

# **EMERALD HIGH SCHOOL**

***Air Force Junior ROTC SC– 952***

***Emerald High School***

***150 Bypass 225***

***Greenwood SC 29646***

***School Year 2016 - 2017***



## **CADET HANDBOOK**

***(Distinguished Unit Award with Merit 2007, 2016)***

***(Distinguished Unit Award 2004, 2005, 2006, 2009, 2014, 2015)***

***(Outstanding Organization Award 2010, 2013)***

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# Air Force Junior ROTC

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

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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 achieving a “DISTINGUISHED UNIT” honor.

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.

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## Chapter 1

### HISTORY, MISSION AND STANDARDS

**1.1. History.** The Junior ROTC program began in 1911 in Cheyenne, Wyoming. The originator of this idea was Army Lieutenant Edgar R. Steevers, assigned the duty of inspector-instructor of the organized military of Wyoming. The National Defense Act of 1916 authorized a junior course for non-college military schools, high schools, and other non-preparatory schools; the Army implemented JROTC in 1916. Public Law 88-647, commonly known as the Reserve Officer Training Corps Vitalization Act of 1964, directed the secretaries of each military service to establish and maintain JROTC units at public and private secondary schools which apply for and are eligible according to the regulations established by each secretary. Such schools must provide a course of military instruction not less than 3 years in length as prescribed by the military department concerned.

With a modest beginning of 20 units in 1966 Air Force Junior Reserve Officer Training Corps (AFJROTC) has grown to 875 high schools throughout the world, including units located in the Department of Defense Schools in Europe, the Pacific and Puerto Rico. Junior ROTC enrollment worldwide includes over 124,000 cadets. Only boys were allowed as cadets in 1966, but Public Law 93-165 amended the requirement that a Junior ROTC unit have a minimum number of physically fit male students, thus allowing female students to count toward the minimum students needed for a viable unit. In 1972 the enrollment included 2,170 females making up 9% of the corps. Since then the number of females has increased to over 36% of the cadet corps.

The AFJROTC program provides citizenship training and an aerospace science program for high school youth. Enrollment in the AFJROTC program is open to all young people who are in grades 9-12, physically fit, and are United States citizens. Host schools are selected upon the basis of fair and equitable distribution throughout the nation. Retired Air Force commissioned and noncommissioned officers who are full-time faculty members of the participating high school and employed by the local school board teach AFJROTC classes.

Our unit at Emerald High School, SC-952, was established in 1995.

**1.2. Mission.** The mission of AFJROTC and SC-952 is to “**Develop citizens of character dedicated to serving their nation and community.**”

**1.3. Goal.** The goals of the AFJROTC program are to instill values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment in high school students.

**1.4. 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.

**1.5. Air Force Core Values.** Core values are the foundation upon which a truly quality AFJROTC Program is built. Core values are also a fundamental set of guidelines that can serve you throughout your life. These are:

- a. **INTEGRITY FIRST.** Integrity means devotion to honesty, truthfulness, doing one’s duty, and doing what is right. This means that your word can always be counted upon and that you can be trusted to accomplish your job. The willingness to do the right thing even when no one is looking.
- b. **SERVICE BEFORE SELF.** Service is the giving of self to provide for the welfare of others. Personal desires are not considered in the concept of service. Professional duties take precedence over personal desires.

c. **EXCELLENCE IN ALL WE DO.** Excellence means doing the very best you can in each job you perform regardless of how large, small, difficult, or easy it is to accomplish. Strive to do your best, always giving 100 percent.

## **1.6. Cadet Creed. See Attachment 1.**

### **1.7. 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.

### **1.8. 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

### **1.9. The Chain of Command**

a. The chain of command (Attachment 16) 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:

- (1) Communicate objectives/information from senior positions/functions to lower positions/functions.
- (2) Communicate responses or to advise from lower positions/functions to higher positions/functions.
- (3) 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:
  - (a) Talk with your supervisor about the concern first. This is extremely important because most complaints are resolved at this level.
  - (b) If talking with your supervisor fails to resolve the problem, then use organizational chart, Figure 3.1 (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.

### **1.10. 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.

**1.11. 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.

## Chapter 2

### EMERALD HIGH SCHOOL AFJROTC PROGRAM

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

#### **2.2. 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. 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.

**2.3. 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).

#### **2.4. 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.

**2.5. Curriculum.** The AFJROTC curriculum is primarily comprised of three components: Aerospace Science (AS), Leadership Education (LE) and Health/Wellness. Aerospace Science comprises 40 percent of the curriculum, Leadership Education 40 percent, and Health and Wellness training 20 percent. Courses in all components are blended to allow materials from several of them to meet academic requirements. A cadet may enroll in AFJROTC for their entire high school career, resulting in one unit of elective credit for each of the eight semesters. Participation in at least one semester of AFJROTC meets the state physical education graduation requirement.

a. Only one **Aerospace Science** course, which is 40% of the curriculum, is offered each year. This allows for all cadets regardless of grade to be enrolled in one single classroom. Upperclass cadets get to use their knowledge and experience and teach the new cadets. The course offerings are rotated each year to preclude any duplication over a four year period.

(1) **Journey into Aviation History (AS-100)**. This is an aviation history course focusing on the development of flight throughout the centuries. It starts with ancient civilizations, then progresses through time to modern day.

(2) **Science of Flight - A Gateway to New Horizons (AS-200)**. This course focuses on how airplanes fly, how weather conditions affect flight, flight and the human body, and flight navigation.

(3) **Cultural Studies - An Introduction to Global Awareness (AS-220)**. This course introduces students to the world's cultures through the study of world affairs, regional studies, and cultural awareness. The course delves into history, geography, religions, languages, culture, political systems, economics, social issues, environmental concerns, and human rights.

(4) **Exploring Space - The High Frontier (AS-300)**. This course includes the latest information available in space science and space exploration. It begins with the study of the space environment from the earliest days of interest in astronomy and early ideas of the heavens, through the Renaissance, and on into modern astronomy.

(5) **Management of the Cadet Corps (AS-400)**. This course is designed for upper class cadets to utilize hands-on experience for the opportunity to put the theories of previous leadership courses into practice. They will manage the entire corps under AFJROTC instructor supervision. All the planning, organizing, coordinating, directing, controlling, and decision-making will be done by the cadets.

b. The second course component, **Leadership Education**, also comprises 40% of the curriculum. The objectives of this course grouping is to teach (1) cadets about the AFJROTC mission and organization, customs and courtesies, and the meaning and purpose of standards, discipline, and conduct; (2) why the elements of effective communication skills are important to the dynamics of individual and group behavior, and a key to effective leadership; (3) why obtaining a degree or skill after high school is important to having a civilian or military career; and (4) the various management theories and the management process, and how values and ethics are formed for an individual and the society. Drill and ceremonies is also a key aspect of the Leadership Education curriculum and is a part of each course.

(1) **Traditions, Wellness, and Foundations of Citizenship (LE-100)**. This course introduces cadets to the Air Force Junior Reserve Officer Training Corps (AFJROTC) program, providing a basis for progression through the rest of the AFJROTC program while instilling elements of good citizenship. It contains sections on cadet and Air Force organizational structure; uniform wear; customs, courtesies, and other military traditions; health and wellness; fitness; individual self-control; and citizenship.

(2) **Communication, Awareness, and Leadership (LE-200)**: This course stresses communications skills and cadet corps activities. Much information is provided on communicating effectively, understanding groups and teams, preparing for leadership, solving conflicts and problems, and personal development. Written reports and speeches compliment the academic materials.

(3) **Life Skills and Career Opportunities (LE-300)**. This course is designed to prepare students for life after high school in the high-tech, globally oriented, and diverse workplace of the 21st century. Students will learn how to become a more confident financial planner and to save, invest, and spend money wisely, as well as how to avoid the credit trap. They will learn about real-life issues such as understanding contracts, leases, warranties,

legal notices, personal bills, practical and money-saving strategies for grocery shopping, apartment selection, and life with roommates.

(4) **Principles of Management (LE-400).** This course provides exposure to the fundamentals of management. It contains many leadership topics that will benefit students as well as provide them with some of the necessary skills needed to put into practice what they have learned during their time in AFJROTC.

(5) **Drill and Ceremonies (LE-500).** Drill and ceremonies is not a stand-alone course. It is taught as part of the Leadership Education 40% component for each Air Force Junior ROTC class. Instruction concentrates on the elements of military drill, and describes individual and group precision movements, procedures for saluting, drill, ceremonies, reviews, parades, and development of command voice. Students are provided detailed instruction on ceremonial performances and protocol for civilian and military events and have the opportunity to personally learn drill. Though each class will follow an established lesson plan, most of the work is to be hands-on.

(6) **Leadership Electives.** The following electives are intended to build upon the AFJROTC leadership and skills development curriculum. These electives are only intended to supplement but not replace Leadership Education curriculum.

(a) Elective 1: Unlocking Your Potential (UYP)

(b) Elective 2: National Endowment for Financial Education (NEFE)

(c) Elective 3: Congressional Medal of Honor Foundation (MOH)

(d) Elective 4: Pennsylvania Veterans Museum (PVM)

(e) Elective 5: Veterans National Education Program (VNEP)

(f) Elective 6: Cadet Guide/Handbook

c. The third and final component of the AFJROTC curriculum is **Health and Wellness**. It is an exercise program generally conducted on Fridays that focuses upon individual base line improvements with the goal of achieving a national standard as calculated with age and gender. Wellness is instrumental in developing citizens of character dedicated to serving our nation and communities. The course objective is to motivate JROTC cadets to lead active, healthy lifestyles beyond program requirements and into their adult lives. See Figure 13.1 for more information.

d. To reinforce what is learned in the classroom, cadets participate in many outside activities such as field trips to military bases, aerospace facilities and industries, museums, civilian airports and other areas related to aerospace education. Cadets also participate in parades, summer leadership schools, drill team competitions, color and honor guards, military balls and honorary academic groups.

**2.6. Enrollment Eligibility.** To be eligible for membership in the SC-952<sup>nd</sup> 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).

**2.7. Grading Policy.** Cadets are graded in the following areas:

- |  |     |
|--|-----|
| • Uniform Wear/Inspections/Drill                                   | 35% |
| • Evaluations (Tests, quizzes, final exams, instructor evaluation) | 30% |
| • Health and Wellness  | 20% |
| • Assignments/Classwork (workbooks, briefings, projects)           | 15% |

**Grading Scale: A = 90-100 B = 80-89 C = 70-79 D = 60-69 F = 59 or less**

**2.8. 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. If absent, cadets will have two school days to make up and turn in homework. Additional time may be granted 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 two 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.**

**2.9. 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 or three academic 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 provide for promotion to pay grade E-2 or E-3 in most cases upon completion of basic training, when accepted by that branch. 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 earlier future promotions.

b. **Certificate of Training:** This certificate (AF Form 1256) is presented to cadets in good standing who have completed two semesters or two academic 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.

## **2.10. 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, not on the Good Standing List, or have a history of misbehaving, and have excessive absences will not be allowed to go on field trips.

c. Parents are required to complete a medical treatment consent form before cadets go on 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.

**2.11. 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 block will raise the flag no later than 0845 and cadets in fourth block will lower the flag at 1500 hours. Flight Commanders of first and fourth block will use Figure 2.1., Flag Detail Roster, to appoint cadets to flag detail duty.

**2.12. 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.

**2.13. 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:

- (a) No food, drinks, and/or candy will be brought or consumed in the classroom without SASI/ASI approval.
- (b) No gum chewing in the classroom.
- (c) 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. You may not lean against the wall or on the furniture.
- (d) Arguing among cadets in the classroom or during AFJROTC 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!
- (e) 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.
- (f) Profanity is inappropriate for our program and will not be tolerated.
- (g) 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!
- (h) Keep the classroom clean. It is your room, so take care of and be proud of it.
- (i) 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.
- (j) The hallway outside the classroom is an extension of the classroom. Display proper conduct and courtesy at all times, especially when in uniform.
- (k) 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.
- (l) 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/Flight 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/FLIGHT COMMANDER." The tardy cadet will hold the salute until the SASI/ASI/Flight 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.
- (m) 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.
- (n) 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.
- (o) Proper standards of cadet uniform wear, conduct and appearance are required at all times. When you wear the uniform, you are AFJROTC and all it stands for. Be a proud example!
- (p) 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 with blue or black ink.
- (q) When asking or answering a question, making a comment, cadets are required to begin with the word sir or ma'am.
- (r) Cadets will not do things in the classroom that distracts from instruction.

(s) Cadets will not use cellular phones or other electronic devices in the classroom without SASI/ASI approval.

**2.14. Classroom Procedures.** The following are the daily classroom procedures:

a. The Flight Commander, or in their absence the Flight Sergeant, is responsible for the conduct of the flight during the class period. All cadets will abide by the Flight 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, white boards, 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
Sq/Flt Commander Sq/Flt Sergeant Flt Guidon Bearer	Approximately one minute before bell, Sq/Flt Commander will assume position at door of classroom; Sq/Flt Sergeant will assume position in front of classroom reminding all cadets to ensure they have on their school ID; Flt Guidon Bearer will position guidon in front of the class just right of the white board.
Sq/Flt Commander	As soon as the tardy bell rings, close the classroom door, and proceed to the position right of the Sq/Flt Sergeant.
Sq/Flt Sergeant	Call the squadron/flight to Attention as the Sq/Flt Commander closes the classroom door– “SQUADRON/FLIGHT, ATTENTION” (TENCH-HUT)!
Sq/Flt Commander	Give the command, “PARADE REST.” Direct the Sq/Flt Sergeant to “TAKE ATTENDANCE.”
Sq/Flt Sergeant	Moves to the podium and while standing at Attention, command element leaders to report by saying, “FIRST ELEMENT, REPORT.” Element leaders will come to attention and report attendance while saluting by saying “ALL PRESENT OR ACCOUNTED FOR SIR/MA’AM.” If a cadet is absent, they are to respond by saying “CADET ____ IS ABSENT, SIR/MA’AM.” This procedure continues with all element leaders. Sq/Flt Sergeant will confirm attendance by scanning the room as each element leader reports. When satisfied that all reports are accurate, Sq/Flt Sergeant will move to within one pace of the Sq/Flt Commander and while saluting, report, “SIR/MA’AM, ALL PRESENT OR ACCOUNTED FOR” or “SIR/MA’AM, CADET ____ IS ABSENT.”
Sq/Flt Commander	Direct the squadron/flight to recite the Pledge of Allegiance and Honor Code.
Sq/Flt Sergeant	Direct the squadron/flight to do in-place drill routine. Give the following commands: “PRESENT ARMS, ORDER ARMS, PARADE REST, FLIGHT ATTENTION, LEFT FACE, RIGHT FACE, ABOUT FACE, ABOUT FACE, HALF LEFT FACE, HALF RIGHT FACE, EYES RIGHT, READY FRONT.”
Sq/Flt Commander	Upon completing last in-place drill command, face the instructor, salute, and report “SIR, SQUADRON/FLIGHT 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/Flight Commander to “TAKE CHARGE OF THE SQUADRON/FLIGHT”. The Squadron/Flight Guidon Bearer will retrieve the 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 departure bell rings, the Squadron/Flight Commander will call the squadron/flight to “ATTENTION,” (the squadron/flight moves to Parade Rest upon the preparatory command of SQUADRON/FLIGHT), 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/Flight Commander, Squadron/Flight Sergeant, or any squadron/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!

