program, requires that each cadet wear the uniform an average of once a week. The SASI, ASI or cadet officers-in-charge will normally inspect cadets when they wear the uniform. Inspectors will use personal appearance and uniform wear standards that are essentially the same as those for active duty Air Force personnel. Inspections count the same as a test. The inspector will evaluate each cadet's personal appearance and uniform wear and record the results. Cadets who consistently fail to meet personal grooming or uniform wear standards may have his/her uniform recalled and receive an "F" for the course.

b. Cadets will begin each personal appearance and uniform wear inspection with a score of 100. Subtractions will be made for each sub-standard condition noted. The inspector will be evaluating hair, shave, flight cap, insignia, ribbons, name tag, earrings, socks, pockets, shoes, neatness and cleanliness of the uniform, "gig line" and any inappropriate items worn. **NOTE:** If infractions are repeated from week to week, the inspector may increase the penalty.

c. A cadet must end up with a score of 70 or higher in order to pass an inspection. Cadets will not quibble or argue with an inspector. Occasions may arise wherein a cadet's appearance does not project the military image, although his/her uniform and hair are technically correct. The goal is to comply with the intent of Air Force policy, not to find loopholes in it or this handbook. The judgment and decisions of the JROTC instructors will be final and binding.

d. Cadets who fail to wear the uniform two or more times in a quarter will receive a failing grade for the quarter. Cadets who fail to wear the uniform four or more times during a semester will receive a failing grade for the semester. Cadets failing five or more uniform inspections during the semester will be required to turn in the uniform and will receive a failing grade for the semester.

5.2. MALE GROOMING AND APPEARANCE STANDARDS

a. Accessory Garments: Male cadets will wear appropriate undergarments, including an undershirt, while in uniform. Only a "U" or "V" neck plain white undershirt is worn with an open collar uniform shirt. No portion of the undershirt may be visible at the neck or beneath the bottom of the sleeves. Gray-knitted wool or black/gray leather gloves may be worn when outside and if a coat or jacket is being worn. The gloves must be plain, without design, ornamentation, or zippers.

b. Hair: Hair will be neat, clean, trimmed, and present a groomed appearance and will not exceed 1 ¼ inches in bulk. Haircuts must be tapered to follow the normal contour of the head. Hair will not touch the ears or the collar, except for the closely cut hair on the back of the neck. Hair in front will not touch the eyebrows or protrude below the band of properly worn headgear. In no case will the bulk or length of hair interfere with the proper wear of any Air Force headgear. Male cadets are prohibited from wearing hair in faddish styles, e.g., bowl cuts, braids, duck-tail, rat tail, corn row, pageboy, flip, Mohawk, "white sidewalls", "side stripes", or any other "unusual" fashion. Hair must not be dyed unnatural colors. **CADETS THAT OBTAIN A FADDISH HAIR STYLE OR DYE THEIR HAIR AN UNNATURAL COLOR DURING THE SEMESTER WILL NOT BE PERMITTED TO WEAR THE UNIFORM AND WILL RECEIVE A ZERO EACH WEEK UNTIL THEIR HAIR MEETS REQUIREMENTS.**

c. Facial Hair: The face will be clean except for a mustache which will not extend sideways beyond a vertical line drawn upward from the corner of the mouth. Sideburns will be neatly trimmed in the same manner as the hair. They will not be more than one inch wide, and will end with a clean-shaven, horizontal line, which does not extend beyond the bottom of the ear opening.

d. Earrings: Male cadets may not wear earrings while in uniform. They also may not be worn during class when not in uniform, or anytime when performing AFJROTC duties.

5.3. FEMALE GROOMING AND APPEARANCE STANDARDS

a. Accessory Garments: Appropriate undergarments will be worn to present a conservative, feminine appearance, and will not be exposed to view. While not required, females may wear an undershirt with the uniform as long as it meets the same standards as shown for males above. Commercial sheer, nylon hose, in neutral, dark brown, or dark blue shades which complement the uniform and the individual's skin tone may be worn. Patterned hose will not be worn. Plain black socks, without design, may be worn when wearing slacks. Hosiery must be worn with skirts; socks may not be worn with skirts. Gray-knitted wool or black/gray leather gloves may be worn when outside and if a coat or jacket is being worn. The gloves must be plain, without design, ornamentation, or zippers.

b. Hair: The hair must be styled to permit proper wear of any military hat and will not be worn in any style longer than the bottom of the collar edge at the back of the neck. This includes an invisible line completely around the body. Hair will not be dyed unnatural colors, beaded, cut in a Mohawk, or worn with excessive fullness or height or in any other "unusual" style or fashion. Braids, micro-braids, and cornrows are authorized; however, must be solid color similar to individual's hair color; conservative, and not present a faddish appearance. Dreadlocks are authorized. If a female cadet's hair has been "put up" so as to comply with military standards, it must "stay up" for as long as the cadet is in uniform. Hair will not "dangle" from the forehead onto the cheek. Hair ornaments such as ribbons will not be worn, although plain pins, combs, and barrettes, very similar in color to the individual's hair color, may be worn to keep hair in place. Clips or similar devices may be worn if they are small, plain, and very similar in color to the individual's hair. **CADETS THAT OBTAIN A FADDISH HAIR STYLE OR DYE THEIR HAIR AN UNNATURAL COLOR DURING THE SEMESTER WILL NOT BE PERMITTED TO WEAR THE UNIFORM AND WILL RECEIVE A ZERO EACH WEEK UNTIL THEIR HAIR MEETS REQUIREMENTS.**

c. Earrings: Earrings must be small, conservative, and spherical (round), and may be pearl, gold, silver, or white, clip-on or pierced type. Round diamond type earrings are authorized. If worn, earrings will be a matched pair, with one earring in the lobe of each ear. Earrings will fit snugly against the ear and will not extend below the earlobe. Earrings will not be worn on the outside edge of the ear above the lobe. Covering an earring worn outside the approved area of the earlobe with a device such as a Band-Aid is unacceptable for inspection or uniform wear purposes. NOTE: Other visible jewelry worn in piercings such as in the cartilage of the ear, nose, eyebrow, etc., may not be worn at any time while in uniform. Neither will cadets be excused from uniform wear requirements while these areas of the body heal from such piercings.

d. Cosmetics: Polished nails will all be of the same color and a neutral or light conservative shade. Extreme colors that are not authorized include, but not limited to, are purple, gold, black, blue, bright (fire engine) red, and fluorescent colors. French manicured nails are authorized. Instructor's judgment is final. Nails/nail polish must not have designs, lettering, pictures, glitter, etc., or be longer than 1/4" from the finger tip. All cosmetics will be conservative and in good

taste.

e. Shoes: Appropriate shoes will be provided at no cost. Commercially purchased shoes must be plain, black, without any ornamentation, with a one-inch or higher heel. It is highly recommended that commercially purchased shoes not be worn until approved by the instructors.

5.4. GENERAL ACCESSORIES AND THE UNIFORM.

a. Wallets, pencils, pens, pins, chains, jewelry, handkerchiefs, combs, brushes, sunglasses cases, etc., will not be worn or carried exposed on the uniform. You may not wear ornaments on the head (including headphones), or visible ornaments around the neck. EXCEPTION: The required school ID tag will be worn except as excused by the instructor, i.e., during drill or physical fitness. Only one conservative wristwatch is authorized for wear while in uniform. One conservative bracelet may be worn around the wrist, no wider than ½ inch. Ankle bracelets are not authorized. The wear of traditional metal POW/MIA bracelets is authorized. Bracelets supporting a cause, philosophy, individual or group are not authorized. A maximum of three rings, on both hands combined, may be worn only at the base of the finger. No thumb rings are authorized. Conservative sunglasses and light sensitive, prescription glasses may be worn when not in military formation. Conservative ornamentation is permitted on frames and lenses. Frames may be of black or brown material or gold or silver wire. Brand name glasses may be worn with a small logo on frame or lens. Logo must be same color as frame and lens. You may not wear eyeglasses/sunglasses that have ornamentation, initials, etc., on the frames or lenses while in uniform. Mirrored and faddish eyeglasses/sunglasses are prohibited.

5.5. UNIFORM WEAR PROCEDURES AND POLICIES

a. Cadets are required by Public Law to wear the uniform on "Uniform Day" each week, and on other special occasions designated by the AFJROTC Department. Weekly wear of the Air Force Junior ROTC uniform is intended to provide practical experience in military grooming, behavior and appearance, and to instill high personal appearance standards. Air Force Instructions provide authority and details for wear of the uniform. Uniform wear will be covered in detail in class.

b. There are three cadet uniform combinations worn at Emerald High School. They are:

- (1) Service Dress Uniform which consist of the service coat with short sleeve shirt and tie.
- (2) Short sleeve shirt/blouse with tie.
- (3) Short sleeve shirt/blouse without tie.

c. Uniforms will be worn only at times and locations specified by the Air Force Junior ROTC Department. Unauthorized wear of the uniform, including distinctive items of the uniform, is prohibited and punishable under Federal Law. On designated uniform days, uniforms will be worn after school only until the cadet is reasonably able to change into civilian clothing. Uniforms will not be worn at work after school. However, it may be worn to work as long as you change to civilian clothes prior to starting work. Cadets will not wear the AFJROTC uniform while participating in career center classes when the possibility of damage to the uniform may occur (contact the instructors for guidance), student demonstrations, or while acting as guards, baggage handlers or persons responsible for crowd control. Wear the uniform only when fulfilling AFJROTC requirements or participating in AFJROTC activities.

d. All cadets are expected to wear the uniform for your entire school day. However, school duties or other commitments may require a cadet to wear it for a shorter period of time. Cadets who

have early-release on uniform day must wear the uniform until they depart school in order to receive credit for doing so. Cadets must have the approval of the SASI or ASI before changing out of the uniform before the end of the day. Exceptions to the uniform wear procedures and policy can only be approved by the SASI or ASI.

e. During the school day, any cadets who must change from uniforms due to health or physical reasons will report to the assistant principal for assistance. The assistant principal will assist the cadet in arranging for a change of clothing.

f. Cadets may remove the service dress coat or windbreaker inside any classroom. Neckties will not be loosened or removed, shirt sleeves will not be turned up, and buttons of the shirt will be kept fastened at all times. The male tie or female tab must be worn whenever the service dress uniform coat is worn. When worn, the windbreaker will be zipped at least halfway and the service dress coat will be completely buttoned.

g. Here are some general guidelines to remember:

(1) Keep the uniform clean, neat and pressed. However, never press the pants/slacks, service dress coat, windbreaker or tie with a hot iron placed directly on the garment. If you must press an item, use a damp cloth between the garment surface and the iron in order to prevent damage to the item.

(2) Wear the hat outdoors--remove it indoors is the general rule. However, at Emerald High School hats do not have to be worn outdoors as you move from one class to another. They must be worn when outdoors anywhere on campus during your AFJROTC classes. Hats must also be worn in the parking lots, bus loading and unloading area, and the main entrance to the school. This rule applies to before, during and after school. Cadets performing specialized duty may wear the hat indoors, when directed to do so by the SASI or ASI. Hats may be removed while driving or riding inside a vehicle.

(3) The flight cap is worn with the front crease centered on the forehead approximately 1 inch above the eyebrows and tilted very slightly to the right. The flight cap is placed firmly on the head but not pulled down tightly. If worn properly, the crest of the cap will be fully extended without a protruding tip at the back.

(4) You are required to wear all ribbons, ranks, and cords earned.

(5) Keep all buttons buttoned.

(6) Do not fill pockets with bulky items.

(7) Keep shoes laced to the top and shined, including the heels and soles edges.

(8) Keep all metal uniform devices such as belt buckles, badges or insignia clean.

(9) Wear your tie in one of the knots shown in the attachment.

(10) The socks must be **BLACK!** If you wear other dark colors, you will be out of uniform! Other colors are not permitted.

(11) The belt is threaded through the belt loops to the left for men, right for women. When

buckled, only the metal tip of the belt should show. The adjustable clamp on the buckle will permit adjusting the length for proper wear.

(12) Cadets will not stand or walk with their hands in trousers or coat pockets.

(13) Cadets will not chew gum while in uniform or in class.

(14) Civilian coats, scarves, and other non-military items will not be worn while in uniform at any time. This includes when off campus as well as before and after school.

(15) Cadets are prohibited from wearing any type active duty rank, badges, ribbons, and/or decorations whether in uniform or in civilian clothes.

(16) Assume responsibility for your uniform! Know the rules, satisfy the requirements and wear it proudly.

5.6. UNIFORM WEAR REQUIREMENTS

a. Cadets will normally wear the AFJROTC Uniform on Wednesday, unless specifically excused by the SASI or ASI. In the event that a cadet is assigned to In School Suspension (ISS), the uniform will not be worn and will be worn the next day of class. If present at school but not in AFJROTC class (appointment with counselors, administrators, etc.,) it is the cadet's responsibility to come to AFJROTC to find the instructors, and be inspected. Failure to do so may result in a zero. Wear of the uniform is an essential part of the AFJROTC program because it reflects self-discipline, following instructions, attention to detail and pride in personal appearance. The uniform should always be clean, well pressed and worn according to Air Force regulations. Consistent violations are a serious breach of discipline and failure to comply with course requirements. This could result in recall of the uniform and receiving a failing grade for the course. The SASI or ASI can only approve exceptions to uniform wear requirements.

b. Cadets who are present in school but fail to wear the uniform on the prescribed day may make up the uniform day with the permission of their parent or guardian. A letter will be sent to your parent/guardian notifying them that you failed to wear your uniform on the prescribed day. With their signature, you will be given two days from the date of the letter to make up the uniform day. The highest grade you can receive is "80." If you fail to show the letter to your parent or guardian, and return it within two days, you will receive a second zero and will not be allowed to make up the uniform grade. If you are absent on the scheduled uniform day, you must wear the uniform on the first day that you return to school. Failure to wear the uniform on the first day you return to school following an absence will result in a failure to wear uniform letter to be sent to your parent or guardian. Receipt of your parent or guardian's signature on the letter will give you two days in which to make up the uniform day at full credit. Failure to receive a return note from your parent or guardian will result in you receiving a failing grade. NOTE: If school is cancelled on a uniform day, uniform wear is cancelled for that week.

5.7. RESPONSIBILITY FOR THE UNIFORM

a. Protecting government property is everyone's responsibility. Cadet uniforms are issued on a loan basis by the United States Air Force. They are the property of the United States government

as well as part of the Military Equipment Account. EACH UNIFORM EQUIPMENT ITEM MUST BE ACCOUNTED FOR AT ALL TIMES.

b. Before the uniform may be issued, cadets will initial for each individual uniform and equipment item. Once issued, an item becomes the cadet's temporary, personal responsibility. Parents/Guardians and each cadet will also be required to sign a "UNIFORM REQUIREMENTS AND PROCEDURES" letter before any uniform items or equipment is issued. By signing the form, parents/guardians acknowledge that items lost or damaged through negligence must be reimbursed to the government through the school at the price established at the time of issue. Cadets are taught and also acknowledge they understand that the service dress coat, windbreaker, pants, trousers, tie and hat must be dry cleaned and not washed. Washing instead of dry cleaning these items will ruin them and could be considered negligent uniform care.

c. The following are some basic DOs and DON'TS to use when caring for the uniform:

- (1) DO NOT leave uniform items in unlocked lockers or other unattended places.
- (2) DO NOT lend uniform items to anyone.
- (3) DO NOT permit another cadet or person to turn your uniforms or textbooks in for you.
- (4) DO NOT put flight caps in book bags if they cannot be protected. If not being worn, the cap should be tucked under the belt. Your instructor will show you how.
- (5) DO NOT apply a hot iron directly to your Service Dress Coat, pants/slacks, tie or windbreaker. This may permanently damage the item and require that it be replaced. If you are "pressing" these items, use a damp cloth between the iron and the uniform item.
- (6) DO place your name on uniform items. The ASI can show you how to do it properly.
- (7) DO return any found equipment items to the ASI or a logistics representative.
- (8) DO return any items that become worn or unserviceable to an instructor. If the unserviceable condition is due to normal use, the items will be replaced at no cost. Any item that does not fit properly should be returned as soon as possible. Many cadets go through growth spurts, which will require occasional uniform adjustments. Remember, when you represent Emerald High and the United States Air Force in public, we want you to look your very best--at all times. Caution: An ill fitting uniform is no excuse for not wearing it, unless excused in advance. Uniforms do not become too small or large to wear in only a few days. Bring it in to get the problem corrected before uniform day.
- (9) DO deal only with the ASI or your properly appointed Logistics representative when returning or exchanging property.