**2.15. Cheating.** Taking unfair advantage of a situation or of fellow classmates in order to obtain higher grades, better scholarship opportunities, an academic or leadership award, a better grade point average, or some other tangible gain is called cheating.

a. Cheating is usually, but not always, accomplished by using or copying from another person's work, or purposely not following instructions, and often takes the form of some last moment action that is done without thinking.

b. It is possible to avoid cheating when the opportunity arises by making a conscious decision to avoid it. There are many ways to cheat. We consider cheating from the point of view of whether an improper gain has been made by an individual, not by considering the means by which the gain might have been made. If an opportunity arises which, if taken unfair advantage of, allows you to gain unfairly over your classmates, you are cheating.

c. Cheating is not permitted in AFJROTC or anywhere at Emerald High School. It is important that each cadet comprehend this basic requirement and make every effort to follow it. Cadets who cheat identify themselves as people not worthy of holding cadet rank, of being promoted, of receiving recommendations, scholarships, awards, or other special recognition in the future. Anyone who would accept such honors, with full knowledge they acted unfairly and improperly to gain such honors, is a cheat. That person has also failed to achieve the aims, goals, and objectives of the AFJROTC program.

d. Individuals who allow others to copy their work are just as guilty of cheating as the other person. They are willing participants and will be dealt with exactly the same.

e. While individual instances of cheating will be dealt with on a case-by-case basis, these guidelines are intended to inform, in advance, cadets of the seriousness cheating is viewed by AFJROTC. The best advice we can give is guard your integrity as the most precious asset you have. We have an honest corps; let's keep it that way!

**2.16. 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.

## **2.17. 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.

## **2.18. 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.

## **2.19. 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!**

**2.20. 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 these activities as they will help you understand and enjoy the AFJROTC program. Participation in these activities will increase your chance of promotion.

- Drill Team/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 **MANDATORY** functions:

- Pass-in-Review/Awards Program
- Military Ball
- Christmas and Veterans Day Parades
- Cadet Field Day

# FLAG DETAIL ROSTER

(Reference SC 952 Cadet Handbook, Chapter 2)

**Week of:**

<i>DAY</i>	<i>AM ROSTER</i>	<i>PM ROSTER</i>
<b>Monday</b>		
<b>Tuesday</b>		
<b>Wednesday</b>		
<b>Thursday</b>		
<b>Friday</b>		

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 three squadrons – Operations Squadron, Mission Support Squadron, and Special Teams Squadron.

**3.2. Group Senior Staff.** The Group Senior Staff is comprised of the Cadet Group Commander (GP/CC), the Cadet Group Deputy Commander (GP/CV), the Cadet Squadron Commanders (SQ/CC), the Cadet Group Standardization/Evaluation Officer (GP/SEV), and the Cadet Superintendent (GP/SUPT). 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 Operations Squadron is comprised of the Cadet Squadron Commander, Cadet First Sergeant, and four flights. Each class is a flight: 1<sup>st</sup> Block – Alpha Flight; 2<sup>nd</sup> Block – Bravo Flight; 3<sup>rd</sup> Block – Charlie Flight; 4<sup>th</sup> Block – Delta Flight. The Mission Support Squadron is comprised of the Cadet Squadron Commander, Cadet Director of Logistics, Cadet Director of Personnel, Cadet Director of Public Affairs, Cadet Director of Community Service, Cadet Director of Safety, and Cadet Director of Fundraising. The Cadet Special Teams Squadron is comprised of the following functions: Cadet Squadron Commander, Cadet Kitty Hawk Air Society Coordinator (KHAS), Cadet Drill Team Commander (DT), Cadet Color Guard Commander (CG), Cadet Awareness Presentation Team and Recruiting Coordinator (APT-RC), and the Cadet Physical Fitness Officer (PT).

**3.4. Corps Management.** Leadership and management of the corps is the responsibility of the cadets. The Senior Aerospace Science Instructor (SASI) and the Aerospace Science Instructor (ASI) are responsible for the overall function of the unit, teaching in accordance with established curriculum, and providing the framework and guidance under which the corps operates. The cadets are assigned positions of responsibility in a variety of areas and presented with leadership challenges designed to give them valuable management and decision making opportunities.

- a. There is a commander at group, squadron, and flight levels; a deputy commander and superintendent at group level; and a flight sergeant at flight level.
- b. Staff positions are established to perform the “committee work” of the organization. These positions have titles similar to those used in active Air Force organizations. Positions are assigned based on a cadet’s leadership potential and ability, recommendations from the staff, and participation in the corps.
  - (1) Each cadet occupying a position must know his/her job description, and should become familiar with the responsibilities of the other positions. It is important each cadet know how the group, squadron, and flights are designed to function and how tasks are divided and related to one another. Job descriptions for each staff position/function are detailed later in the chapter at Figure 3.3.
  - (2) Staff positions are similar to those of almost any organization. For example: personnel – awards, secretary or record keeping; logistics – supply; public affairs – news and publicity.
- c. Staff meetings are held the second and fourth Wednesdays of the month at 0745 in the AFJROTC Classroom 709, so corps activities can be planned, organized, and coordinated.
  - (1) The Cadet Group Commander will conduct the meeting. Staff will speak one at a time when given the floor by the Cadet Group Commander.
  - (2) The Cadet Director of Personnel will serve as recorder and prepare a report of each meeting detailing decisions reached, actions taken, assignments made, etc. The report will be submitted through the Cadet Group Commander to the SASI no later than one school day following the meeting. A copy of the minutes will be posted on the bulletin board.
  - (3) The Cadet Group Commander will follow-up to ensure actions directed during staff meetings are accomplished by the responsible staff members.

d. Squadron and flight business is normally conducted during class as part of leadership education.

**3.5. Cadet Duty Titles and Rotation.** The Unit Manning Document (UMD) outlines the unit's authorized positions (Figure 3.2).

a. The Senior Aerospace Science Instructor (SASI) selects the Cadet Group Commander. Recommendations from the outgoing staff are encouraged and will be given consideration.

(1) The Cadet Group Commander is generally selected from among the cadets who will be entering their senior-year JROTC course. The selectee then recommends to the SASI his/her choice for Cadet Deputy Group Commander and any changes to group staff. The Cadet Group Commander holds cadet officer rank.  
(2) The Cadet Deputy Group Commander is usually selected from among senior-year AFJROTC cadets and holds cadet officer rank.

(3) The group staff officer positions may be selected from cadets in the sophomore-, junior-, or senior-year JROTC course. They normally hold senior noncommissioned officer or higher rank and may be retained on staff following a change of command.

(4) Squadron Commanders are normally selected from among junior or senior-year AFJROTC cadets and hold cadet officer rank.

(5) Flight Commanders usually hold officer rank while element leaders are typically enlisted positions.

b. Positions are rotated to allow several cadets an opportunity to experience the various leadership positions. Changes of Cadet Group Commander and staff will normally occur at the end of each school year. More frequent changes will be made, if necessary. Rotating Key Staff cadet positions will generally occur following the end of two nine- week grading periods. 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.

**3.6. 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-952<sup>nd</sup> 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) (Figure 3.2) 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. Chain of Command.** The chain of command starts at the lowest level and works its way up. Issues and problems should be resolved at the Element Leader, Flight Sergeant, and Flight Commander level before being elevated. Cadet officers and noncommissioned officers (NCOs) are key to an effective and efficient corps. They provide the leadership essential to a successful organization. The chart at Attachment 15 outlines the SC-952 chain of command.

**3.9. Cadet Evaluations.** Cadets will receive a written informal evaluation on the first and third Thursday of every month and a formal evaluation on their performance and participation in corps activities at the end of each school quarter. 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 Cadet Deputy Group Commander by the established suspense date. Once the Cadet Deputy Group Commander has accounted for all evaluations, they will be forwarded to the Cadet Group Commander and SASI/ASI for review, after which they will be filed for future reference. 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 bi-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 formal evaluation that ends on each school quarter. See Figure 3.7.

b. Cadet officers will receive an informal evaluation on the first and third Thursday of every month using SC-952 Form 25, Officer Cadet Evaluation Form. See Figure 3.6. There are eight categories that are rated on officer cadet's bi-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 evaluation that closes out at the end of the school quarter will be accomplished using SC-952 Form 26, Cadet Performance Report. See Figure 3.7.

**3.10. Transfer Cadets.** In some cases, a cadet may transfer from another AFJROTC 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.

**3.11. Disenrollments.** You may be disenrolled for a number of reasons. It is important to note that disenrollment for cause generally will result in a failing grade for the semester or academic year.

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 or half of the academic year, etc.

b. Inaptitude (inability or unwillingness to grasp academic material), indifference to training (lack of interest in drill and ceremonies or leadership development activities), or disciplinary problems, drug or alcohol abuse, or undesirable traits of character.

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

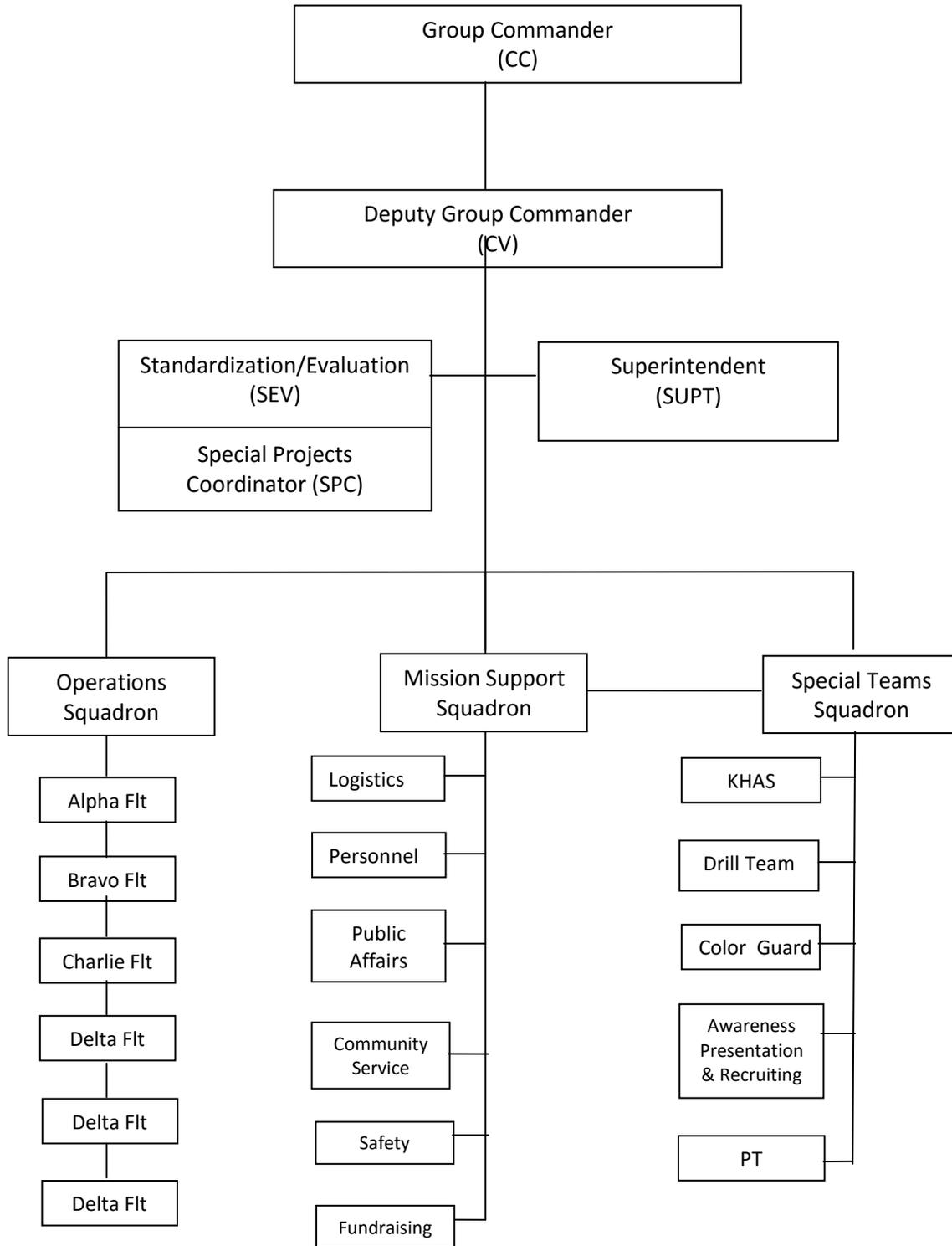
d. Individual request for release, consistent with current EHS drop/add policy.

e. Disenrollment actions begin by the SASI/ASI documenting the cadets failure to meet and/or comply with standards. When in the judgment of the SASI that sufficient documentation exist, the principal will be approached and asked to remove the cadet from the course.

**3.12. Failure to Meet AFJROTC Standards.** Cadets who are determined not to meet Air Force standards by not wearing the AFJROTC uniform, not keeping a satisfactory personal appearance that meets Air Force standards, and not demonstrating proper conduct will be limited in participation so that the "good order and discipline" of the unit is not compromised. If rescheduling these cadets is not possible, they will be permanently removed from the Good Standing List and the training environment with a failing grade for not meeting Congressional standards.

# CADET UNIT ORGANIZATION CHART

## SC-952



**Figure 3.1. Cadet Unit Organizational Chart**

## UNIT MANNING DOCUMENT

LNR	OFC SYM	POSITION	GRADE	AUTH
<b>GROUP COMMAND STAFF</b>				
1	GP/CC	Commander	c/Col	1
2	GP/CD	Deputy Commander	c/Lt Col	1
3	GP/CCA	Special Assistant to SASI	c/Col	1
4	GP/SUPT	Superintendent	c/CMSgt	1
5	GP/SEV	Standardization/Evaluation	c/Lt Col	1
6	GP/SPC	Special Projects Coordinator	c/Lt	1
<b>OPERATIONS SQUADRON</b>				
7	SQ/CC	Squadron Commander	c/Maj	1
8	SQ/CCF	First Sergeant	c/SMSgt	1
9	FLT/CC	Flight Commanders/Stan Eval Officers	c/Capt	6
10	FLT/FS	Flight Sergeants	c/MSgt	6
11	FLT/EL	Flight Element Leader	Any	24
12	FLT/GB	Flight Guidon Bearer	c/SrA	6
13	FLT/LGF	Flight Logistics Rep	c/SSgt	12
14	FLT/PT	Flight PT Rep	c/SSgt	12
<b>MISSION SUPPORT SQUADRON</b>				
15	MSS/CC	Squadron Commander	c/Maj	1
<b>DIRECTOR OF LOGISTICS</b>				
16	MSS/DL	Director, Logistics	c/Capt	1
17	MSS/DL	Logistics Staff	c/MSgt	8
<b>DIRECTOR OF PERSONNEL</b>				
18	MSS/DP	Director, Personnel	c/Capt	1
19	MSS/DP	Personnel Staff	c/TSgt	4
<b>DIRECTOR OF PUBLIC AFFAIRS</b>				
20	MSS/PA	Director, Public Affairs	c/Capt	1
21	MSS/PA	Public Affairs Staff	c/TSgt	4
<b>DIRECTOR OF COMMUNITY SERVICE</b>				
22	MSS/CS	Director, Community Service	c/Capt	1
23	MSS/CS	Community Service Staff	c/TSgt	4
<b>DIRECTOR OF SAFETY</b>				
24	MSS/SE	Director, Safety	c/Lt	1
25	MSS/SE	Safety Staff	c/TSgt	4
<b>DIRECTOR OF FUNDRAISING</b>				
26	MSS/FR	Director, Fundraising	c/Capt	1
27	MSS/FR	Fundraising Staff	c/TSgt	4
<b>SPECIAL TEAMS SQUADRON</b>				
28	STS/CC	Squadron Commander	c/Maj	1
29	STS/KHAS	Kitty Hawk Air Society Coordinator	c/Lt	1
30	STS/DT	Drill Team Commander	c/Capt	1
31	STS/CG	Color Guard Commander	c/Capt	1
32	STS/APRT	Awareness Presentation & Recruiting Coordinator	c/Capt	1
33	STS/PT	Physical Training Officer	c/Lt	1

**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 duties contained herein are general in scope. More detailed job responsibilities are contained in SC-952 Operations Plan \_\_\_\_.

**2. The *CADET GROUP COMMANDER (CC) AND DEPUTY COMMANDER (CD)*** are responsible to the Instructors for:

- Command and control of the Group using members of the staff and subordinate commanders.
- The appearance, discipline, efficiency, training, and conduct of the group.
- Getting to know commanders and staff leaders.
- Establishing specific, measurable, attainable group goals and developing a plan of action to achieve those goals.
- Keeping track of how units are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
- Creating and maintaining an effective suspense system.
- Conducting Group staff meetings twice a month.
- Assisting instructors in conducting a thorough annual self-inspection of the unit.
- Annually updating the cadet handbook.
- Organizing and conducting the Cadet of the Quarter and Cadet Promotion Boards.
- Being a role model for cadets in the Group.
- Attending at least 75% of all cadet corps activities.
- Developing a cadet operations and activities calendar.
- Personally commanding the corps during parades, reviews, etc.

**3. The *SPECIAL ASSISTANT (SA) TO THE SASI/ASI*** is responsible to the Cadet Group Commander and Instructors for:

- Serving in advisory capacity as a former Group Commander.
- Completing duties assigned by the SASI/ASI.
- Providing leadership and participating in group activities.
- Attending group staff meetings.

**4. The *GROUP SUPERINTENDENT (SUPT)*** is responsible to the Cadet Group Commander for:

- Advising the Group Commander on all matters pertaining to enlisted affairs.
- Advising the Group Commander of ways to improve and maintain morale within the unit.
- Conducting periodic Senior NCO meetings for inputs to give to the commander.
- Keeping the enlisted force informed of unit goals and how each member can contribute to achieving unit goals.
- Attending cadet extra-curricular activities.
- Overseeing the duties of each First Sergeant and Flight Sergeant.
- Attending group staff meetings.

**5. The *CADET CHIEF, STANDARDIZATION/EVALUATION (SEV)*** is responsible to the Cadet Group Commander for:

- Working with the Deputy Group Commander and instructors in conducting an annual self-inspection of the Group that ensures standardization of goals and objectives, and compliance with all applicable AFJROTC regulations.
- Training squadron and flight leadership in evaluating the operation of flights, to include the flight's effectiveness in doing personal appearance inspections.
- Working with SASI in tracking group goals and present updated progress to the cadet corps weekly by placing on the bulletin board.

**Figure 3.3. Job Descriptions**

**6. The *OPERATIONS SQUADRON COMMANDER (OS/CC) AND OPERATIONS SQUADRON VICE COMMANDER (OS/CV)* are responsible to the Cadet Group Commander 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.
- Getting to know flight commanders – who is doing well academically and participating in school and cadet corps activities.
- Keeping track of how flights are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
- Challenging flight leaders to properly train cadets in the conduct of classroom procedures.
- Challenging flight leadership to motivate and encourage flight cadets to wear their uniform, participate in PT, and other cadet corps activities.
- Ensuring flight leadership is keeping cadets informed on upcoming cadet corps activities and events.
- Evaluating and providing weekly feedback to flight commanders on their performance.
- Being a role model for all cadets.
- Attending at least 75% of all cadet corps activities.
- Conducting squadron meetings with flight commanders minimum three times a month.
- Assuming command of the Group in the absence of the Group Commander and Deputy Group Commander.
- Attending group staff meetings.

**7. The *CADET OPERATIONS SQUADRON FIRST SERGEANT (OS/CCF)* is responsible for:**

- Assisting the Squadron Commander in maintaining appearance, discipline, effectiveness, training, and conduct of the squadron.
- Forming the squadron for uniform inspection and other formations.
- Ensuring cadet flight guides are properly trained on guidon techniques.
- Taking attendance and reporting findings to squadron commander.

**8. The *CADET FLIGHT COMMANDERS (FLT/CC)* are responsible to the Cadet Operations Squadron Commander for:**

- The appearance, discipline, effectiveness, and training of flight members.
- Planning and coordinating activities within the flight.
- Ensuring cadets are properly trained in the conduct of classroom procedures.
- Motivating and encouraging flight cadets to wear their uniform, participate in PT, and other cadet corps activities.
- Advising flight members on performance standards and means of professional and personal development.
- Supervising cadets and writing evaluations on their performance, conduct, leadership and promotion potential.
- Keeping track how flights are performing using key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
- Informing the flight of group happenings by conducting flight meetings each Thursday.
- Being a role model for cadets within the flight.
- Getting to know cadets – who is doing well academically and participating in school and cadet corps activities.
- Attend at least 50% of all cadet corps activities.
- Assigning flag details for flight members and that the performance log is updated.
- Responsible for Stan/Eval duties within the flight.
- Attending group staff meetings.

**9. The *CADET FLIGHT SERGEANTS (FLT/CCF)* are responsible to the Cadet Flight Commanders for:**

- Assisting the flight commander in enforcing appearance, discipline, effectiveness, and training of flight members.
- Forming flight for activities as directed, to include preparing the flight for inspection.
- Assisting the Flight Commander in training cadets in drill and ceremonies.
- Assisting the Flight Commander in training the flight guide in proper guidon techniques.
- Ensuring cadets are properly trained in the conduct of classroom procedures.
- Keeping track of how flights are performing by tracking key performance indicators (uniform wear/inspection

**Figure 3.3. Job Descriptions**

- rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
- Assisting flight commander in completing evaluations on flight guide and element leaders.
- Motivating and encouraging flight cadets to wear their uniform, participate in PT, and other cadet corps activities.
- Getting to know the cadets – who is doing well academically and participating in school and cadet corps activities.
- Attend at least 50% of all cadet corps activities.
- Taking command of the flight in the absence of the Cadet Flight Commander.
- Serving as Flight Logistics and PT representative.

**10. The *CADET ELEMENT LEADERS (FLT/EL)* are responsible to the Cadet Flight Commanders for:**

- Assisting the Flight Commander in enforcing appearance, discipline, effectiveness, and training of flight members. maintaining good order and discipline within the element.
- Motivating and encouraging flight cadets to wear their uniform, participate in PT, and other cadet corps activities.
- Keeping track of how flights are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
- Ensuring element members are properly trained in the conduct of classroom procedures.
- Reporting roll to the Flight Commander before the beginning of each class.
- Assisting the Flight Commander and Flight Sergeant with training element members in drill and ceremonies.
- Writing evaluations on element cadets performance, conduct, leadership and promotion potential.
- Getting to know the cadets in the element – who is doing well academically and participating in school and cadet corps activities.
- Assuming duties of flight sergeant in their absence.

**11. The *CADET FLIGHT GUIDON BEARERS (FLT/GB)* are responsible to the Cadet Flight Commanders for:**

- Carrying the flight guidon during drill and ceremonies.
- Posting and retiring the guidon as directed in class and during formations.
- Learning the manual of the guidon.

**12. The *CADET MISSION SUPPORT SQUADRON COMMANDER (MSS/CC)* is responsible to the Cadet Group Commander for:**

- Coordinating and controlling staff functions.
- Keeping track of how staff activities are performing by tracking key performance indicators.
- Evaluating and providing weekly feedback to flight commanders on their performance.
- Ensuring adequate controls are established for accounting of all unit equipment, supplies, and monies.
- Getting to know cadets – who is doing well academically and participating in school and cadet corps activities.
- Ensuring proper maintenance of administrative and personnel files.
- Establishing a training program to ensure all staff positions are filled with knowledgeable and motivated individuals.
- Conducting support squadron meetings as necessary.
- Being a role model for cadets within the squadron.
- Attending at least 75% of all cadet corps activities.
- Attending group staff meetings.

**13. The *CADET DIRECTOR OF LOGISTICS (MSS/LG)* is responsible to the Cadet Mission Support Squadron Commander for:**

- Assisting instructors in the issue, receipt and accounting of all uniform, equipment, and supplies related to the operation of the Group. Any dispersals from the supply and equipment rooms must be documented.
- Assisting instructors in the inventory of uniforms, equipment, and supplies.
- Assisting instructors in the maintenance, repair, and cleaning of uniforms, equipment, and supplies.
- Maintaining the uniform/supply room and armory/equipment rooms neat and orderly.
- Monitoring the creation and updating of cadet ribbon racks.
- 

**Figure 3.3. Job Descriptions**

- Organizing and providing rank insignia and ribbons for promotion ceremonies.
- Training flight logistics representatives in the application of logistics duties and responsibilities.
- Attending group staff meetings.

**14. The *CADET DIRECTOR OF PERSONNEL (MSS/DP)* is responsible to the Cadet Mission Support Squadron Commander for:**

- Assisting instructors in maintaining computer based (WINGS and local computer) and hard copy personnel management system on all cadets and insuring only authorized personnel have access to them.
- Ensuring cadet personnel records, to include promotions, awards and decorations, are updated in WINGS.
- Publishing a cadet directory for use by instructors and the cadet senior staff.
- Publish weekly uniform inspection and PT forms.
- Publish monthly attendance roster.
- Keeping the cadet organizational and unit manning document current.
- Posting the current group organizational chart.
- Assisting instructors in keeping track of how flights are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
- Recording, publishing and distributing minutes of the Group staff meetings.
- Attending Group staff meetings.

**15. The *CADET DIRECTOR OF PUBLIC AFFAIRS (MSS/PA)* is responsible to the Cadet Mission Support Squadron Commander for:**

- Drafting news releases for submission to applicable news publications through the instructors relating to unit and personnel accomplishments.
- Maintaining a unit scrapbook containing all newspaper clippings and releases submitted to news organizations.
- Making arrangements to have pictures and/or video all cadet corps activities.
- Using pictures and video obtained over the school year to create an annual slideshow presentation.
- Posting news stories on the Unit AFJROTC Bulletin Boards.
- Publishing a monthly group newsletter.
- Assembling pictures for submission to the school yearbook.
- Assisting the SASI in updating and maintaining the website.
- Ensuring cadet corps announcements are submitted through instructors to the Media Center prior to 1500 hours the day before a corps event.
- Attending group staff meetings.

**16. The *CADET DIRECTOR OF COMMUNITY SERVICE (MSS/CS)* is responsible to the Cadet Mission Support Squadron Commander for:**

- Plan, organize, and execute corps community service projects.
- Continuously seek out to help school or community agencies in need.
- Coordinates all events, projects, and required paperwork/documentation to include consent forms.
- Updating WINGS and ensuring instructors have required documentation for entry into database.
- Publish and inform the corps of available community service opportunities approved by the instructors.
- Ensure completion of personnel activity log documenting individual cadet's service hours.
- Attend required meetings.

**17. The *CADET DIRECTOR OF SAFETY (SE)* is responsible to the Cadet Mission Support Squadron 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 and instructors informed on both the attitude toward and state of safety awareness within the cadet corps.
- Ensuring safety incidents are reported to the Cadet Group Commander and instructors.
- Conducting a monthly safety inspection of all cadet facilities.

**Figure 3.3. Job Descriptions**

- Ensuring flight's have water available for cadets at all PT activities.
- Placing safety tips on the corps bulletin board and in the monthly newsletter.
- Attending group staff meetings.

**18.** The ***CADET DIRECTOR OF FUNDRAISING (FR)*** is responsible to the Cadet Mission Support Squadron Commander and SASI for:

- Generating ideas to raise funds to support cadet corps activities.
- Assisting instructor in organizing and scheduling all fundraising activities.
- Assisting instructor in distribution of fundraising items.
- Assisting instructor in maintaining records of fundraising sales.
- Recommending incentives to cadets to support fundraising activities.

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

- Managing and training members of the cadet corps special teams – KHAS, drill team, color guard, APT and Recruiting, and PT.
- Developing and maintaining a training/performance schedule that shows activities one month out.
- Being a role model for cadets within the squadron.
- Keeping track of how special team's cadets are performing by tracking key performance indicators.
- Ensuring adequate controls are established for accounting of all unit equipment and supplies.
- Attend at least 50% of all squadron activities.
- Submitting inputs for the unit calendar of all special team activities.
- Ensuring appropriate school policies are complied with during special teams activities.
- Getting to know cadets – who is doing well academically and participating in school and cadet corps activities.
- Attending Group staff meetings.

**20.** The ***CADET KITTY HAWK AIR SOCIETY COORDINATOR (STS/KHAS)*** is responsible to the Cadet 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.
- Managing and coordinating the following community service projects for the Group: Stadium Cleanup, Adopt-a-Highway Litter Pickup, and Campus Cleanup.
- Attending group staff meetings.

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

- Recruiting, training, appearance, motivation, and efficiency of drill team members.
- Having scheduled, well planned training sessions.
- Maintaining accurate attendance of performance records of drill team members.
- Developing advanced drill routines for drill competitions.
- Publicizing team activities in corps, school, and community publications and news media.
- Recommending when cadets are eligible for the drill team ribbon.
- Ensuring adequate controls are established for accounting of all team equipment and supplies.
- Attend 90% of all drill team practices and performances.

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

- Recruiting, training, appearance, motivation, and efficiency of color guard members.
- Having scheduled, well planned training sessions.
- Maintaining accurate attendance of performance records of color guard members.
- Dress, appearance, and conduct of members while performing.
- Publicizing team activities in corps, school, and community publications and news media.

### **Figure 3.3. Job Descriptions**

- Recommending when cadets are eligible for the color guard ribbon.
- Ensuring adequate controls are established for accounting of all team equipment and supplies.
- Attend 90% of all color guard practices and 75% of all performances.
- Ensure a team performs at all home varsity football games, basketball games, and other requested school activities.

**23. The *CADET AWARENESS PRESENTATION and RECRUITING TEAM COORDINATOR (STS/APRT)*** is responsible to the Cadet Special Teams Squadron Commander for:

- Managing and maintaining a vibrant and effective awareness presentation team and recruiting program.
- Maintaining three briefings for presentation to middle school and high school audiences that center around bullying, drugs, alcohol, etc.
- Designing and have on hand pamphlets and brochures for each briefing topic.
- Presenting the briefings to the cadet group senior staff a minimum of twice during the semester. (as rehearsal).
- Establishing an active recruiting campaign plan at Emerald High School and Westview Middle School for potential cadets.
- Developing a recruiting presentation to middle school and high school students a minimum of once each semester.
- Ensuring appropriate recruiting pamphlets and brochures are published and disseminated.
- Providing the Public Affairs Officer with articles for publication relating to the advantages of becoming an AFJROTC cadet.

**24. The *CADET PHYSICAL TRAINING OFFICER (PT)*** is responsible to the Cadet Mission Support Squadron Commander for:

- Ensuring high level of physical fitness is maintained within the group by planning, organizing, and conducting effective athletic activities for the weekly physical fitness day, usually each Friday.
- Developing and publishing a semester schedule of PT activities.
- Calculating PT grades and tracking improvement as related to unit goals.
- Training and assigning duties to flight PT representatives.
- Maintaining an inventory of athletic equipment and recommends the purchase of equipment as needed.
- Working with flight commanders to ensure water is available to cadets during PT activities.

**25. The *CADET SPECIAL PROJECTS OFFICER/NCO (GP/SP)*** is responsible to the Cadet Group Commander for:

- Coordinating group special events with the instructor staff.
- Assigning jobs, developing and monitoring “to do” lists, and organizing set up and tear down of all events.
- Planning events for the year and coordinating schedule with group staff and instructors.
- Submitting after-action reports on all special projects.
- Maintaining a master plan of scheduled Group activities.
- Submitting a schedule of upcoming cadet events to the Cadet Director of Personnel for posting on the bulletin board and inclusion in the Activities Listing.
- Maintaining a record of completed events to assist in the formulation of plans for the next academic year.