5.8. SPECIAL UNIFORM ITEMS

a. The semi-formal dress uniform, comprised of a white shirt/blouse, blue tie/tie tab, and service dress uniform, may be worn at Military Balls (male cadets only), Dining-Ins, and other special occasions designated by the AFJROTC Department. The white shirt/blouse is purchased at the cadet's expense.

- b. AFJROTC Medals may only be worn when authorized by the SASI/ASI.
- c. Shoulder cords (aiguillettes) will be issued on a temporary basis to denote cadet positions, honors and teams. Only one cord will be worn at any one time and it will be on the left shoulder. None will be worn on the right. Ascots, gloves, and other special accessories may be issued to cadets who are performing special missions or tasks. Cords issued include:

| <u>CADET POSITION</u> | <u>CORD</u> |
|------------------------------------|-------------------------------|
| Present/Past Cadet Corps Commander | Metallic Purple and Gold Cord |
| Deputy Group Commander | Metallic Gold Cord |
| Senior Enlisted Advisor | Purple and White Cord |
| Squadron Commanders | Purple Cord |
| Flight Commanders | Yellow Cord |
| Color Guard and Drill Team | Red Cord |
| Color Guard (for performances) | Any Color Cord |
| Kitty Hawk Air Society Members | Light Blue Cord |

5.9. OPTIONAL UNIFORM AND ACCESSORY ITEMS

- a. Junior ROTC cadets are authorized to purchase optional uniform items such as long sleeve shirts, highly polished shoes, sweaters, etc., through Air Force Clothing Sales Stores. The instructors can order these items as soon as payment is received. Optional items will be worn as designated by the AFJROTC Department. Small groups of cadets performing tasks in public such as flag duty, color guard, honor guard, etc., will always be in the same uniform.
- b. Shoes. Cadets may purchase corfam ("shiny") military style shoes.
- c. Drill Team Facsimile Rifles. Although the corps has practice rifles for the use of Drill Team members, we do not allow them to be taken home. However, those on the Drill Team who plan to be competitive in exhibition rifle events, may want to buy his or her own rifle so they may practice anytime they wish. Purchased rifles must be either left at school or kept at home, not carried back and forth. To assist cadets, who may want to purchase one, a reduced rate is given. When they no longer need the rifle, they may keep it, or negotiate a price and sell to another cadet or sell it back to the cadet corps. NOTE: Cadets may not take Demilitarized Rifles home.
- d. Additional Uniform Shirts- some cadets choose to purchase additional uniform shirts to give them more flexibility.
- e. Many other items are available through the various supply catalogs such as: sweaters, flying sunglasses, tie tacks, tie clasps, clip-on ties, cuff links, etc. We will only order items authorized for the cadet uniform that has been paid for in advance.

5.10. UNIFORM ISSUE AND TURN IN

- a. The uniform is federal property and is issued to the cadet free of charge. Each cadet must satisfactorily pass a personal appearance inspection before being issued a uniform.
- b. If any items are lost or damaged, cadets must pay for them. Payment will be made to "Emerald High School AFJROTC" for any uniform item lost or damaged. Parents/guardians are required to sign a form before the uniform is issued in which they acknowledge that items lost or damaged through negligence must be reimbursed to the government through the school at the price established at the time of issue. The ASI maintains the price list.

c. Normally, cadets must turn in their uniform at the end of every year unless otherwise authorized by the SASI or ASI. If the uniform is not turned in by the specified date, at minimum, the cadet's report card will be withheld until he or she turns in the entire uniform and all accoutrements.

5.11 Shoe Shine Tips. A great shoeshine shows dedication, personal resolve, hard work, and attention to detail. Quickly shining your shoes, using paints, varnish and dye are costly to the appearance of your shoes, in a very negative way. Your shoes will look good at first, then may be ruined by this practice. There are no short cuts in providing a quality shine for the care and maintenance of your shoes.

a. What You Need:

- A can of Kiwi black shoe polish
- A supply of cotton balls (at least one per shoe) or cotton t-shirt
- Shoe brush
- Toothbrush
- Heel and sole edge dressing
- A cup of warm water
- Old nylons

b. What To Do:

- Remove laces from both shoes.
- Thoroughly clean the shoes. Use a brush to remove dust and dirt from the shoe. Clean the edges with a toothbrush. Then wipe with a damp cloth to remove remaining dust and dirt.
- Apply three coats of polish to the shoe on a small area using a circular motion. Dip a cotton ball into the water. Squeeze out most of the excess water. Flatten the cotton ball and make a handle between your thumb and index finger.
- Dab the cotton ball into the polish. Using a circular motion, apply the polish to the shoe (occasionally applying more polish as needed). Give the toe your best effort, then the front section, sides and back of the shoe.
- Repeat this process until you can see your reflection on the toe of the shoe, occasionally buffing with a nylon to smooth the finish and check your progress.
- Result is a highly shined pair of shoes you can be proud of.
- Replace laces.
- Protect shoes by placing in a sock, shoe box, or neatly on the floor in a safe place.

c. Clean up:

- This should be a clean process if you follow the steps. Place old newspaper on the surface you will use to clean your shoes. Try not to get polish on your hands.
- Clean up the area when you are done. Wash your hands.
- There are several ways to spit shine shoes. With time, you will learn many.
- This is just one way to get the job done right, with superior results.

| PERSONAL APPEARANCE INSPECTION | | | | | | |
|---|--------------------------|---------------------------|---------------------------|---------------------------|--------------|---|
| <small>(Reference SC-952 Cadet Handbook, Chapter 5)</small> | | | | | | |
| FLIGHT: | | | | | DATE: | |
| Name | 5 point deduction | 10 point deduction | 15 point deduction | 20 point deduction | TOTAL | Legend |
| | | | | | | <u>5 point deductions</u> |
| | | | | | | 5a – Buttons missing |
| | | | | | | 5b – Gigline |
| | | | | | | 5c – Lints/Strings |
| | | | | | | 5d – Name tag position |
| | | | | | | 5e – Ribbon position |
| | | | | | | 5f – Small spot(s) on shirt/trousers/jacket |
| | | | | | | 5g – Belt buckle |
| | | | | | | <u>10 point deductions</u> |
| | | | | | | 10a – Earrings |
| | | | | | | 10b – Hair Ornaments |
| | | | | | | 10c – Hair touching ears(M); below bottom of collar (F) |
| | | | | | | 10d – Hair not tapered |
| | | | | | | 10e – Insignia |
| | | | | | | 10f – Jewelry |
| | | | | | | 10g – Makeup |
| | | | | | | 10h – Nails |
| | | | | | | 10i – Ribbon order |
| | | | | | | 10j – Shirt untucked/wrinkled |
| | | | | | | 10k – Trousers wrinkled |
| | | | | | | <u>15 point deductions</u> |
| | | | | | | 15a – Hair touching ears and too bulky |
| | | | | | | 15b – Hair, facial |
| | | | | | | 15c – No Nametag |
| | | | | | | 15d – Shoes Scuffed and Unpolished |
| | | | | | | 15e – No Tie/Tie Tab |
| | | | | | | 15f – Uniform soiled/badly wrinkled |
| | | | | | | 15g – Wrong Uniform |
| | | | | | | 15h – Wrong T-Shirt/No T-Shirt |
| | | | | | | 15i – No Hat |
| | | | | | | 15j – No Ribbons |
| | | | | | | 15k – No Belt |
| | | | | | | <u>20 point deductions</u> |
| | | | | | | 20a – Hair touching ears, too bulky, and excessively long |

SC-952 Form 5, Aug 2004

Flight inspected by: _____ **Approved by SASI/ASI:** _____

Figure 5.1. Personal Appearance Inspection

Chapter 6

AWARDS AND DECORATIONS

6.1. Philosophy. A number of distinctive awards are authorized for AFJROTC cadets in recognition of outstanding performance in academics, leadership, or for specific displays of valor. AFJROTC awards and national awards are authorized by AFROTCI 36-2001 and are presented to cadets selected by the SASI and approved by the principal. Awards will be presented at appropriate ceremonies and families and friends of recipients will be invited to attend.

- a. Awards, decorations and devices are earned.
- b. Cadets are required to wear all awards, decorations and devices that go on the uniform.
- c. Special Orders authorizing the wear of awards, decorations and devices are issued only after the ASI and SASI have made the best determination possible. Their determination is based on corps recommendations, available information, cadet performance, bearing and behavior.
- d. Cadets wearing awards, decorations or devices that they have not been appropriately awarded are violating the Cadet Honor Code.

6.2. MEDALS, RIBBONS AND OTHER AWARDS

- a. Air Force Junior ROTC cadets may earn a variety of medals, ribbons and other awards. The Air Force imposes several limitations and restrictions on the presentation of medals and ribbons in order to maintain their **prestige** and **validity**. Active duty, guard, and reserve ribbons, medals and badges are not permitted on cadet uniforms. However, certain devices of the Civil Air Patrol are authorized.
- b. You may only wear medals, ribbons, clusters, cords, badges, and any other insignia that has been specifically authorized by the SASI through a Special Order. Medals may be worn simultaneously with ribbons during formal, semi-formal, and special occasions as determined by the SASI.
- c. **Bronze oak leaf clusters** are used to designate the second or subsequent award of ribbons that do not include a star as part of the ribbon. When a fifth bronze oak leaf cluster is awarded, a silver oak leaf cluster will be used in lieu of the five bronze oak leaf cluster. If the combination of silver and/or bronze oak leaf clusters exceeds four, a second ribbon will be worn. When future awards reduce the number of oak leaf clusters so that they will fit on one ribbon, the second ribbon will be removed.
- d. **Silver oak leaf clusters** are worn to the left of bronze oak leaf clusters (as viewed by an observer) on the same ribbon. A maximum of four oak leaf clusters (bronze and/or silver) will be worn on a ribbon at one time. Oak leaf clusters are tilted downward to the wearer's right to allow the maximum number of clusters on the ribbon. The bronze and silver oak leaf clusters are provided by the Air Force.
- e. All medals and ribbons authorized by Air Force Junior ROTC, the Junior ROTC programs of the other services and the Civil Air Patrol are rank-ordered and will be worn in a specified manner. These ribbons are worn from left to right, top to bottom, with the highest in the top left position and the lowest at the bottom right position, as viewed by an observer.

6.3. NATIONAL ORGANIZATION-SPONSORED AWARDS. A list of the requirements for National Awards is outlined below. To be eligible, a cadet must meet all requirements, whether it is for

academic or moral standing. Generally, Seniors (cadets in the 12th grade) are not eligible for these awards; however, seniors with only one or two semesters of AFJROTC and have never been considered for one of these awards are eligible for these National Awards:

a. Gold Valor Award -- Awarded for voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty. The award consists of a medal, ribbon, and certificate.

b. Silver Valor Award -- Awarded to a cadet for a voluntary act of heroism that does not meet the risk-of-life requirements of the Gold Valor Award. The award consists of a medal, ribbon, and certificate.

c. Cadet Humanitarian Award -- Recognizes cadets who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has placed or has the potential to place a hardship on their fellow citizens. This award is not to be used to recognize day-to-day service in the community. The award consists of a ribbon and certificate. The Cadet Humanitarian Award must be approved by HQ AFOATS/JROS.

d. Community Service With Excellence Award -- Intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefit the local community. This is not an award given to participants but to the key leader(s) of the project. The award consists of a ribbon and certificate.

e. Air Force Association (AFA) Award -- This AFA-sponsored award consists of a medal and ribbon and is presented annually at each unit to the outstanding AS-5/6 (junior) cadet. The award recipient must possess/meet the following personal characteristics and eligibility criteria:

- Positive attitude (toward AFJROTC and school)
- Outstanding personal appearance (uniform and grooming)
- Display personal attributes such as initiative, judgment, and self-confidence
- Courteous demeanor (promptness, obedience, and respect for customs)
- Growth potential (capacity for responsibility, high productivity, adaptability to change)
- Possess the highest personal and ethical standards and strong positive convictions
- Rank in the top 5% in the AS class and top 10% of the academic class
- Be recommended by the SASI for the Outstanding Cadet Ribbon

f. Daedalian Award -- The Order of Daedalians is a fraternity of commissioned pilots from all military services. It is named after the legendary figure, Daedalus, and was organized by WWI military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self-sacrifice, which place service to the nation above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. The award includes a medal and ribbon. This annual award recognizes one outstanding AS-5/6 (junior) cadet at each unit.

Each cadet must:

- Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation
- Indicate the potential and desire to pursue a military career
- Rank in the top 10% of the AS class and top 20% of the school class

g. American Legion Scholastic Award -- This award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a scholastic scroll. It is presented annually to an AS-3/4 (sophomore) or AS-5/6 (junior) cadet based on overall scholastic achievements. Each cadet must:

- Rank in the top 25% of the AS class and top 10% of the school class
- Demonstrate leadership qualities

- Actively participate in constructive student activities

h. American Legion General Military Excellence Award -- This award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a torch. This award is presented annually to an AS-3/4 (sophomore) or AS-5/6 (junior) cadet based on overall scholastic achievements. Each cadet must:

- Rank in the top 25% of the AFJROTC class
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship

i. Daughters of the American Revolution (DAR) Award -- This award consists of a bronze medal and ribbon and is presented annually to an AS-3/4 (sophomore) or AS-5/6 (junior) cadet. Each cadet must:

- Rank in the top 25% of the AS class and top 25% of the school class
- Demonstrate qualities of dependability, good character, and adherence to military discipline
- Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training

j. American Veterans (AMVETS) Award -- This award consists of a medal pendant and ribbon and is presented annually to one qualified cadet at each unit. Each cadet must possess individual characteristics contributing to leadership such as:

- A positive attitude toward Air Force JROTC programs and service in the Air Force
- Personal appearance (wearing of the uniform, posture, and grooming, but not physical characteristics per se)
- Personal attributes (initiative, dependability, judgment and self-confidence)
- Officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards)
- Obtained a grade of "A" in the AS class
- Be in good scholastic standing in all classes at the time of selection and at the time of presentation

k. Reserve Officers Association (ROA) Award -- This award consists of a bronze medal, ribbon, and certificate and is presented annually for military and academic achievement to an outstanding AS-3/4 (sophomore) or AS 5/6 (junior) cadet. Each cadet must possess individual characteristics contributing to leadership such as:

- Positive attitude toward the AS curriculum
- Outstanding personal appearance (wear of the uniform, posture, and grooming)
- Attributes of initiative, judgment, and self-confidence
- Courtesy (promptness, obedience, and respect)
- Growth potential (capacity for responsibility, high productivity, adaptability to change)
- Demonstrate the highest personal and ethical standards and strong positive convictions
- Rank in the top 10% of the AS class

l. The Military Order of World Wars (MOWW) Award -- This award consists of a bronze medal pendant, certificate, and ribbon and is presented annually to an outstanding cadet who has committed to continue the aerospace science program the following school year. Selection is based on outstanding accomplishments or service to the AFJROTC unit.

m. The Military Officers Association of America (MOAA) Award -- This award, formerly known as The Retired Officers Association Award, consists of a medal pendant with ribbon and is presented annually to an outstanding AS-5/6 (junior) cadet who shows exceptional potential for military leadership. Each cadet must:

- Be a member of the junior class
- Be in good academic standing
- Be of high moral character
- Show a high order of loyalty to the unit, school, and country
- Show exceptional potential for military leadership

n. Veterans of Foreign Wars (VFW) Award -- This award consists of a medal pendant with ribbon and is presented annually to an outstanding AS-3/4 (sophomore) or AS-5/6 (junior) cadet who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:

- Have a positive attitude toward AFJROTC
- Have outstanding military bearing and conduct
- Possess strong positive personal attributes (such as courtesy, dependability, punctuality, respect, and cooperation)
- Demonstrate patriotism (being a member of the color guard or drill team) and actively promote Americanism
- Demonstrate leadership potential
- Attain a grade of "B" or better in AFJROTC with an overall average grade of "C" in all subjects for the previous semester
- Be active in student activities
- Not have been previous recipients of this award

o. National Sojourners Award -- This award consists of a ribbon, medal pendant, and certificate. It is presented annually to an outstanding AS-3/4 (sophomore) or AS-5/6 (junior) cadet who contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must:

- Be in the top 25% of their academic class
- Encourage and demonstrate ideals of Americanism
- Demonstrate potential for outstanding leadership
- Not have previously received the award

p. Sons of the American Revolution (SAR) Award -- This award consists of a bronze medal with ribbon and recognizes an outstanding AS-3/4 (sophomore) or AS-5/6 (junior) cadet who is enrolled in the AFJROTC program. The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and have not previously received the award. Each cadet must:

- Be currently enrolled in the AFJROTC program
- Be in the top 10% of the AFJROTC class and top 25% of the school class

q. Scottish Rite, Southern Jurisdiction Award -- This award consists of a medal, ribbon, and certificate that annually recognizes an outstanding AS-3/4 (sophomore) or AS-5/6 (junior) cadet. Each cadet must:

- Contribute the most to encourage Americanism by participation in extracurricular activities or community projects
- Demonstrate academic excellence by being in the top 25% of the class
- Demonstrate the qualities of dependability, good character, self discipline, good citizenship, and patriotism
- Not have been a previous recipient of this award

r. Military Order of the Purple Heart (MOPH) Award -- This award consists of a medal pendant with a ribbon and annually recognizes an outstanding AS-3/4 (sophomore) or AS-5/6 (junior) cadet who is enrolled in the AFJROTC program and demonstrates leadership ability. Each cadet must:

- Have a positive attitude toward AFJROTC and country
- Hold a leadership position in the cadet corps
- Be active in school and community affairs
- Attain a grade of "B" or better in all subjects for the previous semester
- Not have been a previous recipient of this award

s. Air Force Sergeants Association (AFSA) Award -- This annual award consists of a medal pendant with a ribbon and recognizes an outstanding AS-3/4 (sophomore) or AS-5/6 (junior) cadet. The recipient

must demonstrate outstanding qualities in military leadership, discipline, character, citizenship. Each cadet must:

- Be in the top 25% of the AFJROTC class
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship
- Not have been a previous recipient of this award

t. Sons of Union Veterans of the Civil War (SUVCW) Award -- This award consists of a medal pendant with a ribbon and annually recognizes one deserving cadet. The recipient must display a high degree of patriotism and have demonstrated a high degree of academic excellence and leadership ability.

u. Tuskegee Airmen Incorporated (TAI) AFJROTC Cadet Award -- This award consists of a ribbon and certificate and is presented annually to two cadets. Cadets must:

- Attain a grade of “B” or better in the AS class
- Be in good academic standing
- Actively participate in cadet corps activities
- Participate in at least 50% of all unit service programs

v. The Retired Enlisted Association (TREA) Award -- This award consists of a medal set with ribbon and a certificate and is awarded for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year.

w. Celebrate Freedom Foundation/Embry Riddle Aeronautical University JROTC Award – This award consists of a certificate and ribbon and is presented annually to the outstanding AS-3/4 (sophomore) or AS-5/6 (junior) cadet. The SASI/ASI selects the recipient by 1 March. The award recipient will be provided proactively via the AFJROTC Unit SC-065 no later than 30 March. The award recipient must possess/meet the following personal characteristics and eligibility criteria:

- Positive attitude (toward AFJROTC and school)
- Outstanding personal appearance (uniform and grooming)
- Display personal attributes such as initiative, judgment, and self-confidence
- Courteous demeanor (promptness, obedience, and respect for customs)
- Growth potential (capacity for responsibility, high productivity, adaptability to change)
- Possession of the highest personal and ethical standards and strong positive convictions
- Indicate the potential and desire to pursue a military career
- Rank in the top 5% of the AS class with a grade average of “A” or numerical equivalent and rank in the top 15% of their academic class
- Be recommended by the SASI for the Outstanding Cadet Ribbon

6.4. AIR FORCE JUNIOR ROTC-SPONSORED RIBBONS

a. Outstanding Cadet Ribbon -- Awarded annually to the cadet Airman/NCO/Officer of the Year. The recipients must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence. Cadets must have an “A” average in AFJROTC.

b. Leadership Ribbon -- Awarded for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. This ribbon is limited to 5% of the eligible group to ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance. Cadet must have an “A” average in AFJROTC.

c. Achievement Ribbon -- Awarded to the Outstanding Cadets of the Semester and for a significant achievement as deemed appropriate by the SASI. This ribbon is limited to 5% of the cadet corps. Individuals may not receive more than one ribbon during a one year period.

d. Superior Performance Ribbon -- Awarded to the Outstanding Cadets of the Quarter. Also, awarded annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. The ribbon is presented for a single or sustained performance of a superior nature. This ribbon is limited to 10% of the cadet corps to ensure recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.

e. Distinguished Unit Award (DUA) -- Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. To be eligible for the award, the unit must have received the Outstanding Organization Award, which involves the timely submission of the cadet developed/written unit goals and the cadet developed/written unit impact associated with their goals. Units must identify themselves as competing for the DUA. Nominations will be scored, and winners announced by HQ. All DUA units will receive an embroidered streamer. If DUA is won by unit in multiple years, then consecutive awards are denoted by single oak leaf clusters for each additional award. If during that year's Unit Evaluation, the JROTC unit receives an "Exceeds Standards" as the overall evaluation and is identified by HQ AFJROTC as a unit "with merit", then the unit is authorized to wear a silver star on the ribbon.

f. Outstanding Organization Award (OOA) -- Awarded annually. The criteria for the Outstanding Organization Award is the timely submission of both the cadet developed/written unit goals and the cadet developed/written unit impact associated with their goals. If the unit meets these criteria, they will receive the Outstanding Organization Award, which consists of a congratulatory letter and a certificate of recognition (NO RIBBON). The Outstanding Organization Award is required to compete for the Distinguished Unit Award.

g. Aerospace & Technology Honors Camp Ribbon -- Awarded for attendance at Honors Camp. This award consists of a Leadership School Ribbon with an "H" device and will be provided by HQ AFJROTC at the Honors Camp site.

h. Top Performer Award -- Awarded to cadets selected as top performers during a unit's external inspection visit. The award will recognize a cadet's performance in the following key areas: Leadership and job performance – in primary duty and specifically in preparation for the unit's annual assessment; Leadership qualities – involvement and positions held in extracurricular activities; Academic performance – nominee must be in good academic standing in all high school course work; Significant self-improvement; Community involvement; Other accomplishments. The award is presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount).

i. Academic Ribbon -- Awarded for academic excellence each nine-week grading period as signified by attaining an overall grade point average of an "A" in AFJROTC, a "B" average in all other courses, and no "D's" or "F's" in any subject.

j. Outstanding Flight Ribbon -- Awarded each academic semester to cadets in a flight designated Outstanding Flight. Criteria normally include academic grades, uniform wear, homework, attendance, conduct, involvement in corps activities, etc.

k. Leadership School Ribbon -- Awarded for completion of an approved leadership school program of at least 5 days duration. Add a bronze oak leaf cluster for each additional leadership school completed.

Add a silver star for outstanding performance or leadership ability at a leadership school. Limit the star to 10 percent of the class. Award a silver oak leaf cluster for CTO/CTI service.

l. Drill Competition Ribbon -- Awarded to drill team members for placing first, second or third place in an Air Force or Joint Service drill meet.

m. Orienteering Competition Ribbon -- Awarded to team members who for placing first, second or third place in an orienteering meet.

n. Co-curricular Activities Leadership Ribbon -- Awarded for leadership in AFJROTC co-curricular activities (such as dining-in chairperson, military ball chairperson, etc.) The recipient must have demonstrated exceptional leadership in achieving objectives through the coordinated efforts of others. The ribbon may be awarded a maximum of four times. An oak leaf cluster should be added to this ribbon for each additional award.

o. Drill Team Ribbon -- Awarded for distinguished participation in scheduled drill team events. Cadet must have completed one school semester on the drill team without suspension. An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

p. Color Guard Ribbon -- Awarded for distinguished participation in at least five-scheduled color guard events (at least one with rifle and one with a flag). An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

NOTE: Members must satisfy the practice requirements for the entire year to earn the Drill Team, Color Guard, and Drill Competition Ribbons. Members who drop from the team before the end of the season do not qualify.

q. Saber Team Ribbon -- We currently do not have a saber team.

r. Marksmanship Ribbon -- SASI will award the Marksmanship Ribbon to the cadets that participate in a Marksmanship Program. AFJROTC Units will use the qualification system developed by the Civilian Marksmanship Program (CMP) and taught to all JROTC instructors who were certified by the JROTC Marksmanship Instructor Training Course (JMIC).

s. Service Ribbon -- Awarded to cadets for distinctive performance in school, community, or AFJROTC events as determined by the SASI/ASI. Participation in Drill Teams, Saber Team or Color Guard does not qualify for the service ribbon.

t. Extreme Excellence Challenge (E2C) Ribbon -- Awarded to cadets in October or March who meet any one of the below requirements.

(1) Passing the locally developed Air Force Junior ROTC Physical Fitness Test as follows:

Male: 35 sit-ups in 2 min, 25 push-ups in 2 min, one mile run in 10 min or less.

Female: 30 sit-ups in 2 min, 20 push-ups in 2 min, one mile run in 11 min or less.

NOTE 1: Cadets who meet above requirements plus run 40 laps around the track during the semester will be awarded an **Achievement Ribbon**.

NOTE 2: Cadets who meet above requirements plus run 30 laps around the track during the semester will be awarded a **Superior Performance Ribbon**.

NOTE 3: Cadets who meet above requirements plus run 20 laps around the track during the semester will be authorized to wear the **Physical Fitness Ribbon with a Silver Star**.

(2) Completing the season and meeting all team practice requirements for a varsity, junior varsity or cheerleading team.

(3) Satisfying the specific requirements for award of the ribbon at a Leadership School.

u. Recruiting Ribbon -- Awarded to any cadet who takes part in three or more recruiting or drill training visits to prospective cadets at Westview Middle School, or who recruits one student into the AFJROTC program. The recruited student must enroll and complete the first nine weeks of a semester in order for the ribbon to be earned.

v. Activities Ribbon -- Awarded to cadets for participation in cocurricular activities other than Drill, Color Guard, and Saber teams. These include, but are not limited to orienteering teams, model rocketry clubs, AFJROTC academic teams, AFJROTC sports teams, and other activities as determined by the SASI.

w. Attendance Ribbon -- Awarded each nine-week grading period to cadets with no more than two (2) excused absences in a semester as approved by the SASI/ASI and no unexcused absences.

x. Good Conduct Ribbon -- Awarded each nine-week grading period to cadets with no out-of-school suspensions, and no more than one full day of in-school-suspension per nine week period.

y. Dress and Appearance Ribbon -- Awarded each nine-week grading period for wearing uniform on all scheduled uniform days with a uniform grade average of 90 or above.

z. Longevity Ribbon -- Awarded each semester to cadets who successfully complete an AFJROTC course.

6-5. CIVIL AIR PATROL AWARDS: Only five CAP ribbons (General Carl Spaatz Award, General Ira C. Eaker Award, Amelia Earhart Award, General Billy Mitchell Award, and General J.F. Curry Achievement Award) may be worn on the AFJROTC uniform in the order listed.

6-6. BADGES.

a. Ground School Badge: Awarded for completion of the AFJROTC aviation honors ground school curriculum or completion of another aviation ground school program prescribed by the FAA. Cadets may wear the badge after the first grading period if they received a passing grade.

b. Flight Solo Badge: Awarded to any cadet possessing a solo flight certificate signed by a FAA certified flight instructor for either powered or non-powered aircraft.

c. Flight Certificate Badge. Awarded to any cadet who possesses a valid FAA pilot's certificate for either powered or non-powered aircraft.

d. Awareness Presentation Team (APT) Badge: Awarded to cadets who make at least 3 public appearances or presentations as a member of the unit Awareness Presentation Team (APT). The badge may be worn for as long as the cadet is an active member in good standing of the APT.

e. Kitty Hawk Air Society (KHAS) Badge: Awarded to cadets who are members of the Kitty Hawk Air Society. The honor society is run entirely by the cadets under the supervision of the SASI/ASI. SC-952nd KHAS is designated as the Emerald Chapter. KHAS is an organization dedicated to community service and leadership. All active members of KHAS are authorized to wear a distinctive KHAS pin and a light blue cord. Cadets automatically become KHAS members when they meet these criteria:

- Earn and maintain a 86 cumulative semester average for all semesters in JROTC and have a current semester GPA of 2.5.

- Recite from memory the Air Force Core Values, their definitions, the Cadet Honor Code, preamble to the KHAS Constitution, and KHAS objectives.
- Know the mission of the Air Force Association, when it was established, and location of its headquarters.
- Complete at least one semester of JROTC.

New members of KHAS will be inducted each semester during the awards ceremony. If at any time KHAS members fall below minimum academic standards, they are placed on probation for one nine-week grading period. Cadets who fail to elevate their grades to required levels by the end of the second nine-week grading period of the semester are subject to expulsion from KHAS. Awarded to those cadets who are members of their local chapter of the Kitty Hawk Air Society and meet the locally developed criteria.

f. Academy Modeling of Aeronautics (AMA) Wings: Awarded to cadets who are members of a local AMA chartered model airplane club. Contact the AMA (list of award contacts is located on the Cyber Campus HQ Library under the Cadet Awards folder) to obtain badge for qualifying cadets.

g. Distinguished AFJROTC Cadet Award: A certificate and a Distinguished AFJROTC Cadet Badge is presented to one outstanding AS-5/6 (junior) cadet at each unit annually. This allows the recipient to wear the award their final year in the AFJROTC program. The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The recipient must hold the following awards prior to selection:

- Leadership Ribbon
- Achievement Ribbon
- Superior Performance Ribbon
- Academic Ribbon
- Co-curricular Activities Leadership Ribbon
- Service Ribbon

h. Aerospace Education Foundation (AEF) Academic Cadet Award: Awarded to rising Junior and Senior cadets for academic excellence as signified by attaining an overall 3.3 grade point average with no grade below "C" on their transcript.

i. Model Rocketry Badge: Awarded to cadets who have fulfilled model rocketry program requirements. Program requirements are listed in the Model Rocketry Handbook available in the Cyber Campus HQ Library in the Guide and Handbooks folder.

j. Other Badges: Wearing badges from other services beyond their intended purpose, badges from the regular Air Force, or other organizations on the AFJROTC uniform is prohibited. Example: Unit cannot designate Army Signal Corps or Infantry badges to signify membership in the unit color guard or drill team. However, badges earned by cadets enrolled in a sister service JROTC program may be worn on the AFJROTC uniform in the local specified by the sister service. The AFJROTC badge location will always take precedence over the sister service badge.

k. AFJROTC Shoulder Patch. Wear of the AFJROTC official shoulder patch is mandatory on all uniforms except the raincoat, overcoat, and all-weather coat. Cadets enrolled in Civil Air Patrol (CAP) and AFJROTC who use the same uniform for both activities may wear the CAP wing patch on the right shoulder and the AFJROTC patch on the left shoulder with the AFJROTC shoulder patch taking precedence.

l. Shoulder Cords. Cadets are authorized to wear one shoulder cord on the left shoulder. Wear the shoulder cord only on light blue shirt and the service dress uniform. Colors to denote different honors or leadership positions is prescribed in this guide, Chapter 5, paragraph 5-8c.