**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. <b>TIME MANAGEMENT:</b> Is the cadet on time for class, formations and assignments? Does the cadet spend time wisely preparing for daily events?					
2. <b>PERSEVERANCE:</b> Does the cadet stick with each task until completed or give up when it gets to difficult or complex?					
3. <b>WILLINGNESS TO TRY:</b> 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. <b>ABILITY TO WORK WITH OTHERS:</b> Can the cadet work with others as a team to complete a task? Does the cadet work well with his/her classmates?					
5. <b>HELPFULNESS:</b> Does the cadet offer and/or give help to fellow flight members?					
6. <b>ABILITY TO WORK WITHOUT CLOSE SUPERVISION:</b> Can the cadet complete a task without constant instruction?					
7. <b>ALERTNESS TO INSTRUCTION:</b> Does this cadet listen or do you have to repeat instructions over and over?					
8. <b>MATURITY:</b> 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): \_\_\_\_\_

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**Figure 3.6. Officer Cadet Evaluation Form (Weekly)**

<b>CADET PERFORMANCE REPORT (SCHOOL QUARTER)</b>												
<b>Name:</b>	<b>Flight:</b>						<b>Date:</b>					
<b>Period of supervision</b>	<b>From:</b>						<b>To:</b>					
<b>1. UNIFORM:</b> Consider # of uniform wears versus # of possible; pride in uniform; general appearance.	Rater #1											
	Rater #2	0	1	2	3	4	5	6	7	8	9	10
<b>2. DRILL:</b> 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
<b>3. PREPARATION:</b> 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
<b>4. ATTENDANCE:</b> Consider attendance habits – on time; unexcused absences; tardies; etc.	Rater #1											
	Rater #2	0	1	2	3	4	5	6	7	8	9	10
<b>5. HUMAN RELATIONS:</b> 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
<b>6. BEARING (Attitude):</b> 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
<b>7. BEHAVIOR:</b> 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
<b>8. COCURRICULAR ACTIVITIES:</b> 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
<b>9. POTENTIAL:</b> 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
<b>10. OVERALL:</b> 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 (School Quarter)**

## *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.

**4.3. Permanent Rank.** Emerald SC-952 currently does not use permanent rank for its cadets.

**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. Cadet Leadership School (CLS) 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 Cadet 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 -- 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 at the end of each nine-week grading period. The promotion cycle for cadets competing for master sergeant through colonel is at the end of the 1<sup>st</sup> and 3<sup>rd</sup> nine-week grading periods. The SASI and ASI will make promotion selections for the fourth nine-week grading period.

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 45 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 received in-school suspension for a full day, those who missed wearing the uniform one or more times, and those who received a failing grade in any course.

(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. All first time cadets' enrolling in AFJROTC enters at the rank of cadet airman basic. They become eligible for promotion to cadet airman within the first 45 days of entering the program.

Promotion cycle for these ranks is the end of each nine weeks

Cadet Airman	Wear the uniform every uniform day during the promotion cycle; recite the cadet honor code; pass the cadet rank test with minimum 80 score; meet district attendance requirements; on the Good Standing List; average 3 hours of community service each nine week grading period.
Cadet Airman First Class	Must meet promotion board. Wear the uniform every uniform day during the promotion cycle; recite the cadet honor code; pass the cadet rank test and chain of command test with minimum 80 score; meet district attendance requirements; on the Good Standing List; correctly place rank on a shirt; pass the PT test; average 3 hours of community service each nine week grading period.
Cadet Senior Airman	Must meet promotion board. Wear the uniform every uniform day during the promotion cycle; recite the cadet honor code; pass the cadet rank test and chain of command test with minimum 80 score; meet district attendance requirements; on the Good Standing List; correctly place rank on a shirt; pass the PT test; have at least a "B" average in AFJROTC and passing all other classes; march a flight using drill routine at A4-1; average 3 hours of community service each nine week grading period.
Cadet Staff Sergeant	Must meet promotion board. Wear the uniform every uniform day during the promotion cycle; recite the cadet honor code; pass the cadet rank test and chain of command test with minimum 85 score; meet district attendance requirements; on the Good Standing List; correctly place rank on a shirt; pass the PT test; have at least a "B" average in AFJROTC and passing all other classes; march a flight using drill routine at A4-1; form ranks for inspection; participate in two service activities during the promotion cycle; an active participant in cadet corps fundraisers; average 3 hours of community service each nine week grading period.
Cadet Technical Sergeant	Must meet promotion board. Wear the uniform every uniform day during promotion cycle; recite the cadet honor code; pass the cadet rank test and chain of command test with minimum 85 score; meet district attendance requirements; on the Good Standing List; correctly place rank on a shirt; pass the PT test; have at least a "B" average in AFJROTC and passing all other classes; march a flight using drill routine at A4-2; perform open ranks inspection; participate in two service activities during the promotion cycle; an active participant in cadet corps fundraisers; average 3 hours of community service each nine week grading period.

Promotion cycle for these ranks is the end of the first and third nine weeks

Cadet Master Sergeant	Must meet promotion board. Wear the uniform every uniform day during promotion cycle; recite the cadet honor code; pass the cadet rank test and chain of command test with minimum 90 score; meet district attendance requirements; on the Good Standing List; correctly place rank on a shirt; pass the PT test; have at least an "A" average in AFJROTC and passing all other classes; march a flight using drill routine at A4-2; perform open ranks inspection; leader or supervisor of three service activities during the promotion cycle; an active participant in cadet corps fundraisers; have a position in cadet corps commensurate with rank; average 3 hours of community service each nine week grading period.
Cadet Senior Master Sergeant	Must meet promotion board. Wear the uniform every uniform day during promotion cycle; recite the cadet honor code; pass the cadet rank test and chain of command test with minimum 90 score; meet district attendance requirements; on the Good Standing List; correctly place rank on a shirt; pass the PT test; have at least an "A" average in AFJROTC and passing all other classes; march a flight using drill routine at A4-2; perform open ranks inspection; leader or supervisor of three service activities during the promotion cycle; an active participant in cadet corps fundraisers; have a position in cadet corps commensurate with rank; average 3 hours of community service each nine week grading period.
Cadet Chief Master Sergeant	Promotions to C/CMSgt are made by the SASI and ASI. Cadet must demonstrate a high level of experience and proven leadership abilities within the corps. Cadet is expected to be competent in all promotion subject areas as subordinate personnel. In addition, behavior and adherence to standards must be above reproach as cadet senior NCO's are role models for all cadets. Meet district attendance requirements; average 3 hours of community service each nine week grading period.
All Cadet Officers	All officer promotions are made by the SASI and ASI. Officer promotions are based on the need of the cadet corps. For selection, a cadet must demonstrate a high level of experience and proven leadership abilities within the corps. Cadet is expected to be competent in all promotion subject areas as subordinate personnel. In addition, behavior and adherence to standards must be above reproach as cadet officers are role models for all cadets. Meet district attendance requirements. Average 3 hours of community service each nine week grading period.

**4.6. Cadet Promotion Board.** Each cadet competing for promotion to cadet airman first class and above must meet a promotion board at the end of the 1<sup>st</sup> and 3<sup>rd</sup> nine week grading periods unless otherwise stated in this chapter. The only exception is when the SASI/ASI award a special promotion for exceptional performance. Under the guidance of the group commander, each flight 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 flight level will meet a central board chaired by the cadet deputy group commander. The promotion boards will 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 wear of the uniform and 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 Senior Master Sergeant eligibles may be promoted to Chief Master Sergeant
35% of Master Sergeant eligibles may be promoted to Senior Master Sergeant
45% of Technical Sergeant eligibles may be promoted to Master Sergeant
55% of Staff Sergeant eligibles may be promoted to Technical Sergeant
65% of Senior Airman eligibles may be promoted to Staff Sergeant
75% of Airman First Class eligibles may be promoted to Senior Airman
90% of Airman Scores eligibles may be promoted to Air First Class
95% of Airman Basic eligibles may be 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. Fighting.
- f. 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.

**4.10. 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.

**4.11. Special Order.** Special Orders announcing promotions, demotions, and appointments to corps positions will be published and posted on the official bulletin board. The Cadet Director of Personnel will file/annotate the Special Order in the corps special orders file and update the cadet's WINGS record.

## PROMOTION BOARD EVALUATION FORM

CADET NAMES		Reporting In (5 pts)	Question #1 (15 pts)	Question #2 (15 pts)	Question #3 (15 pts)	Reporting Out (5 pts)	Uniform Inspection (10 pts)	Academic Grade (25 pts)	Physical Fitness Test (10 pts)	COMMENTS
1.										
2.										
3.										
4.										
5.										
6.										
7.										
8.										
9.										
10.										
11.										
12.										
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15.										
16.										
17.										
18.										
19.										
20.										
21.										
22.										
23.										
24.										
25.										
Board Member Name:					Promotion Cycle:			Squadron:		Date:

**Figure 4.1. Promotion Board Evaluation Form**

<b>SC-952 CADET DECLARATIONS</b>	
(Reference SC 952 Cadet Handbook, Chapter 3)	
<b>Cadet Commissioned Officer Declaration</b>	
I,	
<p>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:</p> <p>“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.”</p> <p>“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.”</p> <p>“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.”</p> <p>“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.”</p> <p>“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.”</p>	
<b>Cadet Non-Commissioned Officer Declaration</b>	
I,	
<p>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:</p> <p>“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.”</p> <p>“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.”</p> <p>“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.”</p> <p>“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.”</p> <p>“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.”</p>	

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

1<sup>st</sup> Ind

6 Aug 98

To: SASI

I acknowledge that I received this Letter of Reprimand on \_\_\_\_\_.

JASON OBERLUEY, Cadet Amn Cadet

2<sup>nd</sup> 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**

## *Chapter 5*

### ***DRESS AND APPEARANCE***

**5.1. GENERAL.** Except as authorized in this Guide, AFJROTC cadets will wear the standard service uniform prescribed for active duty personnel in AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. The fitting standards, wearing instructions, and personal grooming standards prescribed in this guide are also applicable.

- a. Each cadet must wear the uniform properly. The importance of wearing the uniform properly cannot be over-emphasized since the uniform, except for the insignia, is the same uniform worn by members of the United States Air Force. The Air Force, as a professional military organization, is known worldwide and has no equal. The uniform you will wear is a symbol of that reputation. **WEAR IT PROUDLY!!!**
- b. Uniforms must be clean, neat, fitted properly, pressed and in good condition (not frayed, worn out, torn, faded, patched, etc.). Uniform items are to be kept zipped, snapped, buttoned, or tied. The four elements that govern wear of the uniform are neatness, cleanliness, safety, and military image. Military image is subjective due to varying opinions on high standards.
- c. Protecting government property is everyone's responsibility. All of your uniform and equipment items are loaned to you by the United States Air Force. These items remain the property of the Air Force and each item of the uniform must be accounted for at all times.
- d. All AFJROTC cadets will be issued one complete uniform and the appropriate accessories. When a cadet is issued a uniform, they will sign a hand receipt and place their initials beside each uniform item received. Each item then becomes the temporary property of the cadet who is responsible for its care.
- e. It is important that each cadet understand all items of the uniform must be returned at the end of the school year (date will be announced) or upon request of the Senior Aerospace Science Instructor or Aerospace Science Instructor. Graduation diplomas, Certificates of Completion, or Certificates of Training will not be awarded until your AFJROTC account is cleared.
- f. To preclude unnecessary expense to the cadet and to provide for the efficient turn-in of uniforms and equipment, adhere to the following guidelines:
  - (1) Do not leave uniform items in unlocked lockers or unattended in other places at school
  - (2) Do not lend uniform items to other cadets or persons.
  - (3) Do not permit another cadet or person to turn in uniform items or equipment.
  - (4) Do not place your uniform items or equipment in other students' lockers.
  - (5) Be alert for uniform items left or misplaced by another cadet. Turn such items in to an instructor.
  - (6) Clothing items that become worn or otherwise unserviceable should be turned in immediately. Items of clothing that do not fit properly should be exchanged immediately.
  - (7) When turning in or exchanging uniform items or other equipment, deal only with the logistics staff or Aerospace Science Instructor.

### **5.2. UNIFORM WEAR.**

- a. There are three cadet uniform combinations worn at Emerald High School.
  - (1) Service dress uniform (Service coat, short sleeve shirt/blouse with tie/tie tab).
  - (2) Short sleeve shirt/blouse with tie/tie tab.
  - (3) Short sleeve shirt/blouse without tie/tie tab.
- b. Cadets will wear the prescribed AFJROTC uniform one (1) day per week. The uniform day at Emerald High School is Wednesday; unless otherwise directed by the instructors. If a cadet is absent from school on the designated uniform day, the cadet must wear the uniform to school on the first day back. Cadets will

wear the uniform the entire school day, from the first bell until the last bell. On uniform day, cadets will wear the uniform combination prescribed by the SASI/ASI. Failure to wear the uniform on designated uniform days is a missed class assignment and will directly affect a cadet's grade. Consistent failure to wear the uniform could result in a failing grade, removal from the program, and loss of credit.

- c. Never mix and match uniform items with civilian garments.
- d. Never stand or walk with hands in pockets.
- e. Trim loose strings and frayed seams on the uniform.
- f. Keep shirttail tucked in and tuck in the sides of the shirt. The shirt should never hang over the belt.
- g. Do not carry bulky items in the pockets, which distort pocket flaps or the uniform. No items should ever protrude out of the pockets.
- h. Gym bags, backpacks, purses, etc., may only be carried over the left shoulder. Backpacks may be carried over both shoulders. Develop a habit of carrying items in the left hand to free the right hand for saluting.
- i. The uniform cannot be worn at any functions outside the AFJROTC program without prior approval from the Senior Aerospace Science Instructor or the Aerospace Science Instructor.
- j. Do not engage in any activity while wearing the uniform that may discredit it or cause damage to the uniform.
- k. AFJROTC medals may be worn with the uniform on occasions approved by the Senior Aerospace Science Instructor. When worn, medals will be centered directly below the ribbons.

**5.3. INSPECTIONS.** Cadets will have a uniform inspection on uniform days. The inspections generally will be conducted by Flight Commanders with instructors providing oversight. Any discrepancies will be documented on an inspection sheet and all results will be recorded for a grade. Failure to wear the uniform on the prescribed day is an automatic failed inspection.

- a. 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.
- b. A cadet must end up with a score of 60 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.
- c. Cadets who are in school but fail to wear the uniform on the prescribed day may make up the uniform day with a maximum score of "75." Until the makeup occurs, the cadet will receive a zero grade and is removed from the Good Standing List. The cadet has until the third school day to make up the missed uniform day. Failure to do so within that time frame, the zero becomes permanent. In the event that a cadet is assigned to In School Suspension (ISS), the uniform will not be worn until the suspension has been served.
- d. Cadets who fail to wear the uniform two or more times in a quarter may receive a failing grade for the quarter. Cadets who fail to wear the uniform four or more times during a semester or half of a school year will receive a failing grade for that period and will be required to turn in the uniform.

**5.4. MALE UNIFORMS.** There are several combinations of the male cadet uniform. The specific combination will be directed by the SASI/ASI each week.

a. COAT, SERVICE DRESS. With arms hanging naturally, sleeves will end  $\frac{1}{4}$  to  $\frac{1}{2}$  -inch below the wrist. Bottom of the coat should be fingertip length when hands are slightly cupped. All buttons must be buttoned and NOTHING is carried in the outside pockets. Flat items may be carried in the inside pockets. The coat may be removed in classrooms or the media center when it becomes uncomfortably warm or when a lab coat must be worn, or it may be unbuttoned in the classroom to avoid binding or wrinkling. It will NOT be unbuttoned or removed in public areas (hallways, commons, etc.). When removed it will be hung up or carefully draped over a chair back. The coat must be put back on and BUTTONED before leaving the classroom. The coat will have the AFJROTC patch on the left sleeve. **DRY CLEAN ONLY.**

b. JACKET, LIGHTWEIGHT BLUE. When worn, it must be zipped up at least halfway. Sleeves may not be rolled or pushed up. It will not be worn over the service dress coat or with civilian clothing. The jacket will have the AFJROTC patch on the left sleeve. **DRY CLEAN ONLY.**

c. TROUSERS, DARK BLUE. Trim fitted with no bunching at the waist or bagging at the seat. The bottom of the trousers will rest on the front of the shoes with a slight break in the creases. The back of the trouser leg will extend approximately  $\frac{7}{8}$ -inch longer than the front. The rear pocket of the trousers will be buttoned and articles will not be bulky or visible. The zipper tab will be pressed down to permit the fly to be neatly closed. **DRY CLEAN ONLY.**

d. SHIRT, LIGHT BLUE, LONG SLEEVE. With arms hanging naturally, sleeves extend to heel of thumb. Military creases in front and back is prohibited. This shirt is always worn with the tie and the top button is always buttoned. The shirt sleeves will remain buttoned. A “U” or “V” neck, plain, white t-shirt is required for wear with the shirt. **MAY BE MACHINE WASHED.**

e. SHIRT, LIGHT BLUE, SHORT SLEEVE. With arm bent at a 90 degree angle, the bottom of the sleeve should barely touch or come within one inch of the forearm. This shirt may be worn with a tie or with open collar. Under either option, a plain white “U” or “V” neck t-shirt must be worn. If worn with an open collar, the t-shirt must not be visible. When wearing a tie, all buttons will be buttoned. When not wearing a tie all buttons except the top button are buttoned. When worn, the shirt tail is pulled down into the trousers tightly and tucked at the sides to make it neat and form-fitting. The only creases on the shirt are down the sleeves. **MAY BE MACHINE WASHED.**

f. TIE. The tie is secured by either a Windsor or Four-in-Hand knot (Attachments 16 and 17). The tip of the tie must fall on, but not above/below the belt buckle. **DRY CLEAN ONLY.**

g. CAP, FLIGHT. Worn slightly to the wearer’s right with vertical crease of the cap in line with the center of the forehead, in a straight line with the nose; the cap extends approximately 1-inch from the eyebrows in the front. The crown will not be crushed. If not worn, tuck under the belt on wearer’s left side, between first and second belt loops; cap will not fold over belt. **DRY CLEAN ONLY.**

h. BELT. Dark blue with silver tip, 1-1/4 inches wide and worn by threading through the belt loop to the wearer’s left. The silver tip extends beyond the buckle to the wearer’s left with no blue fabric showing. The “gig” line is the line formed by the opening edge of the shirt, the non-tip edge of the belt buckle, and the opening edge of the fly of the trousers. Check frequently to ensure the “gig” line is straight.

i. SHOES, BLACK OXFORD. Shoes will be laced to the top and will be highly shined. The soles and heel edges will be coated with black polish. Optional high gloss black poromeric (Corfam) shoes or patent leather are authorized at the cadet’s expense.

j. SOCKS. Socks must be plain BLACK without design. Other colors are not authorized.

k. UNDERGARMENTS. Underwear and a plain white “U” or “V” neck t-shirt must be worn with the uniform.

l. GLOVES. Gray knitted wool or black/gray leather gloves may be worn when outside. The gloves must be plain, without design, ornamentation, or zippers.

## 5.5. MALE PERSONAL APPEARANCE

a. HAIR. Will be neat, clean, trimmed, and present a conservative well groomed, tapered appearance. A tapered appearance is one that when viewed from any angle outlines the individuals’ hair so that it conforms to the shape of the head, curving inward to the termination point. The bulk (thickness) of the hair must not exceed ¾-inch at the termination point or 1-1/4 inches at its fullest point. Hair must not touch the ears or protrude below the front band of headgear. Only closely cut hair or shaved hair at the back of the neck may touch the collar. Braided hairstyles are not authorized. In no case will the bulk or length of hair interfere with the proper wear of any Air Force headgear. If your hair is dyed, it must look natural as determined by the instructors. Under no circumstances is the uniform to be worn when hair is dyed an unnatural color or in an extreme or fad style.

b. SIDEBURNS. Will be neatly trimmed in the same manner as the hair; must not extend beyond the bottom of the ear opening; must be straight and even in width; and end with a clean shaven, horizontal line.

c. SHAVE. Cadets must be clean-shaven when wearing the uniform. Mustaches, if worn, must be neatly trimmed and cannot extend downward over the lip line or past the corners of the lip. Handlebar mustaches are not authorized. Beards or goatees are not authorized.

d. JEWELRY. Body piercings are NOT allowed when in the AFJROTC uniform or engaged in AFJROTC related activities. Earrings will not be worn while in uniform. You may wear a maximum of three rings on both hands combined (EXCEPTION: No thumb rings are authorized). One conservative wristwatch is authorized and one bracelet is permitted if it is neat and conservative and not wider than ½-inch. Cause bracelets are not authorized for wear when in uniform. Cadets may wear conservative sunglasses, except while in military formation. Necklaces must be concealed; not visible.

e. BODY PIERCINGS. Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might be visible through the uniform).

**5.6. FEMALE UNIFORMS.** There are several combinations of the female cadet uniform. The specific combination will be directed by the SASI/ASI each week.

a. COAT, SERVICE DRESS. Coat should follow the contours of the figure but allow ease of movement without pulling in the back or the waist. The sleeves should come to the base (heel) of the hand. The coat and slacks must match the color shade and material. Items will not be carried in the jacket pockets. The coat may be removed in the classrooms or the media center when it becomes uncomfortably warm. It may also be unbuttoned in the classroom to avoid binding or wrinkling. It will not be removed in public areas such as hallways, the commons, etc. When removed it will be hung up or carefully draped over the back of a chair. The coat will be put on and buttoned before leaving the classroom or media center. The coat will have the AFJROTC patch on the left sleeve. **DRY CLEAN ONLY.**

b. JACKET, LIGHTWEIGHT BLUE. When worn, it must be zipped up at least halfway. Sleeves may not be rolled or pushed up. It will not be worn over the service dress coat or with civilian clothing. The jacket will have the AFJROTC patch on the left sleeve. **DRY CLEAN ONLY.**

c. SLACKS, DARK BLUE. Will fit naturally over the hips with no bunching at the waist or fullness in the seat. Bottom of slacks will rest on the front of the shoes with a slight break in the creases. Back of the slacks

will extend approximately 7/8-inch longer than the front. Slacks are tailored to straight hanging and any alterations to modify the leg shape must be approved by the SASI/ASI. Articles carried in the pockets will not be visible or present a bulky appearance. **DRY CLEAN ONLY.**

d. SKIRT, DARK BLUE. Skirt hangs naturally over the hips with a slight flare; skirt length will be no shorter than the top of the kneecap nor longer than the bottom of the kneecap. **DRY CLEAN ONLY.**

e. BLOUSE, LIGHT BLUE, LONG SLEEVE. Must be worn with tab at all times and must be worn tucked into pants waist for a form-fitted appearance. A plain white “U” or “V” neck t-shirt must be worn with the blouse. **MAY BE MACHINE WASHED.**

f. BLOUSE, LIGHT BLUE, SHORT SLEEVE. May be worn with or without tab, except tab is worn with Service Dress Uniform. Blouse should be tucked into pants waist for a form-fitted appearance. A plain white “U” or “V” neck t-shirt must be worn with the blouse. If worn with an open collar, the t-shirt must not be visible. **MAY BE MACHINE WASHED.**

g. TAB, TIE. Blue inverted-V tie tab, polyester herringbone with self-fastening tails; attached under collar. **DRY CLEAN ONLY.**

h. CAP, FLIGHT. Worn slightly to the wearer’s right with vertical crease of the cap in line with the center of the forehead, in a straight line with the nose; the cap extends approximately 1-inch from the eyebrows in the front. The crown will not be crushed. If not worn, tuck under the belt on wearer’s left side, between first and second belt loops; cap will not fold over belt. **DRY CLEAN ONLY.**

i. BELT. Dark blue with silver tip, 1-1/4 inches wide and worn by threading through the belt loop to the wearer’s right. The silver tip extends beyond the buckle to the wearer’s right with no blue fabric showing. The “gig” line is the line formed by the opening edge of the shirt, the non-tip edge of the belt buckle, and the opening edge of the fly of the trousers. Check frequently to ensure the “gig” line is straight.

j. SHOES. Issue black oxford shoes will be worn with the uniform. Shoes will be laced to the top and highly shined. Low cut, rounded throat shoe, with a raised heel no higher than 2-1/2 inches, without fastening. Wear must be plain, black, smooth, scotch-grained leather or man-made material, patent or high gloss finish, without ornamentation such as, buckles, bows, straps. Optional scotch grain black leather or high gloss finish pumps are authorized for female cadets at their own expense. High gloss black poromeric (Corfam) or patent leather shoes are also authorized at the cadet’s own expense.

k. SOCKS. Black, commercial socks without design will be worn with slacks and oxfords.

l. HOSE. Commercial sheer, nylon hose in black or off-black, dark blue, dark brown, or neutral that complement the uniform and the cadet’s skin color. Patterned hose is not allowed.

m. UNDERGARMENTS. Underwear and a plain white “U” or “V” neck t-shirt must be worn with the uniform.

n. PURSE. Female cadets may carry a small, black purse. The standard Air Force purse may be purchased and carried at the cadet’s expense.

o. GLOVES. Gray knitted wool or black/gray leather gloves may be worn when outside. The gloves must be plain, without design, ornamentation, or zippers.

## **5.7. FEMALE PERSONAL APPEARANCE.**

a. HAIR. Cannot extend below the bottom of the collar while wearing the uniform. It cannot be more than 3-inches in bulk. Hair cannot extend below the top of the eyebrows when groomed. Hairstyle must permit

proper wear of the headgear. Grooming aids (pins, barrettes, combs, etc.) must be kept to a minimum and modest in size and appearance. They should match the wearer's hair color and contain no decorative designs. Faddish hairstyles and unnatural colors are prohibited when in uniform. Under no circumstances is the uniform to be worn when hair is dyed an unnatural color or in an extreme or fad style. If your hair is dyed, it must look natural as determined by the instructors.

b. **JEWELRY.** One bracelet is permitted if it is neat and conservative and not wider than ½-inch. You may wear a wristwatch and one pair earrings. Earrings can be gold, silver, diamond, or pearl stud earrings. Earrings must be spherical or of plain design. No earrings may extend or dangle below the bottom of the earlobe. You may wear a maximum of three rings on both hands combined (EXCEPTION: No thumb rings are authorized). Cadets may wear conservative sunglasses, except while in military formation. Necklaces must be concealed under collar or undershirt; not visible. Cause bracelets are not authorized for wear with the uniform.

c. **FINGERNAILS.** 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 ¼ inch from the finger tip. All cosmetics will be conservative and in good taste.

d. **COSMETICS.** Must be conservative and in good taste.

**5.8. COMBAT BOOTS.** When worn, they will be laced to the top with laces tucked in and will be highly shined. The soles and heel edges will be coated with heel and sole dressing or polish.

**5.9. BERET.** When the beret is authorized for wear, the badge/insignia will be over the left eye and the beret will be pulled downward to the right with the flap edge resting as close as possible to the side of the head.

**5.10. RELIGIOUS HEADGEAR.** Religious headgear may be worn indoors upon the approval of the SASI, school principal, and HQ AFJROTC. Religious headgear may be worn outdoors so long as it is not visible (i.e., the standard issue Air Force cap must conceal any religious headgear).

**5.11. OTHER RELIGIOUS ITEMS.** Religious items (other than headgear) will not be visibly worn with any AFJROTC uniform unless written permission is granted by the SASI, the school principal, and HQ AFJROTC.

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

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

b. The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance. The tattoo may be covered up with a skin-colored bandage while in uniform and still participate in the program. However, tattoos and brands should be discouraged. The cadet should be counseled on the fact that tattoos and brands may preclude him or her from serving in the military.

**5.13. BODY PIERCING.** Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might

be visible through the uniform). Female cadets in uniform, however, are allowed to wear conservative earrings, pierced or clip style, in their earlobes.

#### **5.14. SPECIAL UNIFORM ITEMS**

- a. AFJROTC medals may only be worn when authorized by the SASI/ASI.
- b. Shoulder cords will be issued on a temporary basis to denote cadet positions, honors and teams. They will be worn only with the service dress coat or the light blue shirt/blouse. 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:

<b>CADET POSITION</b>	<b>CORD</b>
Present/Past Cadet Corps Commander	Metallic Gold
Deputy Group Commander	Metallic Gold
Standardization/Evaluation	Black
Superintendent	Navy Blue
Squadron Commanders	Purple
Flight Commanders	Maroon
Drill Team and Color Guard	Red
Kitty Hawk Air Society Members	Light Blue
Cadet of the Year	Gold
Cadet of the Quarter	Gray
Cadet of the Month	Kelly Green

**5.15. 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. Cleanup:

- 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.



## 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 the AFJROTC Reference Guide, July 2012, 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 SASI/ASI 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 clusters. 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 12<sup>th</sup> 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 National Awards.

a. **Gold Valor Award** -- Awarded to recognize the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty. The award consists of a medal, ribbon, and certificate. Recommendations for this award must be forwarded to [HQ-OpsSupport@afjrotc.com](mailto:HQ-OpsSupport@afjrotc.com) for review and approval within six months of the incident.

b. **Silver Valor Award** -- Awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award. The award consists of a medal, ribbon, and certificate. Recommendations for this award must be forwarded to [HQ-OpsSupport@afjrotc.com](mailto:HQ-OpsSupport@afjrotc.com) for review and approval within six months of the incident.

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. Recommendations for this award must be forwarded to [HQ-OpsSupport@afjrotc.com](mailto:HQ-OpsSupport@afjrotc.com) for review and approval within six months of the incident.

d. **Community Service With Excellence Award** -- Recognizes 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. Recommendations for this award must be forwarded to [HQ-OpsSupport@afjrotc.com](mailto:HQ-OpsSupport@afjrotc.com) for review and approval within six months of completion of the project.

e. **Silver Star Community Service with Excellence Award** will be an honor that emphasizes the value of community service, and establishes a greater sense of pride within the corps. The award is given to cadets in the top 5% of units (approximately 45 units) who have the highest "per cadet average" community service hours. The "countable" hours must be logged into WINGS. Countable hours will be the period from 11 April (previous year) to 10 April (current year). HQ will use the last PSR cadet enrollment and the hours submitted in WINGS for that period to calculate the top 5% units and the notify the units earning the award. Instructors at the top 5% units will determine which of their cadets have contributed to the unit earning the award.

f. **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)

g. **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

h. **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

**i. 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

**j. 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

**k. 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 their AS class
- Be in good scholastic standing in all classes at the time of selection and at the time of presentation

**l. 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

**m. 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.

**n. 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, in good academic standing, and of high moral character
- Show a high order of loyalty to the unit, school, and country
- Show exceptional potential for military leadership

**o. 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

p. **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

q. **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

r. **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

s. **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

t. **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

u. **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.

v. **Sons of Confederate Union Veterans H. L. Hunley Award** -- This award consists of a medal set with ribbon and a certificate and is awarded to a rising AS-3/4 (sophomore) who has demonstrated the qualities of Honor, Courage and in particular, Commitment to his/her unit throughout the school year.

w. **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

x. **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.

y. **The Celebrate Freedom Foundation Award** -- This award consists of a certificate and ribbon and is presented annually to an outstanding AS-AS-1/2 (freshman) or AS-3/4 (sophomore) cadet for outstanding performance in academics and cadet corps activities.

z. **National Society United States Daughters 1812 Award.** Awarded annually, at the SASI's discretion, for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits. This award consists of a ribbon, medal and certificate.

aa. **Air Commando Association Award.** Awarded annually at the SASI's discretion for completing a one page essay based on a historical AF Special Operations Mission possessing the thirteen critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness and family strength. This award consists of a ribbon and certificate.