6.10. AIR FORCE JUNIOR ROTC-LOCALLY SPONSORED AWARDS. In order to recognize the special achievements of other cadets, several other awards have been established and are presented during the unit's annual awards ceremony. Each recipient's name will be inscribed on a plaque displayed for each of the awards listed below.

a. Principal's Citizenship Award: This award is presented each year to a cadet in the 12th grade who has displayed superior service to his/her unit, school and community. The cadet presented with this prestigious award will receive a plaque, certificate and an Achievement Medal/Ribbon.

b. Charles L. Graves Achievement Award: This award is in memory of Emerald High School's first principal, Mr. Charles L. Graves. Mr. Graves served as principal from 1994 to 2004. This award is presented to an outstanding cadet in the 12th grade who has displayed exemplary leadership, attitude and personal appearance. The cadet presented with this prestigious award will receive a plaque, certificate and an Achievement Medal/Ribbon.

c. AFJROTC Instructor's Award: This award is presented each year to a cadet in the 12th grade who has displayed superior performance throughout their time in AFJROTC. The cadet presented with this prestigious award will receive a plaque, certificate and a Achievement Medal/Ribbon.

d. "Aim High" Award: This award is presented to a deserving cadet in the 12th grade who has consistently displayed the leadership skills, commitment and core values required to accomplish the "Viking Air Corps" mission of "Building Better Citizens for America." The cadet presented with this award will receive a plaque, certificate and a Superior Performance Medal/Ribbon.

e. Soaring Eagle Award: This award is presented to the cadet who has served honorably for a complete semester as cadet corps commander. The cadet presented with this prestigious award receives an eagle statute, a certificate, and an Outstanding Cadet Ribbon.

f. Cadet Group Commander's Award: This very prestigious award is presented annually to a cadet that the group commander feels has demonstrated individual outstanding effort towards the Corps, and has the greatest potential for growth and success within the Corps. A recipient is selected by the group commander of the fall and spring semesters and is announced at the Annual Awards Program. The cadet presented with this award will receive both a certificate and a Superior Performance Medal/Ribbon.

g. Cadet Academic Excellence Award: This award is presented to the SC-952 cadet who attains the highest academic rating in AFJROTC for the quarter and will receive the AFJROTC Academic Excellence Award.

h. Best in Flight Academics Award. This award is presented to the flight with the highest academic average in AFJROTC for the quarter.

i. Best in Personal Inspection Award: The male and female cadet who scores the highest in personal inspection for the quarter will receive the AFJROTC Best in Personal Inspection Certificate.

j. Best in Flight Appearance Award. This award is presented to the flight with the best personal inspection average for the quarter.

k. Best in Individual Drill Award: The male and female cadet who scores the highest in individual drill for the quarter will receive the AFJROTC Best in Drill Certificate.

l. Best in Color Guard Award: The cadet who is selected as the best in color guard for the quarter will receive the AFJROTC Best in Color Guard Certificate.

m. Most Athletic Cadet Award. The male and female cadet who scores the highest in physical fitness testing for the quarter will receive the AFJROTC Most Athletic Certificate.

n. Best in Flight Attendance. This award is presented to the flight having the best attendance average for the quarter.

o. Best in Community Service Participation. The male and female cadet who has the highest participation rate in service projects for the quarter will receive the AFJROTC Best in Community Service Participation Certificate.

p. Most Active Cadet. This award is presented to the male and female cadet who contributes the most to the successful operation of the cadet corps for the quarter will receive the AFJROTC Most Active Cadet Certificate.

Chapter 7

OUTSTANDING CADET COMPETITION

7.1. Outstanding Cadet of the Quarter/Semester/Year Competition. Criteria used in determining cadet competition winners are as outlined in paragraphs below.

a. Nominations -- Squadron commanders will submit to the group commander a junior airman (cadet airman basic to cadet airman first class), a senior airman (cadet senior airman), junior NCO (cadet staff sergeant to cadet technical sergeant), a senior NCO (cadet master sergeant to cadet chief master sergeant) and an officer to meet a board to compete for the title Outstanding Junior Airman/Senior Airman/Junior NCO/Senior NCO/Officer Cadet of the Quarter. Nominations will be submitted using Figure 7.1. Those cadets selected for Cadet of the Quarter will be considered for the honor of Cadet of the Semester. Those cadets selected for Cadet of the Semester will be considered for the honor of Cadet of the Year. Those cadets selected for Cadet of the Year will be considered for the overall Outstanding Cadet of the Year winner. The SASI/ASI will select the Cadets of the Semester and Cadets of the Year. The SASI/ASI will select the Cadet of the Semester and Cadet of the Year winners.

b. Board – The group commander will convene a cadet of the quarter and semester board to select the Outstanding Junior Airman/Senior Airman/Junior NCO/Senior NCO/Officer of the Quarter and Semester. The board will consist of three (3) members.

(1) Chairperson (*GP/CC or GP/CV*) -- This cadet will ask only ONE question regarding knowledge of chain of command, core values, etc. This cadet will also be the residing officer over the board and is responsible for the discipline/conduct of board members and the board's overall standardization.

(2) Officer (*SQ/CC*) -- This cadet will only ask ONE question regarding ribbon order, rank structure, community service activities, etc.

(3) NCO (*SEA*) -- This person will inspect the cadet's uniform and ask any question necessary regarding wear of the uniform. When inspecting, the NCO should take into consideration the worst uniform of the board members (i.e., If the chairperson has scuffed shoes, then that will not be counted against attendees should they have the same mistake.)

(4) Nomination of Board Members -- The group commander will submit the names of cadets to serve on the board to the SASI for approval. Board members must be senior in rank to those meeting the board. Uniform of the day and board convening time will be specified and posted on the bulletin board a minimum of one week in advance. Unless otherwise indicated, the board will convene in JROTC classroom 121.

(5) All cadets attending the board will have a Cadet of the Quarter/Semester Evaluation Sheet (Figure 7.2) filled out on them, tabulating their board scores. The form is distributed to cadets by the GP/CC once the board results are posted. The board score sheet consists of eight (8) criteria, which are as follows:

- AFJROTC Academic Grade: This is the cadet's current average in AFJROTC. Total value is 25 points.
- Physical Fitness Test: The cadet is rewarded for having met physical fitness requirements. Total value is 10 points.
- Board Reporting In: The cadet's military bearing is evaluated upon entering the room and while reporting in. Total value is 5 points.

- Question #1, Knowledge/Leadership: The cadet can expect to answer a question involving an issue that will demonstrate an understanding of basic leadership concepts. Total value is 15 points.
- Question #2, Current Event: The cadet can expect to answer a question related to a top news story of the day. Total value is 15 points.
- Question #3, Customs and Courtesies: The cadet can expect to answer a question related to military customs and courtesies. Total value is 15 points.
- Uniform Inspection: Each board member will score how well the cadet is wearing the uniform and uniform appearance. Total value is 10 points.
- Board Reporting Out: The cadet's military bearing is evaluated while reporting out and upon exiting the room. Total value is 5 points.

7.2. Outstanding Cadet Awards. **Outstanding Cadets of the Quarter** are authorized to wear the Superior Performance Ribbon. Cadets selected as **Outstanding Cadets of the Semester** are authorized to wear the Achievement Ribbon. The **Outstanding Cadets of the Year** are authorized to wear the Outstanding Cadet Ribbon. Additionally, the one cadet selected as the overall Outstanding Cadet of the Year will receive a gift certificate.

| CADET OF THE QUARTER NOMINATION SHEET <i>(Reference SC 952 Cadet Handbook, Chapter 7)</i> | | | | |
|--|------|--------|-------|--------------------------|
| I. CADET INFORMATION | | | | |
| Name: (Last, First, Middle Initial) | Rank | Flight | | |
| Job Assignment: | | | | |
| II. PERFORMANCE RATINGS | | | | |
| | Yes | No | Other | If other, please explain |
| 1. Academics: (Maintains an "A" in ROTC and a "C" average overall) | | | | |
| 2. Appearance: (Consistently meets uniform wear requirements. Presents an outstanding image in uniform.) | | | | |
| 3. Behavior: (Displays the correct behavior in all situations. Has never been assigned to BIC or OSS.) | | | | |
| 4. Drill: (Can properly drill a flight and shows outstanding drill capabilities.) | | | | |
| 5. Attendance: (Cadet has missed no more than one school day in the month and less than 3 days for the semester.) | | | | |
| 6. Physical Fitness: (Good physical condition and passed the physical fitness test.) | | | | |
| 7. Involvement in JROTC Activities: (Consistently participates in ROTC activities.) | | | | |
| 8. Color Guard/Drill Team/APT/Honor Guard: (Cadet is an active participant of co-curricular activities.) | | | | |
| 9. Leadership: (Cadet demonstrates exceptional leadership skills and potential for ROTC.) | | | | |
| Supervisor's Signature | | | | Date |
| III. ADDITIONAL COMMENTS: <i>(Squadron Commander's Use Only)</i> | | | | |
| Squadron Commander's Signature | | | | Date |

SC-952 Form 6, Aug 2004

Figure 7.1. Cadet of the Quarter Nomination Sheet

| CADET OF THE QUARTER EVALUATION FORM <i>(Reference SC-952 Cadet Handbook, Chapter 7)</i> | | |
|--|--------------------|-----------------------|
| Name: | Flight: | Date: |
| Permanent Rank: | AS Level: | |
| | Cadet Score | Score Possible |
| AFJROTC Academic Grade | | 25 |
| Physical Fitness Test | | 10 |
| Board Reporting-In | | 5 |
| Question #1 (Knowledge/Leadership) | | 15 |
| Question #2 (Current Event) | | 15 |
| Question #3 (Customs and Courtesies) | | 15 |
| Uniform Inspection | | 10 |
| Board Reporting-Out | | 5 |
| TOTAL | | 100 |
| REMARKS: | | |
| | | |
| Signature of Board Member/Chairperson: | | |
| Signature of Board Member/Officer: | | |
| Signature of Board Member/NCO: | | |
| Approval by SASI/ASI: | | |

SC-952 Form 7, Aug 2004

Figure 7.2. Cadet of the Quarter Evaluation Form

Chapter 8

OUTSTANDING FLIGHT COMPETITION

8.1. Outstanding Flight of the Quarter/Semester

a. Each school year there are competitions between the flights to determine the Outstanding Flight of the Quarter and Semester.

(1) Outstanding Flight of the Quarter -- This honor is based on the following criteria: Flight uniform inspection average, flight drill competition, flight athletic competition, flight attendance average, and highest AFJROTC academic average.

(2) Outstanding Flight of the Semester -- This honor is based on the following criteria: Points received from flight of the quarter competitions which include flight uniform inspection average, top drill competition, top athletic competition, flight attendance average, and highest AFJROTC academic average. Points included from other categories are fund-raising participation and community service projects.

b. Outstanding Flight Competition Procedures: The flight with the highest numerical average (carried out two decimal places) after scores from all areas are factored, as described below, will be the winner.

(1) Flight Uniform Inspection Average -- The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(2) Flight Drill Competition -- The flight evaluated as the **Top Drill Flight** for each month will receive 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively. The flight that wins the most monthly competitions will be declared the top drill flight of the semester. In the event of a tie, the flight with the highest uniform inspection average is awarded 10 extra points. The top drill flight for the semester receives 100 points toward outstanding flight of the year.

(3) Flight Athletic Competition -- The flight determined to be the **Top Athletic Flight** for each month will receive 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively. The flight that wins the most monthly athletic competitions will be declared the top athletic flight of the semester. In the event of a tie, the flight with the best average mile run time is awarded 10 extra points.

(4) Highest AFJROTC Academic Average -- The flight with the highest academic average in AFJROTC receives 100 points towards flight of the quarter and semester competition. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(5) Flight Attendance Average -- The flight with the highest attendance average in AFJROTC will receive 100 points towards flight of the quarter and semester competition. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(6) Fund-raising Participation -- Every cadet within each flight is expected to participate as much as possible with the unit's fund-raising projects. For the purpose of flight competitions cited in this chapter, participation is the key. Therefore, the flight with the highest participation rate for fund-raisers will receive 100 points toward flight of the semester. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(7) Community Service Projects (Food Drive, Christmas Cards, Adopt-A-Highway, etc.) -- The flight with the highest percentage of cadet participation in all projects will be the winner of this competition. The winning flight will receive 100 points toward flight of the semester. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(8) The Cadet Deputy Group Commander and Inspector General will be responsible for assisting the SASI/ASI in collecting and analyzing data to determine the winning squadron.

c. Outstanding Flight Awards. Members of the outstanding flight for each semester will be awarded the **Outstanding Flight Ribbon Award**. The winning flight commander will determine if any flight member has not contributed enough to receive the ribbon. Final determination will be made by the SASI/ASI. The outstanding flight will receive a streamer for display on their guidon.

Chapter 9

SPECIAL TEAMS

9.1. General. An important function of the SC 952nd AFJROTC Group Cadet Corps is to provide an Air Force presence at various school and community functions. Many times the cadet corps presence is accomplished by our Color Guard, Drill Team, and Awareness Presentation Team. Members of these three "teams" compete for membership and receive personal observation by the SASI/ASI and are recommended by their squadron commander and/or a group staff officer. To be eligible for selection, and to remain a member of either of these units, a cadet must meet the most rigorous standards of military bearing, behavior, and dress and appearance. They are the most visible members of the cadet corps within the community and, as such, are required to set a high standard of excellence in all of their endeavors.

9.2. Color Guard. There is no prouder symbol of the freedom and democracy anywhere in the world than that of the American flag. It stands for all that is good and decent in humans as well as the suffering and sacrifice that Americans have endured to maintain a way of life that has been bought and paid for with the blood of her sons and daughters. From the American Revolutionary War to Operation Desert Storm, "Old Glory" has flown proudly around the globe. The manner in which it is displayed at a public function in the Greenwood City area will many times be the result of the efforts put forth by a select team of cadets from the SC 952nd AFJROTC Group known as the Color Guard. Therefore, only the best need apply for the honor of carrying on this proud tradition.

a. **Composition.** A color guard is normally made up of two to eight cadets depending upon the occasion. These cadets are handpicked by the SASI/ASI and Color Guard Commander /NCOIC. Total membership in the color guard will not exceed twenty cadets. Selections are made only after personal observation of the individual cadets and a review of their past performance as a member of the SC 952nd AFJROTC Group. The criteria for selection are military bearing and behavior, dress and appearance, personal conduct, attitude, and drill ability. Qualified individuals can be selected at any time during the year.

b. **Practice.** All members are expected to attend practices. Practice times and dates will be announced in advance and will be posted on the chalkboard in the classroom. Each color guard performance will include a minimum of fifteen minutes practice on the day of the performance unless otherwise directed by the SASI/ASI.

c. **Performances.** The color guard commander will be notified by the SASI/ASI as soon as possible of any upcoming color guard details. Color Guard members should check the Color Guard Detail Sheet in order to sign up for their fair share of events. Once an event is selected, you should check with your parents, bosses, etc., to make sure that there is no reason you cannot perform on the date and time posted. You then sign your name by the detail selected. Your signature indicates that on your word of honor, you will show up at the time indicated **ALREADY DRESSED IN THE PROPER UNIFORM**, prepared to honor your commitment. After the performance, the AFJROTC classroom will be open for a **MAXIMUM** of fifteen minutes for cadets to change clothes if they desire and to put away equipment. For their time and effort, Color Guard members will receive the following awards:

- (1) Receive a merit for each performance.
- (2) For every third performance, awarded an Activity Ribbon.
- (3) For every third Activity Ribbon awarded, the cadet will receive a Superior Performance Ribbon.
- (4) For every third Superior Performance Ribbon awarded, the cadet will receive an Outstanding Cadet Ribbon.
- (5) After ten performances, the cadet will be eligible to wear a star on the Color Guard Ribbon.

d. Participation. The SASI/ASI will determine the number of cadets necessary for each performance. The Color Guard Commander will then notify the SASI/ASI of the names of those members who have volunteered. When necessary, the Color Guard Commander will select members to perform using a rotational system so that all members get to participate equally. As stated earlier, once selected you have made a commitment and failure to show up is a serious breach of trust. Failure to perform on any two occasions during a semester will result in your removal from the color guard and raise serious questions about your reliability and character. Only under extreme circumstances will the SASI/ASI waive this requirement.

(1) Prior to each performance, the color guard commander will conduct practice as necessary to ensure a flawless performance at the scheduled event. A personnel inspection will be accomplished by the commander to determine that all participants meet or exceed the standards outlined in paragraph 9.2.5. below.