#### **6.4. AIR FORCE JUNIOR ROTC-SPONSORED RIBBONS**

a. **Distinguished Unit Award with Merit (DUAM).** Awarded to cadets enrolled during the same academic year in which 1) the unit receives a HQ AFJROTC evaluation with an overall rating of Exceeds Standards and 2) the unit is selected by HQ AFJROTC to receive the DUA. Both criteria must occur during the same academic year. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS.

b. **Distinguished Unit Award (DUA)** -- Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. The criteria for the Distinguished Unit Award is for the unit to meet all HQ AFJROTC suspenses and keep WINGS up-to-date. If selected for the award, the unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. The DUA ribbon is ordered through EMALL.

c. **Outstanding Organization Award (OOA)** – Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OOA. The Outstanding Organization Award consists of a congratulatory letter and a certificate of recognition, which will be posted in WINGS. The OOA ribbon is ordered through EMALL. OOA recipients do not receive a streamer.

d. **Outstanding Flight Ribbon** -- Awarded each academic term to cadets in a flight designated Outstanding Flight. Criteria normally include academic grades, uniform wear, homework, attendance, conduct, and involvement in corps activities.

e. **Top Performer Award** -- The Cadet Top Performer Award is a Headquarters, AFJROTC award presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). All currently enrolled cadets may be considered. Specific consideration is given to cadets not previously recognized for superior performance. The award recognizes a cadet's performance in the following key areas: (1) Leadership and job performance: in primary duty and specifically in preparation for the unit's annual assessment. (2) Leadership qualities: involvement and positions held in extracurricular activities. (3) Academic performance: nominee must be in good academic standing in all high school course work. (4) Significant self-improvement. (5) Community involvement. (6) Other accomplishments. SASIs may nominate candidates to their respective Area Administrator. Area Administrators will present awards to nominees during their visit unless personal observation of the cadet warrants otherwise. SASIs may select recipients and present award in years that unit does not receive AA visit. Ribbons will be available from HQ AFJROTC and distributed to the Area Administrators for

presentation. The award consists of a certificate and a ribbon, which may be presented by the Area Administrator during the visit or the SASI if the cadet(s) is unavailable due to class scheduling conflict, etc. The ribbon may be worn for the duration of a cadet's tenure in AFJROTC.

f. **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.

g. **Leadership Ribbon** -- Awarded for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Recognition goes to cadets who have consistently displayed outstanding leadership ability above and beyond expected performance.

h. **Achievement Ribbon** -- Awarded to cadets for a significant achievement as deemed appropriate by the SASI. Individuals may not receive more than one ribbon during a one year period.

i. **Superior Performance Ribbon** -- Awarded to the Outstanding Cadets of the Quarter. Also, awarded at the SASI's discretion for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Recognition goes to cadets whose achievements and services are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.

j. **Academic Ribbon** -- Awarded for academic excellence each nine-week grading period as signified by attaining an "A" average in AFJROTC and is on the school's all A or A/B honor roll.

k. **Leadership School Ribbon** -- Awarded for completion of an approved leadership school program of at least 5 days duration. For each additional Leadership School completion, an additional Bronze Star will be awarded. Add a silver star for outstanding performance or leadership ability at a leadership school instead of the Bronze Star. Limit the Silver Star to 10 percent of the class.

l. **Special Teams Competition Ribbon** -- Awarded to team members for placing first, second or third place in an Air Force or Joint Service Competition to include Color Guard Teams, Rifle Teams, Drill Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, etc.

m. **Orienteering Ribbon** -- Awarded to team members for completing unit specific Orienteering Program as part of unit curriculum.

n. **Co-curricular Activities Leadership Ribbon** -- Awarded at the SASI's discretion 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 term 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 is 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 Special Teams Competition Ribbons. Members who drop from the team before the end of the season do not qualify.

q. **Saber Team Ribbon** -- Awarded for distinguished participation in at least two-scheduled saber team events (Football homecoming, Military Ball, etc.) An oak leaf cluster is added to this ribbon for each year of qualifying membership beginning with the second year.

r. **Marksmanship Ribbon** -- This unit does not have a Marksmanship Program.

s. **Good Conduct Ribbon** -- Awarded at the end of each semester to cadets with no out-of-school suspensions, no more than two full days of in-school-suspension, no more than six absences in their AFJROTC class, and no integrity violations, insubordination, and disrespect. Must be on the Good Standing List.

t. **Service Ribbon** -- Awarded to cadets for distinctive performance in school, community, or AFJROTC events. Generally, Salvation Army Ring-a-Bell, adopt-a-highway litter pickup, and placing flags on veterans graves warrant a Service Ribbon for each activity. There are others that may require more service time to be awarded a ribbon. The SASI/ASI will specify before the activity if a Service Ribbon will be awarded. Cadets participating in activities such as Drill Team, Saber Team or Color Guard are ineligible to receive a Service Ribbon.

u. **Health and Wellness Ribbon** -- Awarded for participation in the Presidential Physical Fitness Program. The Bronze Star device will be awarded and worn on the ribbon to any cadet scoring in the 75-84 percentiles in the Presidential Physical Fitness Program. If a cadet earns a percentile score of 85-95 they will wear a Silver Star. Cadets scoring 96-100 percentile will earn the prestigious Gold Star on the ribbon. NOTE: Cadets attending Cadet Leadership School are also expected to meet the following requirements:

- (1) Male: one mile run in 10 min or less.
- (2) Female: one mile run in 11 min or less.

v. **Recruiting Ribbon** -- Awarded for outstanding effort in support of unit recruiting activities. Cadets who participate in presentations to groups of 25 or more are eligible. These presentations may occur at Emerald High School or during a recruiting trip at the middle school. Cadets who can be confirmed as recruiters of at least two middle school students (non-relatives) may also be eligible. The recruited students must enroll and successfully complete a full school term for the ribbon to be awarded.

w. **Activities Ribbon** -- Awarded to cadets who contribute to the success of formally scheduled, school sanctioned, co-curricular activities such as military ball, dining in/out, field trips, fundraisers, parades, community service activities, and other activities as determined by the SASI/ASI. (Color Guard, Drill Team, and Special Teams participation do not apply.) It takes three activities to earn one Activities Ribbon. For each three activities completed, an oak leaf cluster is added to this ribbon.

x. **Attendance Ribbon** -- Awarded each semester to cadets with no more than six absences in their AFJROTC class.

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 for completion of each AS year.

aa. **Bataan Death March Memorial Hike Ribbon** -- To honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally-determined 14 mile course (trails, road courses, tracks, etc). Units may complete the full hike in a span of one to no more than three days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14 mile hike are authorized to wear the ribbon. No fees can be charged to participate in the Memorial March. However, units are encouraged to collect donations which will be given to reputable organizations that benefit veterans such as The Air

Force Association's Wounded Airman Program, the Wounded Warrior Project, Special Operations Warrior Foundation, etc.

**bb. Patriotic Flag Ribbon** -- This award is for those cadets that participate in non-color guard events specifically designed to honor our nation's flag. These events include flag raising ceremonies, flag retirement ceremonies, armed forces flag ceremonies, flag folding ceremonies, and historical flag demonstrations. Cadets must participate in a minimum of three of these type events to earn this ribbon. An oak leaf cluster is added to this ribbon for each year a cadet qualifies beginning with the second year.

**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.

## **6-6. BADGES.**

a. **Ground School Badge:** Awarded for completion of the AFJROTC aviation honors ground school curriculum or successful completion of another aviation ground school program prescribed by the FAA. The badge is ordered through WINGS.

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. The badge is ordered through WINGS.

c. **Pilot Certificate Badge.** Awarded to any cadet who possesses a valid FAA pilot's certificate for either powered or non-powered aircraft. The badge is ordered through WINGS.

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 on the APT. To obtain the badge, go to WINGS-Logistics>Create Display Orders and select Awareness Presentation Team Badge.

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- 952<sup>nd</sup> KHAS is designated as the Emerald Chapter. KHAS is an organization dedicated to community service and leadership. 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. To obtain the badge, go to WINGS-Logistics>Create Display Orders and select Kitty Hawk Air Society Badge.

f. **Academy Modeling of Aeronautics (AMA) Wings:** Awarded to cadets who are members of a local AMA chartered model airplane club. To obtain the badge, contact AMA.

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

The SASI, in coordination with the ASI and with the concurrence of the principal, selects the recipient of this award. The Holm Center Form 308, Certificate of Recognition, is located in WINGS-Published Files-Directory-Certificates folder. The certificate is presented along with the badge. The badge is purchased from a vendor.

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. The individuals must be recommended by the SASI. To obtain the badge, go to WINGS-Logistics>Create Display Orders and select the badge.

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 WINGS-Published Files-Directory-JROTC-Instruction and Guides-Model Rocketry Handbook.

j. **Other Badges or Pins:** Only cadets who were previously enrolled in a sister service JROTC program may wear the badges or pins earned on the AFJROTC uniform in the location specified by the sister service. In a conflict, the AFJROTC badge location will always take precedence over the sister service badge/pin. Any badge or pin not specifically authorized by HQ AFJROTC will not be worn on any AFJROTC uniform combination. 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 location specified by the sister service. The AFJROTC badge location will always take precedence over the sister service badge.

k. **Marksmanship Awards/Badges.** Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males wear the badges under the ribbons on the left pocket flap of the light blue shirt or below the ribbons on the service dress uniform. Females wear the badges above the ribbons on both uniforms.

l. **Shoulder Patches.** For the AFJROTC Patch, wear is mandatory on the left sleeve of all uniforms except the raincoat, overcoat, and all-weather cost. 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 sleeve. For the Unit Patch, if worn, it must be on the right shoulder only. Unit patches are paid for by non-AF Funds. Unit patches must be approved by HQ AFJROTC via the waivers module in WINGS prior to purchase or use.

m. **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 coat. Colors to denote different honors or leadership positions is prescribed in this guide, Chapter 5. On the service dress coat, cords should be pinned to the shoulder with the pin hidden beneath the cord.

n. **Shoulder Tabs.** Shoulder tabs are cloth arches denoting participation in a JROTC activity. Cadets are authorized to wear one shoulder tab on the right shoulder of the service dress coat, lightweight blue jacket and the light blue shirt, centered between the unit patch and the shoulder seam. Tabs will have the name of the activity on them (e.g., drill team, saber team, honor guard, etc.). If no unit patch is worn, tab should be worn one inch below the shoulder seam. If a unit patch is worn, shoulder tab should be centered between the unit patch and the shoulder seam. Only cloth shoulder tabs are authorized. Shoulder tabs are optional. The SASI will designate which activities will be denoted by shoulder tabs and set the criteria for each.

**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 12<sup>th</sup> grade who has displayed superior service to his/her unit, school and community. The cadet presented with this prestigious award will receive a plaque and certificate.
- 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 12<sup>th</sup> grade who has displayed exemplary leadership, attitude and personal appearance. The cadet presented with this prestigious award will receive a plaque and certificate.
- c. **AFJROTC Instructor's Award:** This award is presented each year to a cadet in the 12<sup>th</sup> grade who has displayed superior performance throughout their time in AFJROTC. The cadet presented with this prestigious award will receive a plaque and certificate.
- d. **"Aim High" Award:** This award is presented to a deserving cadet in the 12<sup>th</sup> 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 and certificate.
- 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 statue, 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. **Graduation Cord.** Graduating cadets who have completed a minimum of six semesters of AFJROTC and are enrolled during the Spring Semester of their senior year will be presented an AFJROTC graduation cord for wear during the graduation ceremony.

## Chapter 7

### OUTSTANDING CADET COMPETITION

**7.1. Outstanding Cadets of the Month.** This award promotes excellence and teamwork within the flight during each academic month. It recognizes cadets, primarily first term airmen, who stand out among their peers. Each month, flight element leaders will nominate to their flight commander one cadet, again primarily first term airmen, to compete for this award. Each flight commander will meet with their element leaders and select one cadet as cadet of the month from the flight. Selection will be made during the last full week of each month, except December, when selection will be made prior to winter break.

a. The following criteria will be used by element leaders in nominating cadets for the award:

- (1) Arrived to class on-time daily.
- (2) Uniform wear and appearance
- (3) Community service involvement
- (4) AFJROTC and extracurricular activities
- (5) Attendance at special events
- (6) AFJROTC grades (must have at least a “B”)
- (7) Passing all other classes
- (8) Contributor to flight success
- (9) On good standing list

b. Each of the cadets of the month will receive a certificate and get to wear a special honor cord until next cadet of the month is announced. They are also considered for the Cadet of the Quarter competition.

**7.2. Outstanding Cadets of the Quarter.** This award is based on performance and participation. Cadets selected for this award will have shown exceptional performance in academics, leadership, followership, and overall participation in AFJROTC activities. Cadets of the month selectees during the quarter are eligible for consideration.

a. The group commander will convene a board consisting of three cadets to view the records of candidates for cadets of the quarter. Board members will be selected from cadets filling the following positions: Deputy Group Commander, Mission Support Squadron Commander, Special Teams Squadron Commander, and Group Superintendent. Cadets will not meet the board. The board will use cadet performance indicators, evaluation reports, and general knowledge to select the cadets of the quarter. The primary indicators are as follows:

- (1) Uniform wear and appearance
- (2) PT participation and uniform wear
- (3) AFJROTC and extracurricular activities
- (4) AFJROTC grades
- (5) On good standing list

b. After viewing the cadet performance indicators and evaluation reports of eligible candidates, the board will recommend to the Group Commander the selectees for cadets of the quarter. The Group Commander forwards the recommendations to the SASI/ASI.

c. Cadets filling the following positions are ineligible for Cadet of the Quarter: Group Commander, Deputy Group Commander, Deputy Commander Standardization/Evaluation, Group Superintendent, Operations Squadron Commander, Mission Support Squadron Commander, and Special Teams Squadron Commander.

d. Cadets of the Quarter will receive a certificate, trophy, get to wear a special cord until next cadet of the quarter is announced, and an AFJROTC Superior Performance Ribbon.

**7.3. Outstanding Cadets of the Year.** This award is a distinct and prestigious honor. It is the highest honor bestowed on a cadet. Individuals selected for this honor not only meets but exceeds standards. These cadets excel

in all that they do. These cadets exhibit sustained superior performance, high moral character, academic excellence, and exemplary citizenship. These cadets represent all that Air Force JROTC stands for.

- a. Cadets of the Year (Airman of the Year, Junior Noncommissioned Officer of the Year, Senior Noncommissioned Officer of the Year, Officer of the Year) are selected by SASI and ASI and announced at the annual awards ceremony.
- b. Cadets of the Year will receive a certificate, trophy, get to wear a special cord for one year, and an AFJROTC Outstanding Cadet Ribbon.

## Chapter 8

### OUTSTANDING FLIGHT COMPETITION

#### 8.1. Outstanding Flight of the Month, Quarter, and Semester

a. Each school year there are competitions between the flights to determine the Outstanding Flight of the Month, Quarter, and Semester. This honor is based on the following criteria: Flight uniform wear average, flight uniform inspection average, flight PT uniform wear average, flight PT participation average, flight AFJROTC academic average, and flight activities participation average.

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 Wear Average – This category measures cadet wear of the uniform. 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 Uniform Inspection Average – This category measures cadet uniform inspection grade. The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(3) Flight PT Uniform Wear Average – This category measures cadet wear of the PT uniform. The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(4) Flight PT Participation Average – This category measures cadet participation in PT. The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(5) Highest AFJROTC Academic Average – This category measures cadet grade in AFJROTC. The flight with the highest academic average in AFJROTC receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(6) Fund-raising Participation – This category measures cadet participation in unit fundraisers. 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. 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.). This category measures cadet participation in community service projects. 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. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

c. The Cadet Deputy Group Commander, Cadet Deputy Commander for Standardization/Evaluation, and Cadet Director of Personnel will be responsible for assisting the SASI/ASI in collecting and analyzing data to determine the winning flight.

d. Outstanding Flight Awards. Cadets assigned to the outstanding flight for each quarter and 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.

## Chapter 9

### SPECIAL TEAMS

**9.1. General.** An important function of the SC 952<sup>nd</sup> 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.**

a. **Composition.** A color guard is normally made up of two to eleven 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 952<sup>nd</sup> 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 bulletin board 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) For every third performance, awarded an Activity Ribbon.
- (2) For every third Activity Ribbon awarded, the cadet will receive a Superior Performance Ribbon.
- (3) For every third Superior Performance Ribbon awarded, the cadet will receive an Outstanding Cadet Ribbon.
- (4) 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 9.2e 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 952<sup>nd</sup> 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 952<sup>nd</sup> 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 members who participate in competitive drill meets.

a. Composition. A drill team is made up of not less than thirteen members plus a commander. Thirteen 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 after 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. Thirteen 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 thirteen 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.

**9.5. Awareness Presentation Team – Recruiting.** An additional requirement of the Awareness Presentation Team effort is to recruit new students for the cadet corps. In addition to delivering presentations at elementary and middle schools, this team is expected to tell the AFJROTC message at the high school level. They are to seek opportunities to make presentations to school clubs, during classroom settings, and during freshmen orientations. Cadets on this team must meet rigorous standards of military bearing, behavior, and dress and appearance.

**9.6. Kitty Hawk Air Society (KHAS).** KHAS is the academic honor society of AFJROTC. It is an organization dedicated to community service and leadership and is run entirely by the cadets under the supervision of the instructors. 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. All active members of KHAS are authorized to wear the distinctive KHAS pin and a light blue cord. Cadets automatically become 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 its location.
- Complete at least one semester of JROTC.

## Chapter 10

### CADET 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/extracurricular activities.

#### 10.2. Cadet Staff and Corps Meetings

- a. Cadet staff and corps meetings are held on the second and fourth Wednesdays of the month during the school year or on an as needed basis. The location of these meetings will normally be in AFJROTC Classroom 709.
- 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/Staff Meetings. Listed below is a suggested meeting agenda:
  - (1) Group commander chairs and opens the meeting
  - (2) Group commander asks for commander and staff agency reports.
  - (3) The Cadet Director of Personnel 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. Group Commander 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 Group Commander 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) Group Commander polls cadet staff for comments. After cadets have finished their discussion, the SASI/ASI makes 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. Unexcused absences from cadet corps or staff meetings are cause for removal from position and possible additional disciplinary action.

**10.3. Color Guard, Drill Team, APT.** See Chapter 9.

**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 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:

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

**10.7. Kitty Hawk Air Society (KHAS).** KHAS is the academic honor society of AFJROTC. It is an organization dedicated to community service and leadership. The honor society is run entirely by the cadets under the supervision of the instructors. See Chapters 6 and 9 for more information.

**10.8. 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. 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.

**10.9. 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.

**10.10. Military Ball:** A formal military dinner and dance for cadets and their guests. It is held once a year. The dress for male cadets will be the service dress uniform (suit coat and tie) with medals. Male cadets will not wear tuxedo shirts or bow ties with the uniform. Male guests of female cadets must wear suit or coat and tie. Black tuxedos are also permitted for non-cadet males. No tennis shoes may be worn to the Ball. Female cadets may wear Sunday dress, cocktail dress, or ball gown. At least one strap must be visible on the dress.

**10.11. Dining Out (Optional):** A formal and entertaining military dinner. If held, the dinner is 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.

**10.12. 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.

**10.13. Pass-In-Review:** A uniquely styled military ceremony and parade steeped in centuries of tradition. Pass-In-Review is held once a year 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.

**10.14. Awareness Presentation and Recruiting Team (APRT):**

- a. The APRT team 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). See Chapter 9.
- b. The most important duty of the APRT is to help increase our cadet corps membership through recruiting. Recruiting is mainly conducted through 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. The Awareness and Presentation Team is tasked to lead SC-952's recruiting efforts.

(1) 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.

(2) 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.

**10.15. Parade:** The Greenwood County Christmas Parade and the Veterans Day Parade are very visible public relations activities. They give the SC-952<sup>nd</sup> cadets exposure to more people on these two occasions than they will receive all year from any other activity. These parades are an opportunity for SC-952 to display their marching and drill skills, appearance, discipline, Emerald High School spirit and corps pride. Each cadet is expected to participate in these parades.

**10.16. 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, civilian airports, and educational sites. Trip requirements:

- a. Parental Permission Slip, SC-952<sup>nd</sup> Form 4.
- b. 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.
- c. Meet AFJROTC personal grooming standards.
- d. Meet Emerald High School's minimum eligibility requirements as outlined in the student planner.

**10.17. Cadet Leadership School.** SC-952 cadets have an opportunity each summer to attend the Converse College Cadet Leadership School in Spartanburg SC. Attendance teaches cadets aspects of citizenship and leadership in a highly structured and focused instructional environment. The week-long training is designed to prepare cadets for leadership roles in their units, schools, and local communities. As such, the activities during CLS stress the following: team building, leadership, respect for authority, time management, responsible citizenship, personal character, academic achievement, health, and community service. Only SC-952 cadets in good standing are eligible to attend.

**10.18. Awards Ceremony.** 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.

**10.19. Color Guard.** This is a special teams unit, which carries and presents the U.S. and South Carolina flags at parades, school and civic events. Practice is usually held one or two days a week before school and just prior to each performance. Cadets who achieve proficiency in color guard procedures will be authorized to wear the color guard cord. See performance requirements in Chapter 9.

**10.20. 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 9.

**10.21. 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.

## *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 school semester or school year. You must be enrolled in one semester or a previous school year to be in the reserve program. This program will offer no academic credit for the participating cadets. Reserve cadets are attached to the first period class for accountability purposes and uniform inspection.

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

- a. Have successfully completed at least one semester or a previous school year of AFJROTC at EHS.
- 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 student’s 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 flight for formations and any co-curricular activities they participate.
- h. Be eligible to earn ribbons the same as active cadets.
- i. Be eligible to participate as a member of the Drill Team and Color Guard. 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

### GOOD STANDING LIST

**12.1. Good Standing Policy.** Adherence to rules and proper conduct are pillars in any leadership development program. SC-952 has always endeavored to recognize those who follow these important tenants. Conversely, those who do not meet standards should not expect to participate as fully, if at all, as those who do. Our policy will continue to be that only those cadets who are meeting the standards of the ROTC program will be allowed to participate in corps activities to include field trips and special events like the military ball, aircraft flights, college and base visits, color guard, drill team, car parking, and others. Cadets in good standing will be eligible for promotions, awards, field trips, and attending leadership school.

a. To be in good standing, cadets must have good behavior, wear the uniform every uniform day, participate each week in PT, wear the PT uniform each week, and maintain minimum “C” grade in ROTC.

b. Cadets will be removed from the Good Standing List for the following reasons. These are not all inclusive.

(1) Failure to wear the service uniform, PT uniform, or participate in PT one or more times in a quarter. For the first violation, cadet will be removed from the Good Standing List for 15 days. Any violation during the 15 day probationary period will result in removal from the list the remainder of the semester.

(2) Tardy to class five or more times in a quarter or absent three or more times in a quarter will result in removal from the Good Standing List for 30 days. Any violation during the 30 day probationary period will result in removal from the list the remainder of the semester.

(3) Out of school suspensions of three or less days will result in removal from the Good Standing List for 45 days. Any violation during the probationary period will result in removal from the list the remainder of the semester. An initial suspension beyond three days will automatically result in removal from the list for the remainder of the semester.

(4) In-school suspensions of three or more days will result in removal from the Good Standing List for 15 days. Any violation during the probationary period will result in removal from the list the remainder of the semester. An initial in-school suspension beyond three days will automatically result in removal from the list for 30 days. Any suspensions during the probation period will result in removal from the list for the remainder of the semester.

(5) Cadets with less than a “C” average in ROTC will be removed from the Good Standing List. Removal will occur the next time the list is published.

c. Removal from the Good Standing List renders the cadet ineligible for awards, promotions, field trips, and attendance and participation in cadet corps activities.

**12.2. Good Standing List.** At the beginning of the school year, all cadets are placed on the Good Standing List. The Good Standing List will be updated each Monday and posted on the cadet bulletin board.

## *Chapter 13*

### **PRESIDENTIAL PHYSICAL FITNESS PROGRAM**

**1. GENERAL.** The Presidential Physical Fitness Program is a physical training (PT) program that represents 20% of the overall JROTC grade. It is designed to offer all cadets a way to make significant improvement in their health and to promote a more active and healthy lifestyle. It includes both aerobic and strength exercises that work all muscle groups and do not require special equipment. This program identifies areas of improvement and incorporates a physical training program that motivates cadets to achieve individual and group goals. The program also provides leadership opportunities, builds esprit de corps, and increases cadet confidence.

#### **2. PRESIDENTIAL PHYSICAL FITNESS PROGRAM MANAGEMENT.**

a. The Presidential Physical Fitness Program will be managed and directed by the Physical Training Officer and conducted by the PT representatives in each flight. Cadets designated as flight PT representatives are to demonstrate proficiency in personal fitness and lead classes in properly executing exercises in all aspects of the wellness program.

b. At the beginning of the school year, the flight PT representatives will ensure all cadets in their flight have a completed Fitness Consent Form signed by a parent/guardian on file in the PT binder.

c. Physical training is normally conducted on Fridays. Cadets receive two grades; one for PT uniform wear (JROTC T-shirt, JROTC shorts, and tennis shoes), and the other for participation and progress in the program. Cadets who do not wear the appropriate clothing or refuse to participate will receive a zero for the day. Only cadets with a valid medical excuse are exempt from participation but will be required to help with other duties as designated by the instructor or flight PT representatives. Cadets who fail to dress out or refuse to participate for two consecutive weeks will be referred to an administrator for In-School Suspension.

d. As a general rule, activities that will occur on PT day are as follows:

- (1) Week 1: Mile Run and upper body exercises (pushups, curls, etc.)
- (2) Week 2: Pushups, situps, shuttle run, V-sit reach
- (3) Week 3: Mile run and lower body exercises (situps, planks, wall sits, etc.)
- (4) Week 4: Games (Flickerball, kickball, etc.)
- (5) Week 5: Games (Flickerball, kickball, etc.)

e. Flight PT representatives will ensure the following:

- (1) Cadets are properly dressed and hydrated before going to the exercise area.
- (2) Conduct warm-up exercises for at least 10 to 12 minutes prior to the day's activities.
- (3) Lead the designated exercises, ensuring cadets properly perform and complete required repetitions.
- (4) Lead cool-down/stretching exercises.
- (5) Ensure results are recorded on each individual Cadet Fitness Record as applicable during testing.

**3. PRESIDENTIAL PHYSICAL FITNESS TEST.** An initial test is conducted at the beginning of the school year to establish a baseline and goals. Quarterly tests are conducted to measure individual improvement so cadets can compare results with individual and unit goals. A final test is conducted at the end of the school year to determine individual fitness levels. Physical Fitness Tests (PFT) are comprised of the following 5 exercises: 1-Mile Run, Curl-Ups, Push-Ups, Shuttle Run, and V-Sit Reach.

#### **4. PRESIDENTIAL PHYSICAL FITNESS PROGRAM RECOGNITION.**

a. All cadets who participate in the Presidential Physical Fitness Program will earn the Health and Wellness Ribbon. A star device may also be awarded based upon your overall test score (percentile scores from WINGS):

- (1) Bronze Star – Percentile Score of 75 – 84
- (2) Silver Star – Percentile Score of 85 – 95
- (3) Gold Star – Percentile Score of 96 – 100

b. Presidential Physical Fitness Award recognizes cadets who achieve an outstanding level of physical fitness. Cadets who score at or above the 85<sup>th</sup> percentile of qualifying standards on all five exercises are eligible for this award.

c. National Physical Fitness Award recognizes cadets who demonstrate a good level of physical fitness. Cadets who score at or above the 50<sup>th</sup> percentile of qualifying standards on all five exercises are eligible for this award.

#### **5. WARM-UP STRETCHING.**

a. The aim of stretching is to gently lengthen muscles before and after any form of exercise, and to improve tissue elasticity/flexibility. If done correctly, stretching will help prevent injuries and increase athletic performance.

b. The following should be remembered while stretching:

- (1) Hold each stretch for a minimum of 20-30 seconds, breathing slowly through your nose, aiming to exhale out through your mouth as you ease into the stretch.
- (2) Begin with gradual mobility exercises of all the joints, i.e., simply rotate the wrists, bend the arm and roll your shoulders. This will allow the body's natural lubrication (synovial fluid) to protect the surface of your bones at these joints.
- (3) Always warm up the body prior to stretching, as this increases blood flow around the body, this in turn makes the muscles more flexible.
- (4) After exercise, slowly bring your heart rate down before you begin stretching in order to avoid blood pooling within your muscles, which can lead to cramp and dizzy spells.
- (5) Never bounce while you stretch, unless you are doing specific stretches for certain sports, i.e., ballistic stretching for martial arts.
- (6) Hold the stretch until you feel the muscle loosen off, then repeat for a further 15 seconds.
- (7) While stretching you should feel some slight discomfort. If you don't feel anything, you may be doing the stretch incorrectly, or simply the muscle has relaxed.
- (8) Stop immediately if you feel any severe pain.
- (9) Remember to breathe regularly and rhythmically. Do not hold your breath.

**6. EXERCISE SAFETY.** When exercising, cadets need to be aware of the following heat disorders:

a. Heat Cramps: Painful spasms in skeletal muscle. Pupils often dilate with each spasm. First aid used in this instance is to firmly press on the cramping muscle with warm wet towel. Gentle stretching of affected muscle is also helpful. Re-hydrate with cold electrolyte (Sports Drink).

b. Heat Exhaustion: Profuse sweating, weakness, dizziness, skin cool and wet, body temperature usually elevated. Possible nausea and vomiting, headache. No central nervous system impairment. First aid used in this instance is to move the cadet to a cooler environment to avoid further dehydration through sweat losses. Administer cold electrolyte drink. Reduce body temp if elevated. Seek medical attention for serious cases.

c. Heat Stroke: Body temp greatly elevated, central nervous system impaired, including confusion, amnesia, ataxia (loss of balance), incoherent speech, syncope (dizziness), delirium, loss of consciousness. Contrary to public perception, hot dry skin is not always seen in exertion heat stroke. The individual is often sweating profusely. First aid used in this instance, given that heat stroke is a life and death situation, is to obtain emergency first aid care immediately. Move victim into cooler environment; reduce body temperature as quickly as possible with ice

cold water and ice packs. Monitor pulse and respiration, administer CPR if necessary. The standard of ordinary care upon arrival to the emergency room is to immerse the victim in ice water.

## **7. EXERCISES.**

a. 1-Mile Run: The run takes place on the track. Cadets are encouraged to cover the distance in the shortest time possible. Scoring is to the nearest second. NOTE: Cadets attending Cadet Leadership School are expected to run the mile in the following times: Male – 10 minutes; Females – 11 minutes.

b. Sit-Ups: This exercise is generally done in the hallway outside the auxiliary gym. Lie on your back with legs bent 90 degrees at the knees. Cross your arms and place your hands so that your fingertips touch your shoulders. Have a spotter hold your feet. Curl up to touch the outside of forearms and elbows to thighs and then lower the back to the floor so that the scapulas (shoulder blades) touch the floor. Keep your hands on your chest at all times. The sit-up does not count if your hands come off your chest. You must rest in the up position and cannot lean on your knees while resting. One's hips or buttocks should not come off the ground to produce momentum. Cadets must try to complete as many curl-ups as possible in 60 seconds.

c. Push-Ups: This exercise is generally done in the hallway outside the auxiliary gym. Place your hands slightly wider than shoulder width apart; keep torso straight and head aligned with spine throughout the exercise. Lower yourself until your chest comes within 3-5 inches from the floor; (your upper arm should be parallel with the ground). Press up to starting position. You may rest in the up position. Cadets must try to complete as many push-ups as possible in 60 seconds.

d. Shuttle Run: This exercise is generally done on the blacktop. There will be two parallel lines 30 feet apart with two blocks of wood or similar object (approximate size of 2" x 2" x 4") behind one of the lines. Cadets start behind opposite line. On the signal "Ready? Go!" the cadet runs to the blocks, picks one up, runs back to the starting line, places the block behind the line, runs back and picks up the second block, and runs back across the starting line. Blocks will not be tossed/thrown across the line. Scores are recorded to the nearest tenth of a second.

e. V-Sit Reach: This exercise is generally done in the hallway outside the auxiliary gym. Place your heels eight to 12 inches apart on a line marked on the floor. Place your scoring sheet even with your heels and use to measure your flexibility. With hands on top of each other, palms facing down, reach forward, exhale, and reach as far as you can while staying in proper position. Try this three times for practice and on the fourth reach, hold for three seconds and record your distance. If you do not cross the baseline, it will be a negative number reached. Scoring will be to the nearest half-inch.