(2) As a member of the color guard, you DO NOT have the right to refuse to perform when asked. If you are designated to perform and fail to perform on any two occasions during a semester, you will be removed from the color guard. Only under extreme circumstances will the SASI/ASI waive this requirement.

e. Standards. As mentioned earlier, the color guard is an elite, highly visible unit that is called upon to represent the Group and Emerald High School at many community and school functions. As such, you must maintain the highest standards of military bearing and behavior, as well as dress and appearance. Your performance must always accurately reflect the fact that SC 952nd AFJROTC Group is the best of the best. Therefore, the following guidelines will be strictly enforced WITHOUT DISCUSSION.

(1) Any male color guard member whose hair does not meet or exceed the standards set forth in the AFI 36-2903, will not be permitted to perform.

(2) All cadets are required to wear the uniform at least one day per week during the school year. Cadets who do not wear it on the designated day can make it up as outlined in paragraph 5.6b. Color guard members who fail for any reason to meet this requirement will be dismissed from the team AFTER THE SECOND OFFENSE. Just as important as wearing the uniform is the requirement for wearing it properly and maintaining it in the proper manner. Color guard members who constantly fail in either of these areas, as noted in the weekly inspection of cadets, will be dismissed from the team. YOU MUST SET THE EXAMPLE.

(3) Each time a competitive team participates as a unit, they are a direct reflection on the group as a whole. Therefore, conduct of any kind that does not accurately portray the SC 952nd AFJROTC Group as the best of the best will not be tolerated. The military term for actions on the part of a cadet that does not meet acceptable standards of behavior is "Conduct Unbecoming of a Cadet". This includes such things as lying, cheating, stealing, fighting, starting rumors or any other action deemed inappropriate for the occasion. Remember, there is no such thing as cheating a little bit, stealing something of little or no value, or telling a little lie. Either you lie, cheat, and steal, or you don't. COMPETITIVE TEAM MEMBERS DO NOT. Conduct unbecoming of a cadet, deemed as such by the SASI/ASI, is cause for immediate dismissal from the team for the remainder of the semester.

9.3. Drill Team. The SC 952 drill team unit represents our most experienced drill team members who participate in competitive drill meets.

a. **Composition.** A drill team is made up of not less than fourteen members plus a commander. Twelve member teams are required to participate in drill meets. **ALL MEMBERS WILL BE SUBJECT TO ALL RULES AND REGULATIONS CONCERNING THE TEAM.**

b. **Practice.** Practices will be conducted two times a week at the close of school. Practice times and dates will be announced in advance and will be posted on the chalkboard in the classroom. During each practice, the drill team commander will have the responsibility to conduct practice in a military manner. Since the sequences will have been pre-approved by the SASI/ASI and will not be changed without their approval, practice time will be devoted to practice, not a discussion or question and answer period. Practice is what is required for a team to win a competition since all scoring is based on the precision of movement demonstrated by the team. Twelve people must move as one. Therefore, the team will never be any better than its weakest member. By nature then, drill practice must consist of repetition followed by more repetition until each of the twelve members coordinate their movements to the point of moving as one. You will perform at a meet at the same level at which you perform at practice. Desire, dedication, and discipline coupled with complete **CONCENTRATION** during practice will be rewarded with a trip to the winner's circle at the meet. Like any athletic event, drill meets are won or lost on the practice field. Poor performance on the day of a meet can always be traced back to poor practice habits. The SASI/ASI will not allow poor practice habits or poor attitudes. If you are not prepared to dedicate yourself during practice to giving total effort at all times, your resignation will be gladly accepted. If your idea of total effort does not correspond with those of the SASI/ASI...you lose. **BE PREPARED TO WORK HARD EVERY DAY!!**

c. **Participation.** You were chosen to be a member of a competitive team not only because you asked to be considered, but also more importantly because of the potential you have displayed. The most important factors considered in determining potential are **DESIRE, DEDICATION, DISCIPLINE, AND CONCENTRATION**.....everything else can be taught. Now is not the time for you to relax and feel as though you "have it made". Rather, now is the time that you must prove yourself on a daily basis. Nothing less than your best effort each and every time you take the field, whether in a meet or practice, will be accepted.

d. **Standards.** As a member of the drill team, you are expected to represent the group in many highly visible situations. As such, military bearing and behavior, as well as dress and appearance, is of utmost importance. Members of the drill team are expected to exceed the standards set for the other members of the group **AT ALL TIMES**. Therefore, the following guidelines as outlined in paragraph 9.2e. for the Color Guard applies to the Drill Team and will be strictly enforced.

9.4. Awareness Presentation Team. The Awareness Presentation Team is an academic endeavor designed to provide role models for the elementary and middle school students. Initially implemented in 1990 to deliver an anti-drug message to younger students, it has expanded to cover topics such as peer pressure, conflict resolution, sexual issues, violence, and alcohol awareness. The team is usually composed of about five (5) cadets selected by the SASI/ASI based on their demeanor, verbal abilities, and professional appearance. Team members are not considered or advertised as experts. They research a subject, then prepare and deliver a presentation. Question and answer sessions are not part of APT presentations. Units with active programs make presentations to hundreds of students annually and team members can qualify to wear the APT badge on their AFJROTC uniform. AFJROTC also supports programs in the local communities such as the Drug Abuse Resistance Education (D.A.R.E.) and the Red Ribbon campaign – a program established in remembrance of federal agent, Enrique Camarena, who was killed in Mexico by drug traffickers. All APT presentations must be cleared and approved by the SASI and the high school principal.

Chapter 10

ACTIVITIES

10.1. Co-curricular/Extra-curricular Activities: Cadet activities give an added dimension to the corps to make it more fun, entertaining and educational. They serve to augment AFJROTC aerospace education and leadership education course requirements. It is your corps and your involvement helps to make it stronger. Standards of conduct, academic achievement, personal behavior, uniform wear and appearance must be routinely adhered to before a cadet will be considered for participation in co-curricular/extra-curricular activities.

10.2. Cadet Staff and Corps Meetings

- a. Cadet staff and corps meetings are held every other week during the school year or on an as needed basis. Senior cadet staff, SASI or the ASI, sets meeting times. The location of these meetings will normally be in the SC-952 classroom.
- b. The SASI or the ASI must attend all cadet corps meetings. They will attend in the capacity of advisors to support cadet staff and to ensure meetings are consistent with AFJROTC goals.
- c. Procedures for Corps Meetings. Listed below is a suggested meeting agenda:
 - (1) Group commander chairs and opens the meeting and calls for the DP to read the minutes from the last meeting.
 - (2) The GP/CC then asks for staff agency reports.
 - (3) The Personnel Officer begins taking notes on the meeting (to include attendance).
 - (4) OLD BUSINESS: Status of all previous business not "closed" at the last meeting. Personnel tasked with projects (project/action officers) are expected to provide up to date information at this time.
 - (5) NEW BUSINESS: These are matters of concern to the corps not previously discussed. The GP/CC decides if the topic has merit. If it does, can it be resolved during the meeting or does it require an action or project officer. If the item of new business requires an action or project officer, the GP/CC assigns one. The cadet taking minutes will ensure the item of New Business is recorded as follows:
 - (a) Action Item Name
 - (b) Project/Action Officer assigned
 - (c) Action(s) required
 - (d) Suspense date
 - (e) Status (may not be any initially)
 - (6) The group commander polls cadet staff for comments. After cadets have finished their discussion, the SASI/ASI make comments.
 - (7) ADJOURNMENT:
 - (a) The group commander announces the time and place for the next meeting after the SASI/ASI comments.
 - (b) The group commander asks for further comments (there should be none) and then dismisses the meeting.
- d. Staff Meetings: Conducted along the lines of the corps meeting. These meetings are set as necessary by the applicable OIC/NCOIC.

NOTE 1: Unexcused absences from cadet corps or staff meetings are cause for removal from position and possible additional disciplinary action.

NOTE 2: DO NOT COMPETE WITH BASIC ACADEMIC COMMITMENTS when setting corps and staff meetings.

10.3. Color Guard, Drill Team, APT. See Chapter 7.

10.4. Corps Newsletter. Written and published by the public affairs staff. The newsletter presents information on corps activities to the corps, cadet parents, Emerald High School faculty, staff and students. Other cadets may volunteer to assist them with artwork, articles, pictures, etc.

10.5. Service Projects. Supporting our school and community. These can include park cleanups, graffiti eradication, highway litter pickup, etc. The corps is always open to new projects.

10.6. Fundraising. SC-952 besides being a class is also a “club”, therefore we need money to support activities and projects that the Air Force and Emerald High School do not fund. Two major fundraising activities will be scheduled during the school year. Types of activities for which funds will be used are:

- Military Ball, Dining Out, Awards Banquet/Brunch, etc.
- Field Day, Drill Meets, Picnics, etc.
- Drill Team, Color Guard, APT supplies/equipment.

10.7. Kitty Hawk Air Society (KHAS). KHAS is the academic honor society of AFJROTC. Its purpose is to promote high academic standards, school and community service, self-confidence, and initiative. KHAS also develops leadership abilities, recognizes academic excellence, and furthers members’ knowledge of the Air Force role in aerospace. KHAS has the flexibility to include objectives of local unit chapters under a single umbrella with the advantages of national stature.

a. Eligibility: See Chapter 6, paragraph 6.5ad.

b. Activities:

- (1) Encourage academic excellence in the corps.
- (2) Pursue leadership roles in the community service projects either by volunteering to be the project officer or by enthusiastically supporting the project(s).
- (3) Undertakes various projects as a means of furthering the corps understanding of the Air Force’s role in aerospace science education.
- (4) Active members are awarded the KHAS Badge.

10.8. Awareness Presentation Team (APT)

a. The APT is composed of three to five cadets. This select group makes presentations at local middle and elementary schools. The presentations are three to seven minutes in length on topics about drug abuse, dropping out of school, avoiding fights, etc. The presentations are made without questions and answer sessions (those are reserved for the recruiting trips).

b. APT members are selected by the SASI/ASI based on their academic standing, verbal skills, appearance, and attitude. The APT members serve as role models for the students of the schools they visit.

c. APT presentations will be performed for and approved by the SASI or ASI prior to scheduling at another school. APT visits to schools are coordinated with the SASI or ASI and the applicable principal.

d. Awareness Presentation Team Badge is awarded to APT members who have made at least three public appearances or presentations.

10.9. Model Rocketry Program: The model rocketry program involves the designing, building and flying of model rockets that are made of paper, plastic, balsa wood or other suitable lightweight material. The model rocketry club is organized in accordance with AFJROTCI 36-2001, para 2.4.2 and 2.4.2.1. The club commander and its officers will brief the SASI and ASI prior to any rocket launch. The program is offered throughout the school year. Cadets must have parental/guardian permission in order to participate. Cadets must complete all requirements of AFROTCI 36-16, paragraph 18 to be awarded the Model Rocketry Badge.

10.10. AFJROTC Static Model Program: Static models are nonflying models that can be built from commercial kits. They are usually made from styrene plastic, although some wooden and paper kits are available.

10.11. Military Ball: A formal military dinner and dance for cadets and their guests. It is held once a year. Dress is the semi-formal uniform, which is the service dress uniform except with a white shirt, long or short sleeve, and the Air Force's blue necktie (male). Female cadets and guests will wear appropriate civilian attire.

10.12. Dining Out (Optional): A formal and entertaining military dinner. The dinner is held once a year and consists of ceremony, scripts, head tables, and speeches. Dining-Outs are an opportunity for cadets, their families and friends to enjoy an evening filled with fine food, entertainment and camaraderie while experiencing one of the unique aspects of military culture.

10.13. Field Day: A military-styled activity day held once a year for cadets, usually in conjunction with other JROTC units. Cadets must be eligible for a field trip if Field Day is held during school hours. Safety, sportsmanship, and camaraderie are emphasized. Activities include sports, games and other events designed to give every participating cadet an opportunity to have fun. Field Day normally lasts most of the day and usually includes a picnic.

10.14. Pass-In-Review: A uniquely styled military ceremony and parade steeped in centuries of tradition. Pass-In-Review is held once a year, sometimes in conjunction with other JROTC units, and it is conducted exactly the way active duty military units perform it. It is an opportunity for SC-952 cadets to display their skills in drill and ceremony, their Emerald High School spirit, appearance, and their corps pride. Every eligible cadet is expected to participate.

10.15. Recruiting: The primary way that SC-952 continues its existence! Recruiting is mainly conducted through recruiting visits to middle schools, Emerald High's Open House, and cadets recruiting other students one-on-one. A recruiting team made up of three to six cadets and the ASI or SASI conducts recruiting visits. Cadets must be nominated by senior cadet staff and approved by the SASI/ASI in order to be on the recruiting team. Cadets participating in recruiting visits to schools will be awarded a Recruiting Ribbon at the end of the school year.

a. Open House involves cadets, ASI and SASI working to increase AFJROTC awareness by staffing a table in the main Emerald High School academic building and manning the SC-952 facility. Literature on AFJROTC is passed out to interested parents and students and questions are answered about AFJROTC. Tours of the SC-952 facility are offered.

b. One-on-one recruiting is the most powerful way to keep SC-952's enrollment healthy. Every cadet should consider himself or herself to be a recruiter. Asking a friend to join should be easy if you believe

in the AFJROTC program. Each cadet who gets a student to enroll in SC-952 earns a Recruiting ribbon with confirmed registration.

10.16. Parade: The Greenwood County Christmas Parade is a very visible public relations activity. It gives the SC-952nd cadets exposure to more people in a single day than they will receive all year from any other activity. The parade is an opportunity for SC-952 to display its marching and drill skills, appearance, discipline, Emerald High School spirit and corps pride. Each cadet is expected to participate in the parade.

10.17. Field Trips. Field trips are taken to enhance the cadets' morale and awareness of the "Real World" job opportunities. Trips are taken to military bases, civil airports, and educational sites. Trip requirements:

- Parental Permission Slip, SC-952nd Form 4.
- Cadets must maintain a minimum "C" average in AFJROTC and be passing all other courses for the current quarter. You cannot be failing any courses.
- Meet AFJROTC personal grooming standards.
- Meet Emerald High School's minimum eligibility requirements as outlined in the student planner.

10.18. Flag Disposal. Flag disposal ceremonies may be conducted privately or publicly. VFW suggests the following procedures be used in private or public to dispose of a torn, soiled or badly faded U.S. flag:

- Fold flag in customary manner.
- Place flag on substantial fire.
- Require individuals to stand at attention, salute flag.
- Recite Pledge of Allegiance and have moment of silent reflection.
- Extinguish fire and bury ashes after flag is consumed.
- Conform to local/state fire codes or ordinances.

10.19. Summer Leadership Schools. Cadets may have the opportunity to participate in a summer leadership school held within the South Carolina/Georgia area. Terms vary, but are approximately one week. Cadets may compete to attend these schools when announced in the second semester. Attendance is limited. Also, see paragraph 4.4a.

10.20. Awards Banquet. Held annually to recognize outstanding cadets for their efforts during the school year. Local awards and AFJROTC/national awards are presented in accordance with AFJROTCI 36-2001.

10.21. Color Guard. This is a special team unit, which carries and presents the U.S. and South Carolina flags at parades, school and civic events. Practice is usually held once a week after school and just prior to each performance. Cadets who achieve proficiency in color guard procedures will be authorized to wear the color guard cord. Cadets who participate in at least six performances will be awarded the color guard ribbon. Also, see Chapter 7.

10.22. Drill Team. Much extra effort is required in this activity. Here is a chance to "polish" the basic skill learned in Drill and Ceremonies classes. After school practice, learning the manual-of-arms, extreme concentration, complete compliance with the commands of the team commander, extra care of uniforms and personal grooming standards, a desire for public exhibition and recognition, and competition will limit this activity to only our best cadets. Also, see chapter 7.

10.23. Physical Fitness. The goals of the SC-952 physical fitness program are to develop an appreciation of lifelong physical fitness, and encourage physical fitness goals beyond the minimum. Also, see paragraph 6.6t.

- a. To be awarded the physical fitness ribbon female cadets must do 20 push-ups in two minutes, 30 sit-ups in 2 minutes, and run one mile in 11 minutes. Male cadets must do 25 push-ups in two minutes, 35 sit-ups in two minutes, and run one mile in 10 minutes.
- b. To be awarded the oak leaf cluster for the physical fitness ribbon, cadets must have been awarded the physical fitness ribbon in a previous year.

Chapter 11

RESERVE CADET PROGRAM

11.1. Purpose. The purpose of the “Reserve Program” is to provide some training continuity for the first-year cadets and opportunity for all other cadets, who desire, to continue to participate in the AFJROTC Co-curricular activities.

11.2. Applicability. This program is voluntary for all cadets who cannot enroll in AFJROTC during any given semester of a school year. You must be enrolled in one semester of AFJROTC during a school year to reserve during the other. This program will offer no academic credit for the participating cadets. Reserve cadets are attached to Charlie or Foxtrot Flight.

11.3. Requirements. Cadets wishing to join this program will:

- a. Have successfully completed at least one semester of JROTC at EHS. **EXCEPTION:** First year cadets who have successfully completed the summer orientation when offered, may reserve their first semester of JROTC in the event they are scheduled for the second semester.
- b. Obtain prior written parental approval and agree to follow the program’s guidelines.
- c. Pay any costs associated with the co-curricular activities they wish to participate.
- d. Participate in any fundraising project while they are in the program.
- e. Keep one set of issued uniform (one pair of pants, one shirt/blouse, a tie/tab, a windbreaker, and a service dress coat).
- f. Wear the uniform every uniform day. Failure to wear the uniform three or more times in a semester voids the student’s reserve status. It is the students responsibility to present themselves to an instructor each week for inspection and certification that the uniform requirement is being satisfied.
- g. Be “attached/assigned” to a current-semester squadron for formations and any co-curricular activities they participate.
- h. Be eligible to earn ribbons the same as active cadets.
- i. Participate as a member of the Drill Team. They must meet all the requirements pertaining to the selected team.
- j. Turn-in all uniform items at the end of the annual school year/semester.

11.4. Incentives and Rewards. Cadets who participate in this program will be able to maintain a high level of proficiency in drill and the wear of the uniform. Cadets will be able to wear their new rank and ribbons received during the previous semester’s final promotions and awards banquets. Reserve cadets will have an opportunity to interact with all cadets year-round, thus, obtaining a greater “name recognition” within the corps. Participating in the Reserve will be annotated on each cadet’s official AFJROTC Cadet Record. Finally, Reserve cadets will be able to participate in any of the AFJROTC co-curricular activities without being enrolled in the AFJROTC program. They will also be able to hold positions within the corps (as long as they can put in the time before or after school to do the job) and compete for promotions just as if they were an active cadet enrolled in AFJROTC.

Chapter 12

MERIT PROGRAM

12.1. Purpose. The cadet merit system is used to recognize service, reward meritorious acts, promote proper observance of military customs and courtesies, and to acknowledge exemplary behavior.

12.2. Procedure. Instructors are the only ones in SC-952 that can issue a merit to a cadet. All cadets in leadership positions may recommend to the instructors that merits be issued. Each merit earned during a nine-week grading period will raise a cadet's overall JROTC grade by 1% (Cadet merits will not be carried forward into another nine-week period for the purposes of grades.) In no case will a cadet's overall grade be raised by more than one letter grade. The Air Force JROTC Service Ribbon or Oak Leaf Cluster will be awarded for each 10 merits earned.

12.3. Merits. Cadets may earn merits for the following actions or accomplishments. The SASI/ASI reserve the right to increase merits for any of the actions/accomplishments below.

| Number of Merits | Actions or Accomplishments |
|------------------|---|
| TBD | Community service projects. |
| 3 | Drill Team performance. |
| 1-3 | Football stadium cleanup. |
| 1-3 | Fundraising |
| 2 | KHAS induction. |
| 3 | Meet mile-run requirement. |
| 2 | Meet push-up requirement. |
| 2 | Meet sit-up requirement. |
| 3 | Military parade and review. |
| 1 | Monthly perfect attendance. |
| 1 | Outstanding flight member (per semester). |
| 1-3 | Parking cars at football games. |
| 3 | Selected as Cadet of the Quarter. |
| 1 | Top Athletic Flight for the month. |
| 1 | Top Drill Flight for the month. |
| 2 | Uniform inspection grade of 100. |
| 2 | Every Color Guard performance. |
| 2 | Public Parade |
| 2 | Honor Guard performance. |
| 1 | Recruiting Team – for each appearance. |
| 3 | Honor Roll –9 weeks |
| 3 | Paid AFJROTC fee. |

Chapter 13

HOW TO SUCCEED IN JROTC

13.1. Rules for Successful Completion of AFJROTC

- a. A 70 academic average in JROTC class.
- b. Wear the uniform when required and wear it properly.
- c. Comply with required appearance and grooming standards.

13.2. Course Interest, Attitude and Participation. In order to establish and maintain esprit de corps, all cadets must take an active interest in all phases of the course. This will provide cadets with the complete AFJROTC experience, ensure understanding of the program, and help establish a strong retention and recruitment program.

a. Classroom Participation

(1) It is each cadet's personal responsibility to attend class each day, to actively participate in classroom activities, and to adhere to established standards of conduct and behavior in the classroom.

(2) It is each cadet's personal responsibility to contact the instructor(s) to make up any assignments missed due to absence, no matter what the reason for the absence.

(3) It is each cadet's responsibility to properly track his/her absences and attend make-up days made available by the school as necessary. Instructors will inform cadets how many absences or tardies if requested.

b. Co-Curricular Participation. The cadet corps offers a number of co-curricular activities, which, while not required, are an important part of the JROTC program. All cadets are encouraged to get involved, and participate in as many of these activities as possible.

(1) Co-curricular/curricular activities may include some or all of the following:

(a) Color Guard/Drill Team. Presents the Colors at sporting events, parades, civic and school events; competes with teams from other JROTC units.

(b) Competition Drill Team(s). Presents precision marching exhibitions at school and civic events; competes with teams from other JROTC units.

(c) Parades. The group participates in a number of local civic group and school sponsored parades.

(d) Community Involvement Activities. The group is active in supporting a number of community groups in their charitable and community activities.

(e) Flag Raising/Lowering Detail. The group is responsible for raising and lowering the United States and South Carolina flags in front of the school each day.

(f) Recruiting Teams. Selected cadets visit Westview Middle School periodically during registration to generate interest and support for the AFJROTC program.

(g) Field Trips. Cadets of the group will occasionally visit military installations and other locations related to the curriculum, such as air shows or base tours when the school schedule allows.

(2) Participation in co-curricular activities is both a responsibility of cadets and a privilege reserved just for cadets. The above list is not all-inclusive. We will participate in a wide variety of activities as opportunities arise and cadet interest and participation merits.

(3) Participation in co-curricular activities is predicated upon receiving a passing grade each nine-week grading period. Any time cadets experience difficulty in any of their classes, you will be suspended from participation until you display improvement as approved by the SASI.

THE AIR FORCE SONG

Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At 'em boys, giv'er the gun!
Down we dive spouting our flame from under,
Off with one hell-uv-a-roar!
We live in fame or go down in flame,
Nothing'll stop the U.S. Air Force!

HIGH FLIGHT

By John Gillespie Magee, Jr.

Oh, I have slipped the surly bonds of earth
And danced the skies on laughter-silvered wings;
Sunward I've climbed, and joined the tumbling mirth
Of sun-split clouds – and done a hundred things
You have not dreamed of – wheeled and soared and
 swung
High in the sunlit silence
Hov'ring there, I've chased the shouting wind along
And flung my eager craft through footless halls of air
Up, up the long, delirious, burning blue
I've topped the windswept heights with easy grace
Where never lark, or even eagle flew
And, while with silent, lifting mind I've trod
The high untrespassed sanctity of space
Put out my hand and touched the face of God.

THE STAR SPANGLED BANNER

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

O thus be it ever when free men shall stand
Between their loved homes and the war's desolation;
Blest with vict'ry and peace, may the heav'n rescued
 land
Praise the Pow'r that hath made and preserved us a
 nation!
Then conquer we must, when our cause it is just;
And this be our motto: "In God is our trust!"
And the Star-spangled Banner in triumph shall wave
O'er the land of the free and the home of the brave.

ALMA MATER

(Emerald High School)

Emerald Vikings all victorious,
Stand in honor and pride.
Gold and purple colors luminous,
Shields held at our side.
Steadfast in spirit we shall triumph,
Brave, strong and faithful we shall ever be.
Alma Mater ever glorious,
Always be our guide.

Bound in spirit together,
Emerald Vikings shall rise.
Loyal to our school forever.
Never break our ties.
Our days spent together in harmony,
Ever give us treasured memories.
Emerald High School in our heart and soul,
You shall always remain.

Arranged by Robin and Maria Scott

TIME**THE PHONETIC ALPHABET**

| <u>Civilian</u> | <u>Military</u> | | | |
|-----------------|-----------------|---|---|----------|
| 1:00 a.m. | 0100 | A | - | Alpha |
| 2:00 a.m. | 0200 | B | - | Bravo |
| 3:00 a.m. | 0300 | C | - | Charlie |
| 4:00 a.m. | 0400 | D | - | Delta |
| 5:00 a.m. | 0500 | E | - | Echo |
| 6:00 a.m. | 0600 | F | - | Foxtrot |
| 7:00 a.m. | 0700 | G | - | Golf |
| 8:00 a.m. | 0800 | H | - | Hotel |
| 9:00 a.m. | 0900 | I | - | India |
| 10:00 a.m. | 1000 | J | - | Juliet |
| 11:00 a.m. | 1100 | K | - | Kilo |
| 12:00 Noon | 1200 | L | - | Lima |
| 1:00 p.m. | 1300 | M | - | Mike |
| 2:00 p.m. | 1400 | N | - | November |
| 3:00 p.m. | 1500 | O | - | Oscar |
| 4:00 p.m. | 1600 | P | - | Papa |
| 5:00 p.m. | 1700 | Q | - | Quebec |
| 6:00 p.m. | 1800 | R | - | Romeo |
| 7:00 p.m. | 1900 | S | - | Sierra |
| 8:00 p.m. | 2000 | T | - | Tango |
| 9:00 p.m. | 2100 | U | - | Uniform |
| 10:00 p.m. | 2200 | V | - | Victor |
| 11:00 p.m. | 2300 | W | - | Whisky |
| 12:00 Midnight | 2400 | X | - | X-Ray |
| | | Y | - | Yankee |
| | | Z | - | Zulu |

AIR FORCE JUNIOR ROTC INSIGNIA

CADET OFFICER RANK



C/Second Lieutenant



C/First Lieutenant



C/Captain



C/Major



C/Lieutenant Colonel



C/Colonel

CADET ENLISTED RANK

(No Insignia)

C/Airman Basic



C/Airman



C/Airman First Class



C/Senior Airman



C/Staff Sergeant



C/Technical Sergeant



C/Master Sergeant



C/Senior Master Sergeant



C/Chief Master Sergeant

AIR FORCE JUNIOR ROTC BADGES



OFFICERS
FLIGHT CAP
AND BERET
INSIGNIA



FLIGHT CAP
AND BERET
INSIGNIA



SERVICE CAP
INSIGNIA



OFFICERS
SERVICE CAP
INSIGNIA



GROUND SCHOOL
BADGE



FLIGHT SOLO
BADGE



FLIGHT CERTIFICATE
BADGE



MODEL ROCKETRY
BADGE



AWARENESS
PRESENTATION
TEAM BADGE



DISTINGUISHED
AFJROTC
BADGE



ACADEMY OF
MODEL AERONAUTICS
SILVER WINGS



KITTY HAWK
AIR SOCIETY
BADGE



FIRST
SERGEANT
INSIGNIA



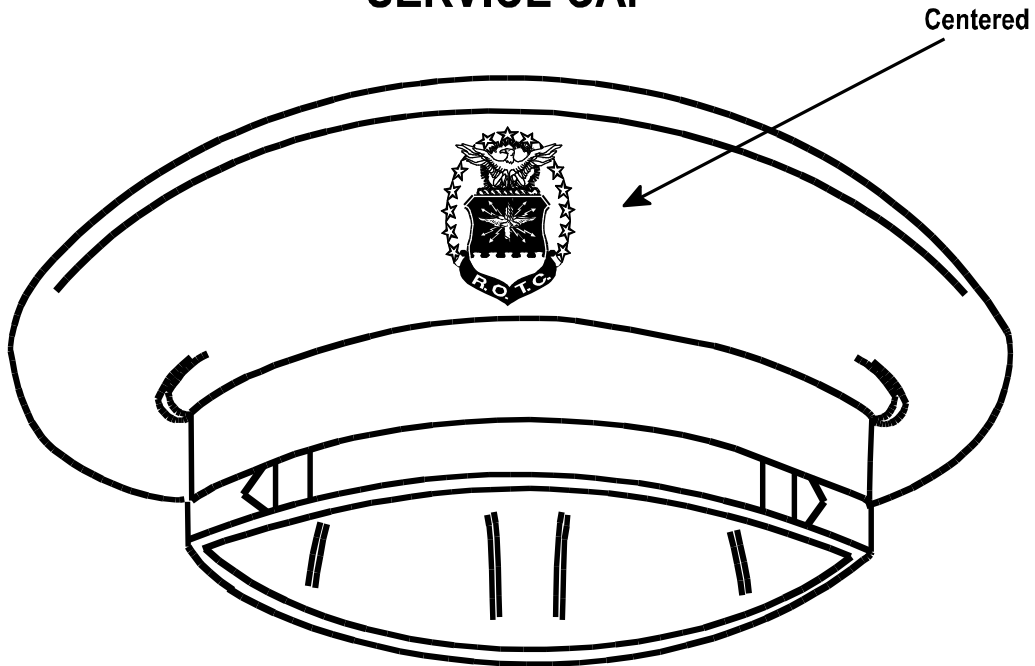
AEF BADGE



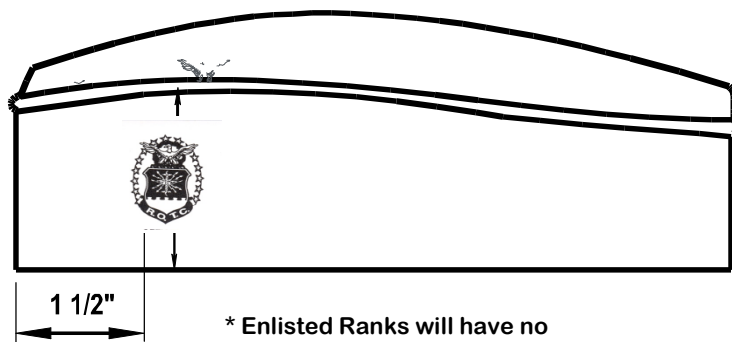
SHOULDER TABS

CADET MALE HEADGEAR

SERVICE CAP



FLIGHT CAP



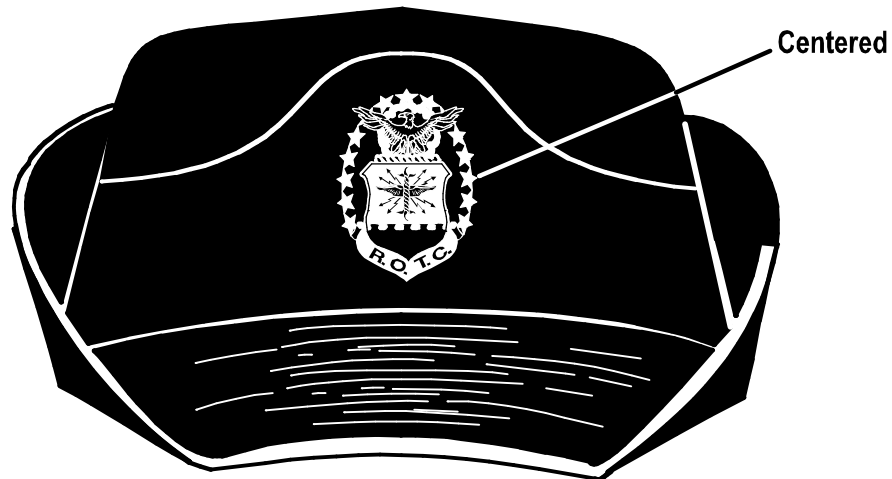
* Enlisted Ranks will have no hat insignia on the flight cap

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

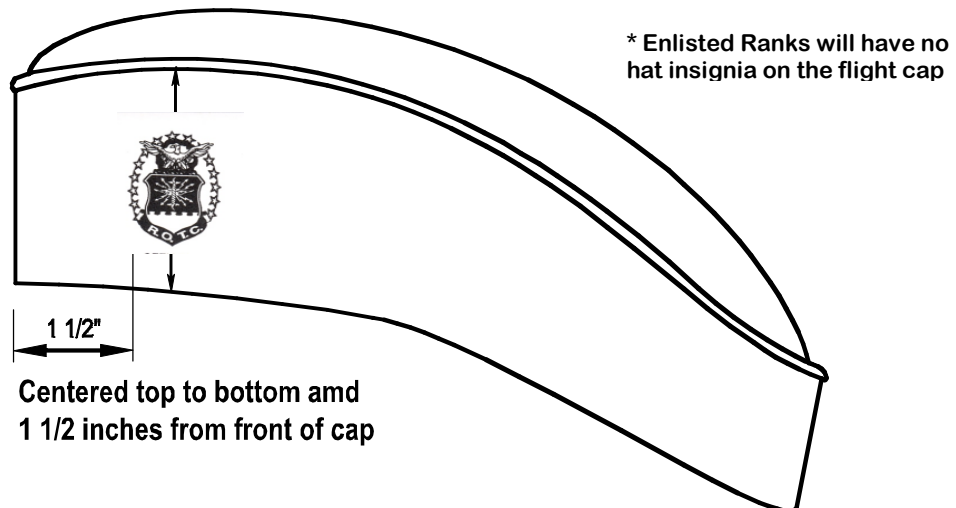
Officers wear hat insignia with stars

CADET FEMALE HEADGEAR

SERVICE CAP

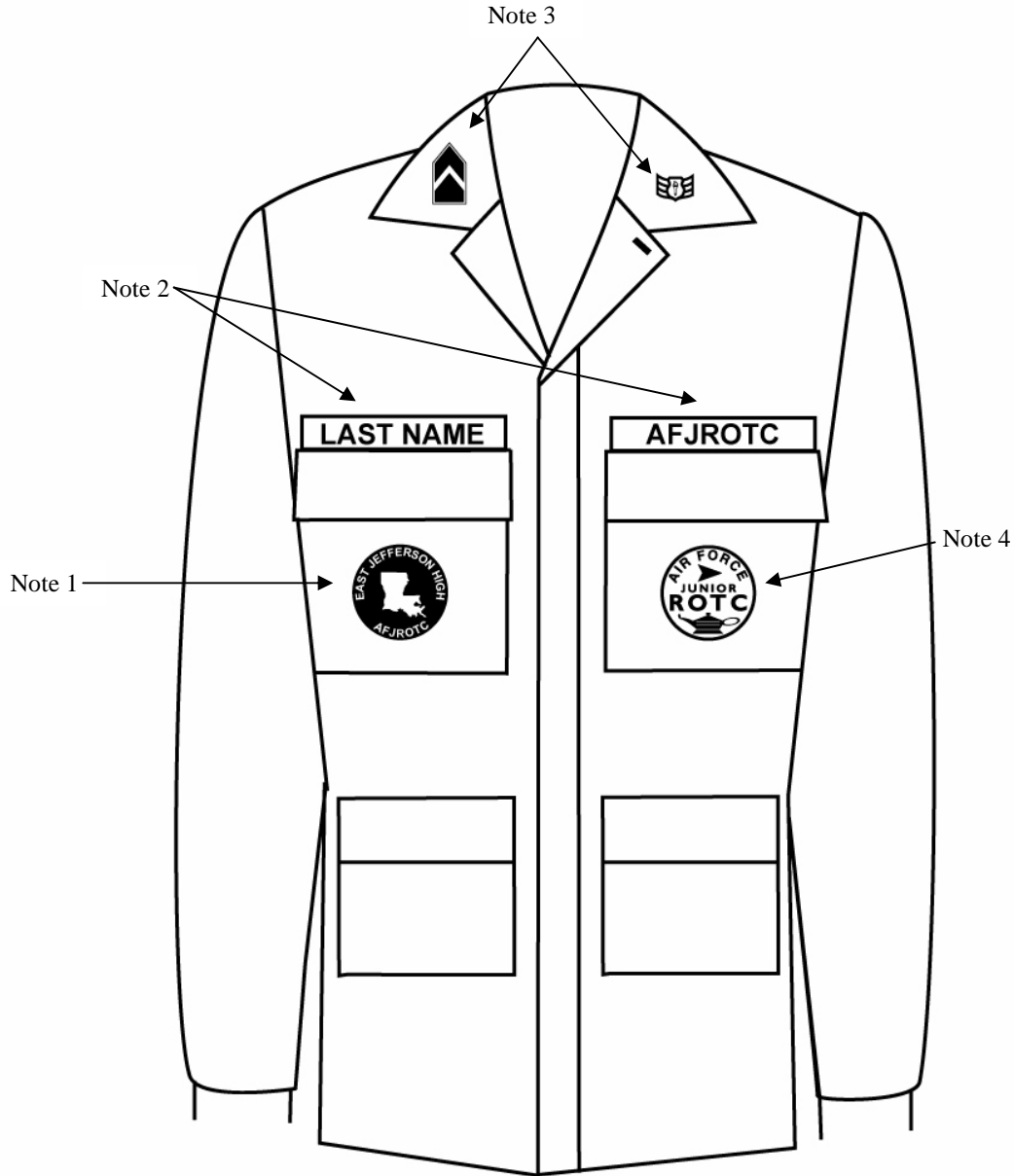


FLIGHT CAP



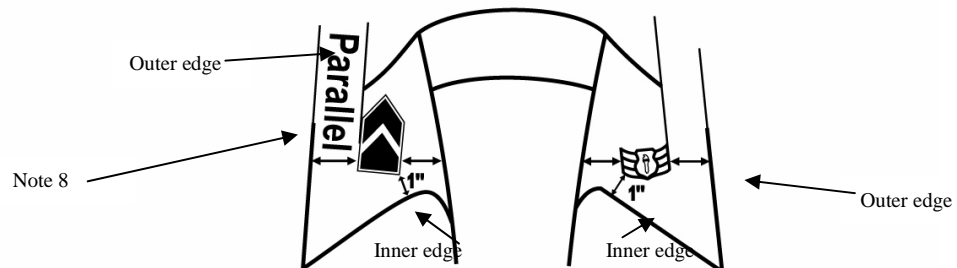
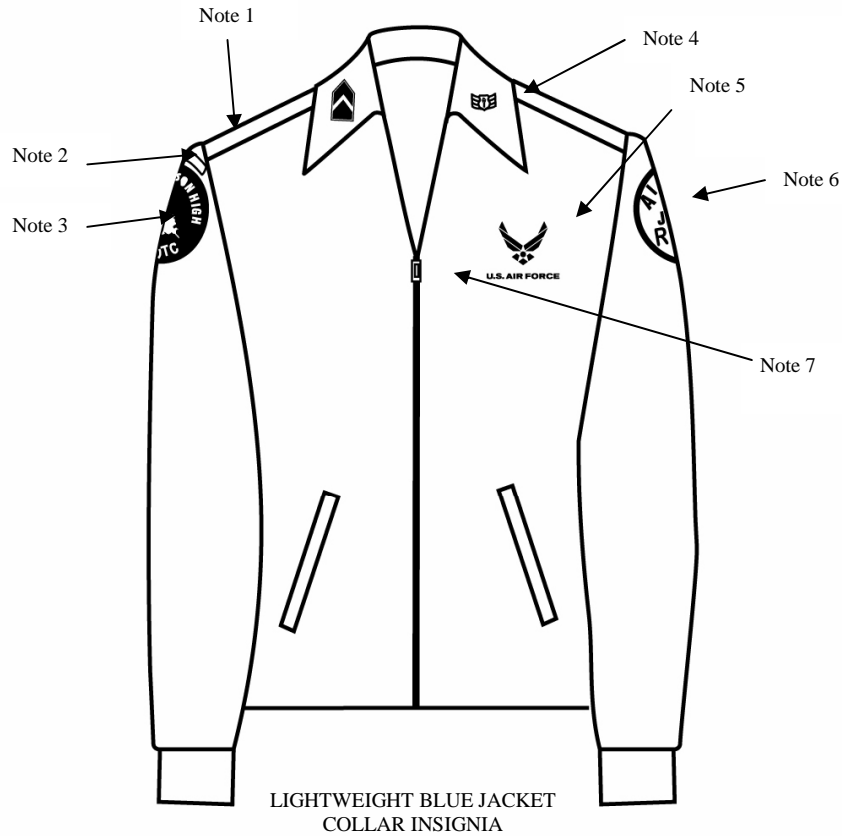
Officers wear hat insignia with stars

CADET BATTLE DRESS UNIFORM (BDU) Male and Female



1. Unit patch worn on right pocket and centered.
2. Tapes grounded and centered on pockets.
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.
4. AFJROTC patch worn on left pocket and centered.

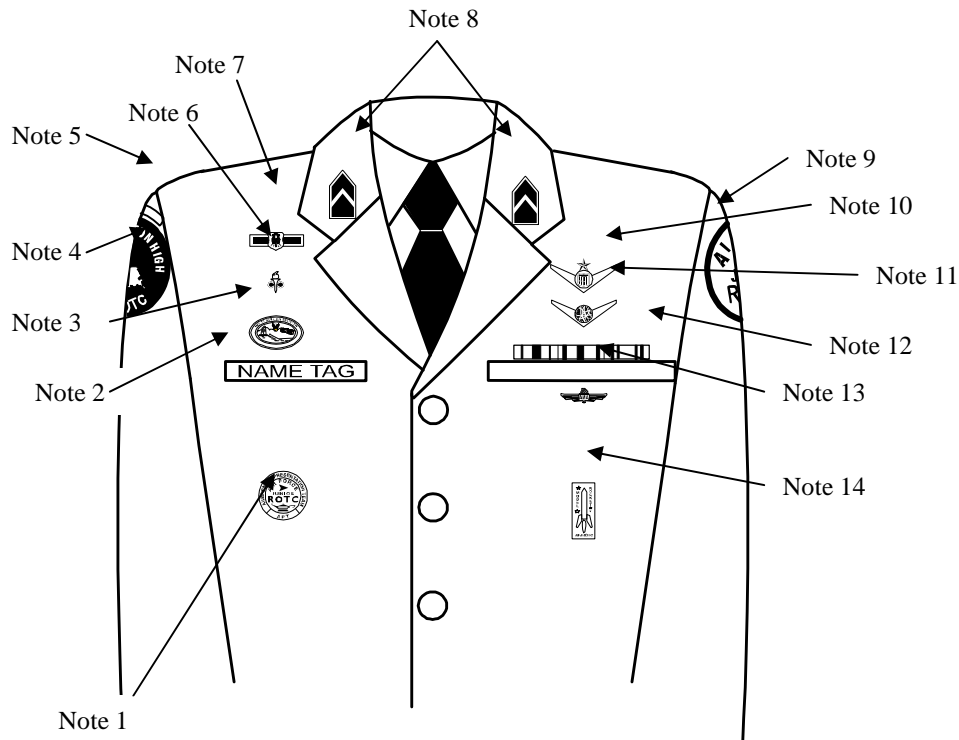
CADET LIGHTWEIGHT BLUE JACKET



1. (Officers only) When placing rank on epaulet instead of collar, use standard size metal rank, center on epaulet 5/8 in from shoulder seam.
2. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1" below shoulder seam.
3. Unit patch on right sleeve 1/2 to 1 inch below shoulder seam and centered.
4. Grade insignia (officer and enlisted) is worn on both left and right collar. Airman Basic have no collar insignia.
5. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
6. AFJROTC patch on left sleeve 1/2 to 1 inch below shoulder seam and centered.
7. Jacket will be closed to at least the halfway point.
8. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.

CADET MALE 1620 SERVICE DRESS

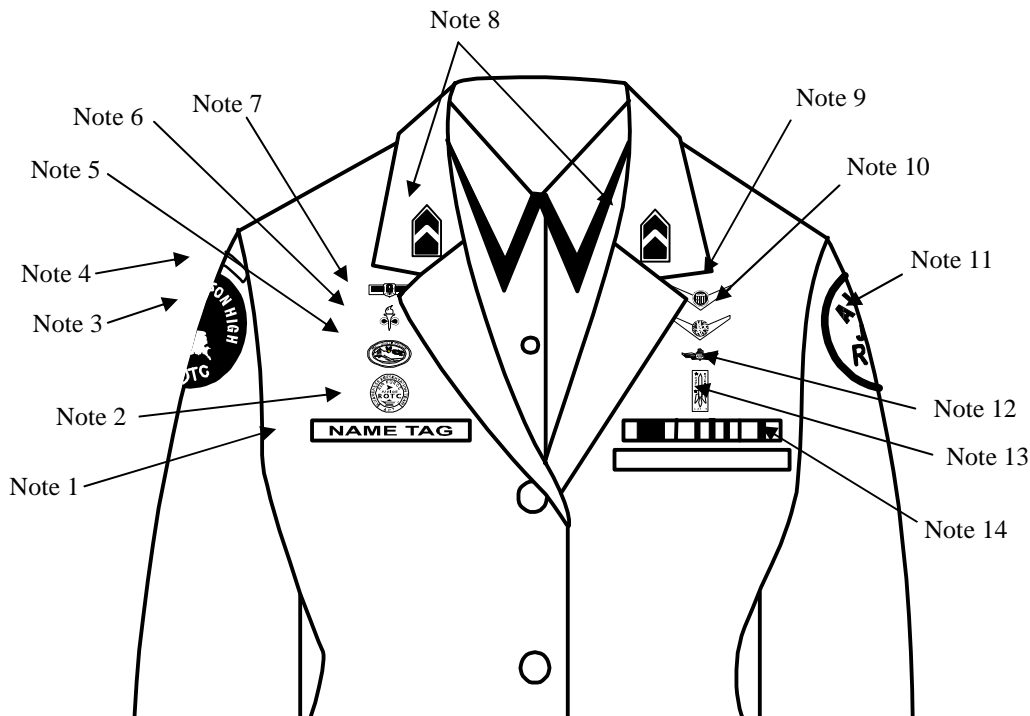
Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.



1. Awareness Presentation Team (APT) badge: Center on welt pocket 3 inches below the top.
2. Name tag: Center between arm seam and lapel with bottom edge parallel to top of welt pocket
3. Kitty Hawk Badge: see note 15.
4. Unit patch: Placed $\frac{1}{2}$ to 1 inch below shoulder seam and centered.
5. Shoulder tabs: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch: Placed $\frac{1}{2}$ to 1 inch below shoulder seam, and centered.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Ribbons: Center, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some.
13. Academy of Model Aeronautic Wings: worn 1 inch below pocket.
14. Model Rocketry Badge: worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
15. First badge placed $\frac{1}{2}$ inch above name tag or ribbons and is centered horizontally. Additional badges placed $\frac{1}{2}$ inch above previous badge.

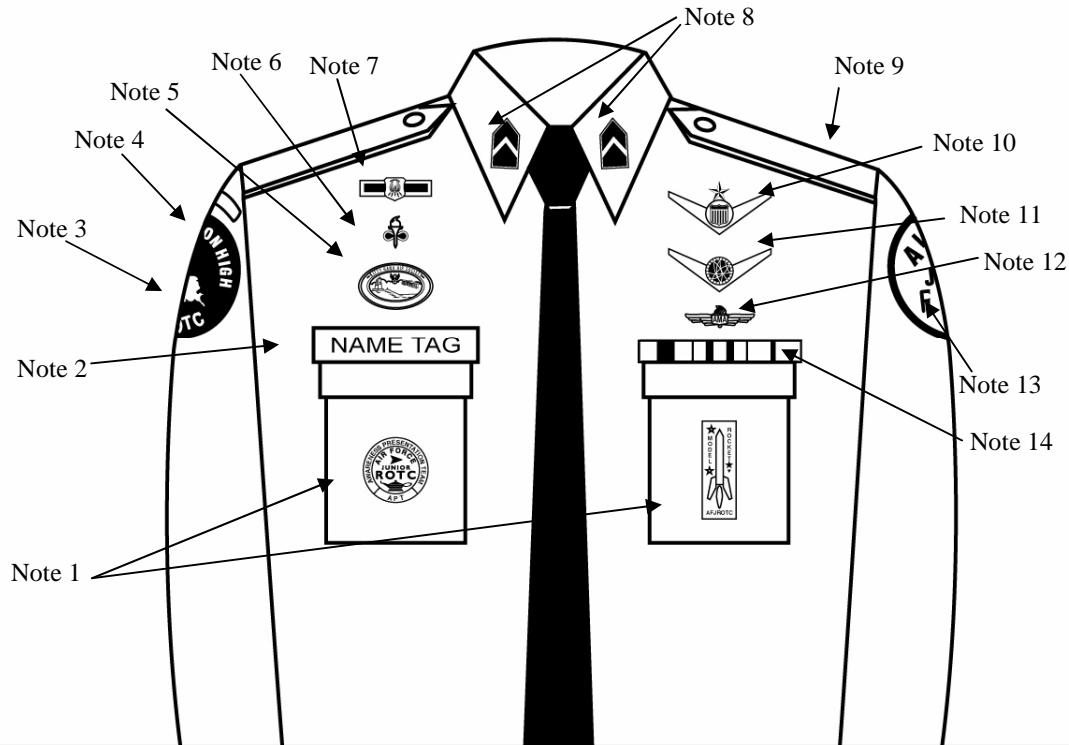
CADET FEMALE 1620 SERVICE DRESS

Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.



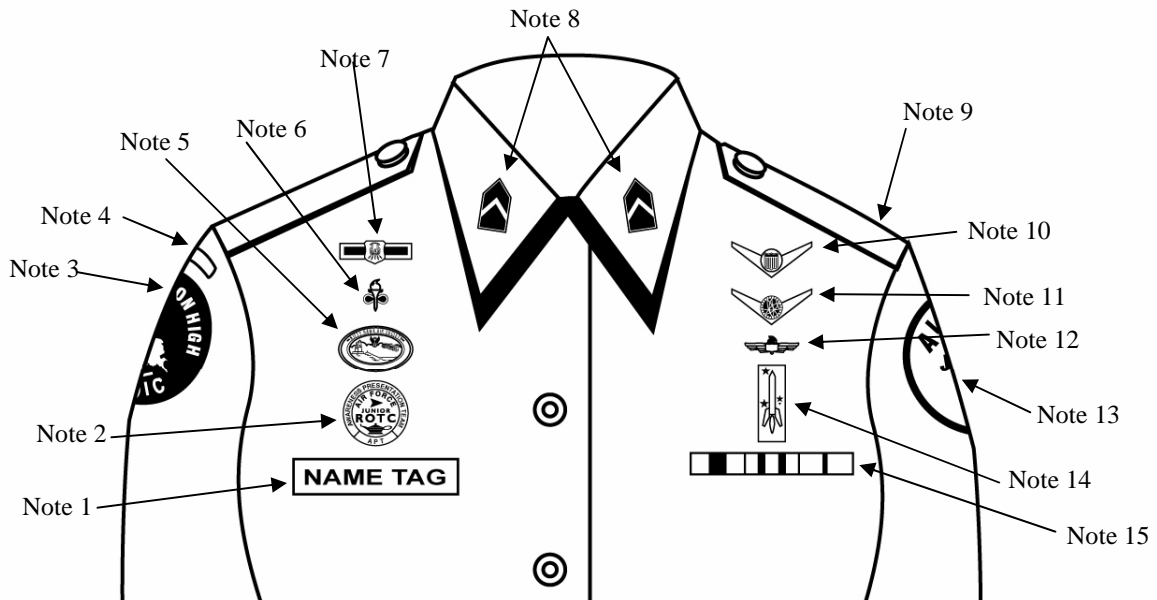
1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center 1/2 to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 15.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. Flight Solo or Flight Certificate Badge: see note 15.
10. Ground School Badge: see note 15.
11. AFJROTC Patch: center 1/2 to 1 inch below shoulder seam.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. Model Rocketry Badge: see note 15.
14. Ribbons: center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some.
15. First badge placed 1/2 inch above name tag or ribbons (whichever is appropriate) and is centered horizontally. Additional badges placed 1/2 inch above previous badge.

CADET MALE BLUE SHIRT



1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name tag: authorized for wear and is to be grounded and centered over wearer's right pocket.
3. Unit patch: center $\frac{1}{2}$ to 1 inch below shoulder seam.
4. Shoulder tab: center between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 15.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman Basic have no insignia of any kind on the collar.
9. (Officers only) When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. AFJROTC Patch: center $\frac{1}{2}$ to 1 inch below shoulder seam.
14. Ribbons: ground and center on pocket.
15. First badge placed $\frac{1}{2}$ inch above name tag or ribbons and is centered horizontally. Additional badges placed $\frac{1}{2}$ inch above previous badge.

CADET FEMALE BLUE SHIRT



1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 16.
3. Unit patch: center 1/2 to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 16.
6. Aerospace Education Foundation (AEF) Badge: see note 16.
7. Distinguished Cadet Badge: see note 16.
8. Grade insignia (officer or enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman Basic have no insignia of any kind on the collar.
9. (Officers only) When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge: see note 16.
11. Ground School Badge: see note 16.
12. Academy of Model Aeronautic (AMA) Wings: see note 16.
13. AFJROTC Patch: center 1/2 to 1 inch below shoulder seam.
14. Model Rocketry Badge: see note 16.
15. Ribbons: Center, parallel with ground. Align with bottom of name tag. Or, if no name tag, align bottom of ribbons even with to 1 1/2 inches higher or lower than the first exposed button.
16. First badge placed 1/2 inch above name tag or ribbons (whichever is appropriate) and is centered horizontally. Additional badges placed 1/2 inch above previous badge.

Drill Routine (Basic)

Each first semester cadet will perform the following commands in the order listed. Time allowed for completion is 2 ½ minutes.

| | |
|--|--|
| 1. Report | 10. Forward, March (Step off on left foot) |
| a. Perform about face and salute the evaluating officer. | 11. Right Flank, March (Given on right foot) |
| b. "Sir/ma'am", Cadet (Name), reporting for individual drill evaluation. | 12. Left Flank, March (Given on left foot) |
| c. Drop the salute, perform about face & face the flight. | 13. To the Rear, March (Given on right foot) |
| 2. Fall In | 14. Count Cadence, Count (Given on left foot) |
| 3. Count, Off | 15. Flight, Halt |
| 4. Open Ranks, March (Step off on left foot) | 16. Left, Face |
| 5. Ready, Front | 17. About, Face |
| 6. Close Ranks, March | 18. Right Step, March (Step off with right foot) |
| 7. Present, Arms | 19. Flight, Halt (Given as heels come together) |
| 8. Order, Arms | 20. Left Step, March (Step off with left foot) |
| 9. Right, Face | 21. Flight, Halt (Given as heels come together) |
| | 22. Fall Out |
| | 23. Report Out |
| | a. Salute the evaluating officer & report, Sir/ma'am, this completes my evaluation.' |
| | |

Drill Routine (Advanced)

Each third semester and higher cadet will perform the following commands in the order listed. Time allowed for completion is 2 ½ minutes.

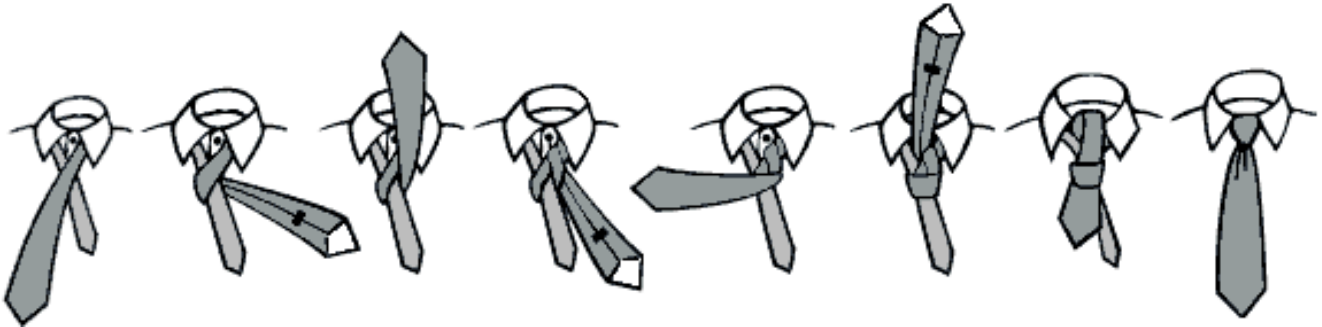
| | |
|--|--|
| 1. Report | 16. Column Right, March (Given on right foot) |
| a. Approach and salute the evaluating officer. | 17. Forward, March (Given on either foot) |
| b. "Sir/ma'am", Cadet (Name), reporting for individual drill evaluation. | 18. To the Rear, March (Given on right foot) |
| c. Drop the salute, perform about face & face the flight. | 19. To the Rear, March (Given on right foot) |
| 2. Fall In | 20. Column Right, March (Given on right foot) |
| 3. Count, Off | 21. Forward, March (Given on either foot) |
| 4. Open Ranks, March (Step off on left foot) | 22. Eyes, Right (Everyone but right column looks to the right) |
| 5. Ready, Front | 23. Ready, Front (Everyone looks straight ahead) |
| 6. Close Ranks, March | 24. Column Right, March (Given on right foot) |
| 7. Present, Arms | 25. Forward, March (Given on either foot) |
| 8. Order, Arms | 26. Change Step, March (Given on right foot) |
| 9. Parade, Rest | 27. Column Right, March (Given on right foot) |
| 10. Attention | 28. Forward, March (Given on either foot) |
| 11. Left, Face | 29. Flight, Halt (Given on either foot) |
| 12. About, Face | 30. Left, Face |
| 13. Forward, March (Step off on left foot) | 31. Right Step, March (Step off with right foot) |
| 14. Right, Flank (Given on right foot) | 32. Flight, Halt (Given as heels come together) |
| 15. Left, Flank (Given on left foot) | 33. Left Step, March (Step off with left foot) |
| | 34. Flight, Halt (Given as heels come together) |
| | 35. Fall Out |
| | 36. Report Out |
| | a. Salute the evaluating officer & report, |
| | Sir/ma'am, this completes my evaluation." |

CHAIN OF COMMAND

| | |
|--|--|
| President of the United States /Commander-in-Chief | |
| Secretary of Defense | |
| Secretary of the Air Force | |
| Chief of Staff, United States Air Force | |
| Commander, Air Education and Training Command | |
| Commander, Air University | |
| Commander, Air Force Officer Accessions and Training School | |
| Director, Air Force Junior ROTC | |
| Superintendent, Greenwood School District 50 | |
| Principal, Emerald High School | |
| Senior Aerospace Science Instructor | |
| Aerospace Science Instructor | |
| SC-952 Cadet Group Commander | |
| SC-952 Cadet Vikings Operations Squadron Commander | |
| SC-952 Cadet Flight Commander | |
| SC-952 Cadet Element Leader | |

TYING A NECKTIE

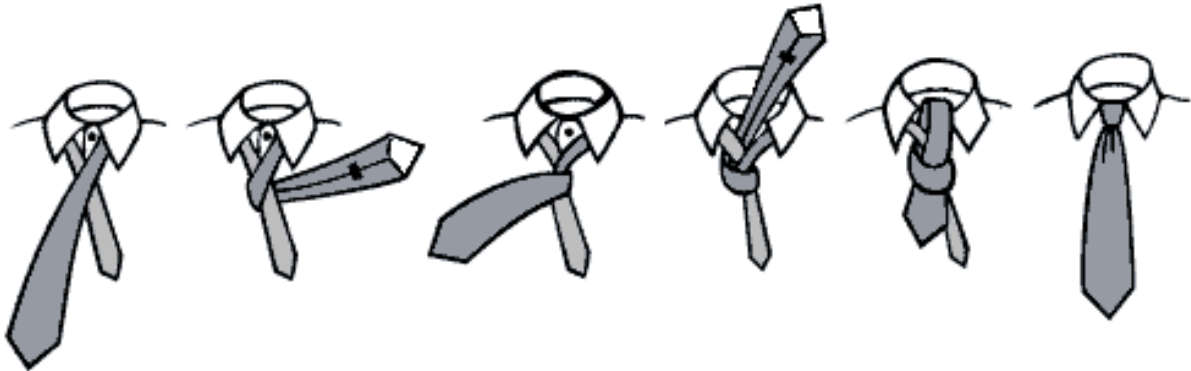
Single Windsor



1. Begin with the wide end on your right and extending about a foot below the narrow end of your tie. (Pictures are mirror images, in other words images are what you would see if you were looking in a mirror.)
2. Bring the wide end of the tie over the narrow (right side to left side).
3. Bring the wide end back underneath (left side to right side).
4. Bring the wide end of the tie through the middle of the loop (right side to left side).
5. Bring the wide end around the front (left side to right side).
6. Bring the wide end of the tie through the back of the loop (right side to center).
7. Hold the front of the knot loose with your index finger; pass the wide end down through loop (created in step 5) in the front.
8. Remove your finger and tighten the knot.
9. Hold the narrow end of the tie and slide the knot up to the collar.

TYING A NECKTIE

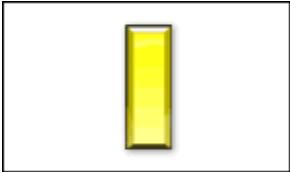
Four-in-Hand Knot



1. Begin with the wide end on your right and extending about a foot below the narrow end of your tie. (Pictures are mirror images, in other words images are what you would see if you were looking in a mirror.)
2. Bring the wide end of the tie over the narrow (right side to left side).
3. Bring the wide end underneath the narrow end (left side to right side).
4. Bring the wide end of the tie over the narrow again (right side to left side).
5. Bring the wide end of the tie through the back of the loop (left side to center).
6. Hold the front of the knot loose with your index finger; pass the wide end down through the loop (created in step 4) in front.
7. Remove your finger and tighten the knot.
8. Hold the narrow end of the tie and slide the knot up to the collar.

AIR FORCE ACTIVE DUTY RANK (OFFICER)

Gold Bar



Second Lieutenant
2d Lt 0-1



First Lieutenant
1st Lt 0-2



Captain
Capt 0-3

Gold Leaf



Major
Maj 0-4



Lieutenant Colonel
Lt Col 0-5



Colonel
Col 0-6



Brigadier General
Brig Gen 0-7



Major General
Maj Gen 0-8

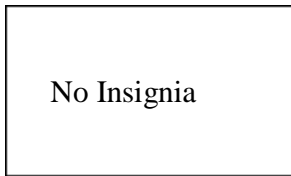


Lieutenant General
Lt Gen 0-9



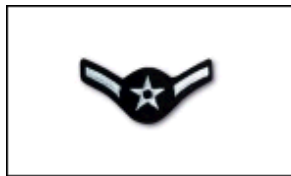
General
Gen 0-10

AIR FORCE ACTIVE DUTY RANK (ENLISTED)



No Insignia

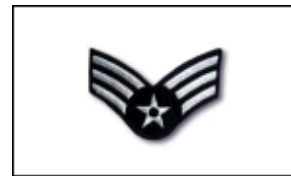
Airman Basic
AB E-1



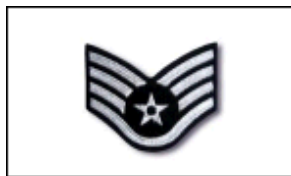
Airman
Amn E-2



Airman First Class
A1C E-3



Senior Airman
SrA E-4



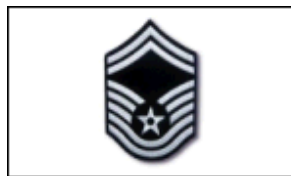
Staff Sergeant
SSgt E-5



Technical Sergeant
TSgt E-6



Master Sergeant
MSgt E-7



Senior Master Sergeant
SMSgt E-8



Chief Master Sergeant
CMSgt E-9

SPECIAL ENLISTED POSITIONS



First Sergeant*
1SGT E-8



Command Chief
Master Sergeant
CCM E-9



Chief Master Sergeant
of the Air Force
CMSAF E-9

*NOTE: A first sergeant is a position that may be held by a Master Sergeant, Senior Master Sergeant or Chief Master Sergeant. They are identified with a diamond on their insignia.