**8. PERCENTILES:** The charts on the following pages show percentiles for each assessed exercise.

**ONE-MILE RUN FOR BOYS**

**AGE**

PERCENTILE	14	15	16	17+
100	4:30	4:42	4:49	4:46
95	6:01	5:50	5:40	5:35
90	6:13	6:07	5:56	5:57
85	6:26	6:20	6:08	6:06
80	6:33	6:29	6:18	6:14
75	6:45	6:38	6:25	6:23
70	6:59	6:48	6:33	6:32
65	7:09	6:57	6:44	6:40
60	7:19	7:06	6:50	6:50
55	7:29	7:16	6:58	6:57
50	7:44	7:30	7:10	7:04
45	7:59	7:39	7:20	7:14
40	8:13	7:52	7:35	7:24
35	8:30	8:08	7:53	7:35
30	8:48	8:29	8:09	7:52
25	9:10	8:49	8:37	8:06
20	9:35	9:05	8:56	8:25
15	10:18	9:34	9:22	8:56
10	11:22	10:10	10:17	9:23
5	12:11	11:25	11:49	10:15
0	18:10	21:44	20:15	16:49

**ONE-MILE RUN FOR GIRLS**

**AGE**

PERCENTILE	14	15	16	17+
100	5:00	5:51	5:58	6:20
95	7:20	7:25	7:26	7:22
90	7:43	7:52	7:55	7:58
85	7:59	8:08	8:23	8:15
80	8:20	8:24	8:39	8:34
75	8:36	8:40	8:50	8:52
70	8:50	8:55	9:11	9:15
65	9:09	9:09	9:25	9:33
60	9:27	9:23	9:48	9:51
55	9:51	9:37	10:09	10:08
50	10:06	9:58	10:31	10:22
45	10:25	10:18	10:58	10:48
40	10:51	10:40	11:15	11:05
35	11:10	11:00	11:44	11:20
30	11:36	11:20	12:08	12:00
25	11:52	11:48	12:42	12:11
20	12:18	12:19	13:23	12:40
15	12:56	13:33	14:16	13:03
10	14:10	14:13	16:03	14:01
5	15:44	15:17	18:00	15:14
0	20:04	24:07	21:00	28:50

**CURL-UP FOR BOYS**

**AGE**

PERCENTILE	14	15	16	17+
100	79	81	77	73
95	62	62	62	61
90	58	59	58	57
85	56	57	56	55
80	54	55	53	53
75	52	53	51	51
70	51	51	50	50
65	49	50	48	48
60	48	49	48	46
55	47	47	46	45
50	45	45	45	44
45	44	44	44	43
40	42	43	42	41
35	41	41	40	40
30	40	40	40	40
25	39	38	38	38
20	37	36	37	36
15	35	35	35	35
10	33	32	31	32
5	28	29	27	27
0	0	0	6	1

**CURL-UP FOR GIRLS**

**AGE**

PERCENTILE	14	15	16	17+
100	72	74	77	67
95	53	55	53	53
90	49	51	49	47
85	47	48	45	44
80	45	46	43	41
75	43	44	41	40
70	42	41	40	38
65	41	40	38	37
60	40	39	37	36
55	39	37	36	35
50	37	36	35	34
45	36	35	34	33
40	35	34	33	31
35	34	32	32	30
30	32	31	30	30
25	31	30	30	28
20	30	28	27	25
15	28	26	25	25
10	25	23	23	22
5	20	20	19	19
0	0	0	0	0

**PUSH-UPS FOR BOYS**

**AGE**

PERCENTILE	14	15	16	17+
95	47	50	59	60
90	41	44	46	56
85	40	42	44	53
80	37	40	41	50
75	32	37	40	46
70	30	35	36	44
65	28	34	34	43
60	25	32	32	41
55	24	31	30	40
50	24	31	30	40
45	22	30	29	35
40	21	27	28	34
35	20	25	25	30
30	18	25	25	30
25	18	24	25	27
20	15	21	23	25
15	13	20	22	23
10	11	18	20	21
5	7	15	15	20

**PUSH-UPS FOR GIRLS**

**AGE**

PERCENTILE	14	15	16	17+
95	25	34	32	29
90	21	23	26	28
85	20	20	24	25
80	19	20	22	22
75	15	20	20	20
70	12	18	19	19
65	11	18	19	19
60	10	16	15	17
55	10	15	13	16
50	10	15	12	16
45	9	15	12	15
40	8	13	12	15
35	5	11	11	14
30	5	11	10	12
25	5	11	8	11
20	5	10	5	9
15	3	7	4	7
10	2	5	3	5
5	1	2	1	2

**SHUTTLE RUN FOR BOYS**

**AGE**

PERCENTILE	14	15	16	17+
100	6.6	6.3	6.5	6.9
95	8.8	8.5	8.4	8.5
90	9.0	8.8	8.6	8.6
85	9.1	9.0	8.7	8.7
80	9.3	9.1	8.9	8.9
75	9.4	9.2	8.9	8.9
70	9.5	9.3	9.0	9.0
65	9.6	9.4	9.1	9.1
60	9.7	9.5	9.2	9.2
55	9.8	9.5	9.3	9.3
50	9.9	9.7	9.4	9.4
45	10.0	9.8	9.5	9.5
40	10.1	9.9	9.6	9.6
35	10.2	10.0	9.7	9.6
30	10.3	10.1	9.8	9.8
25	10.5	10.2	10.0	9.9
20	10.7	10.4	10.1	10.1
15	11.0	10.7	10.3	10.3
10	11.3	11.0	10.6	10.6
5	12.0	11.8	11.1	11.1
0	19.9	19.8	23.0	23.0

**SHUTTLE RUN FOR GIRLS**

**AGE**

PERCENTILE	14	15	16	17+
100	8.0	8.3	6.4	7.6
95	9.6	9.5	9.6	9.5
90	9.9	9.8	10.0	9.9
85	10.1	10.0	10.1	10.0
80	10.3	10.1	10.2	10.2
75	10.5	10.3	10.4	10.3
70	10.6	10.4	10.5	10.4
65	10.8	10.6	10.6	10.6
60	10.9	10.7	10.7	10.7
55	11.0	10.8	10.8	10.9
50	11.2	11.0	10.9	11.0
45	11.3	11.1	11.0	11.1
40	11.4	11.2	11.2	11.2
35	11.6	11.4	11.4	11.3
30	11.7	11.5	11.5	11.5
25	11.9	11.7	11.7	11.7
20	12.1	11.9	11.9	11.9
15	12.5	12.2	12.2	12.1
10	12.9	12.6	12.6	12.7
5	14.0	13.2	13.2	13.2
0	21.4	16.6	15.4	19.8

**V-SIT REACH FOR BOYS**

**AGE**

PERCENTILE	14	15	16	17+
100	12.0	12.0	13.0	12.5
95	6.5	7.0	8.0	8.5
90	5.0	6.0	7.0	8.0
85	4.0	5.0	6.0	7.0
80	4.0	5.0	5.5	6.0
75	3.5	4.0	5.0	5.5
70	3.0	4.0	4.5	5.0
65	2.5	3.0	4.0	4.5
60	2.0	3.0	3.5	4.0
55	2.0	2.5	3.0	3.5
50	1.0	2.0	3.0	3.0
45	1.0	2.0	2.0	3.0
40	1.0	1.0	2.0	2.0
35	0.0	1.0	1.5	1.5
30	0.0	0.0	1.0	1.0
25	-1.0	0.0	0.5	1.0
20	-2.0	-1.0	0.0	0.0
15	-2.0	-2.0	-1.0	-1.0
10	-4.0	-3.0	-3.0	-2.0
5	-5.0	-5.0	-4.0	-4.0
0	-12.0	-10.0	-12.0	-10.0

**V-SIT REACH FOR GIRLS**

**AGE**

PERCENTILE	14	15	16	17+
100	14.0	15.0	15.0	15.0
95	10.0	10.0	10.5	10.5
90	8.5	9.0	9.5	9.0
85	8.0	8.0	9.0	8.0
80	7.0	7.5	8.0	7.5
75	6.5	7.0	8.0	7.0
70	6.0	6.5	7.0	6.0
65	6.0	6.0	7.0	6.0
60	5.0	6.0	6.0	5.5
55	5.0	5.0	6.0	5.0
50	4.5	5.0	5.5	4.5
45	4.0	4.5	5.0	4.0
40	4.0	4.0	4.5	4.0
35	3.5	3.5	4.0	3.5
30	3.0	3.0	4.0	3.0
25	2.5	2.0	3.0	2.5
20	2.0	2.0	2.5	2.0
15	1.0	1.0	2.0	1.5
10	0.0	0.5	1.0	1.0
5	-1.5	-1.0	-0.5	-1.0
0	-10.0	-10.0	-6.0	-12.0

## **CADET CREED**

**I am an Air Force Junior ROTC Cadet.**

**I am connected and faithful to every Corps of Cadets  
who served their community and nation with patriotism.**

**I earn respect when I uphold the Core Values of Integrity First,  
Service Before Self, and Excellence In All We Do.**

**I will always conduct myself to bring credit to my family, school,  
Corps of Cadets, community, and to myself.**

**My character defines me. I will not lie, cheat, or steal.**

**I am accountable for my actions and deeds.**

**I will hold others accountable for their actions as well.**

**I will honor those I serve with, those who have gone before me,  
and those who will come after me.**

**I am a Patriot, a Leader, and a Wingman devoted to those**

**I follow, serve, and lead.**

**I am an Air Force Junior ROTC Cadet.**

## 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  
'emboys, 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.

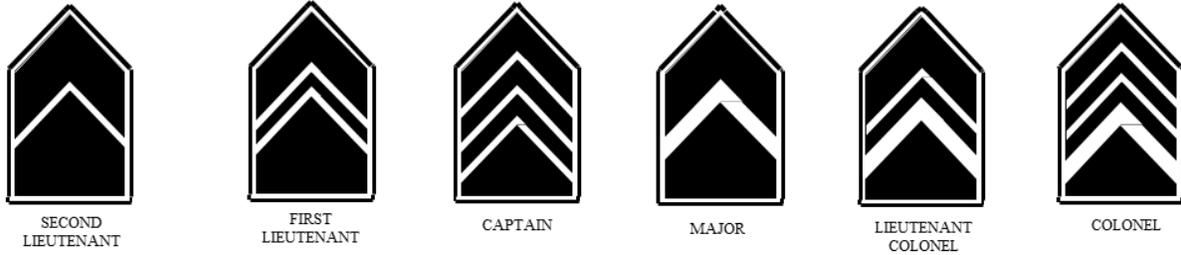
Arranged by Robin and Maria Scott

## MILITARY TIME & PHONETIC ALPHABET

TIME		THE PHONETIC ALPHABET	
Civilian	Military		
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

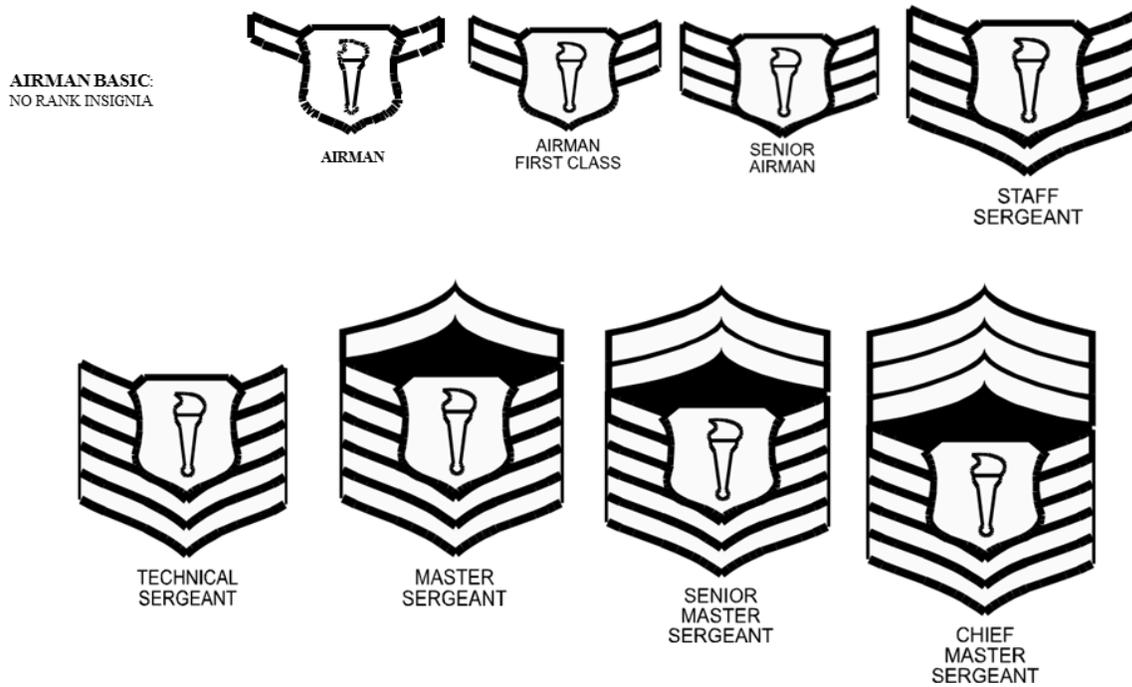
# AIR FORCE JROTC RANK INSIGNIA

## CADET OFFICER RANK



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

## CADET ENLISTED RANK



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

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

# AUTHORIZED AIR FORCE JROTC BADGES/INSIGNIA/PINS



Marksmanship  
Shield

AWARENESS  
PRESENTATION  
TEAM BADGE

Cyber Patriot  
Badge

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



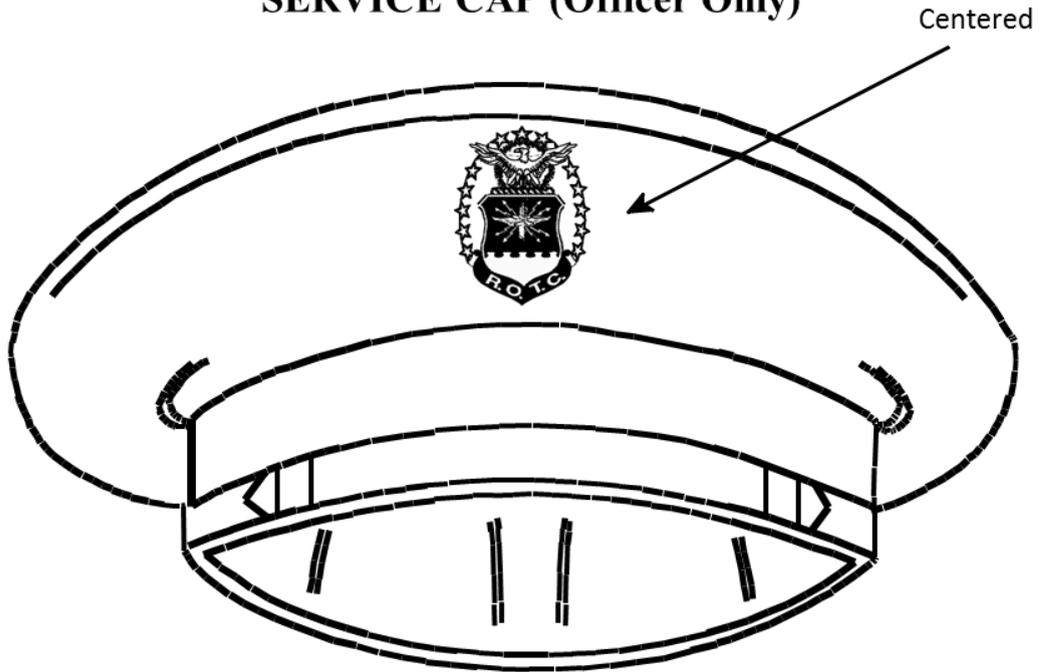
MARKSMANSHIP SHARPSHOOTER EXPERT

(Choose one. Placed directly underneath  
ribbons. May NOT wear Marksmanship  
Shield and Marksmanship Badge)

Badges/Insignia/Pins not listed here are unauthorized

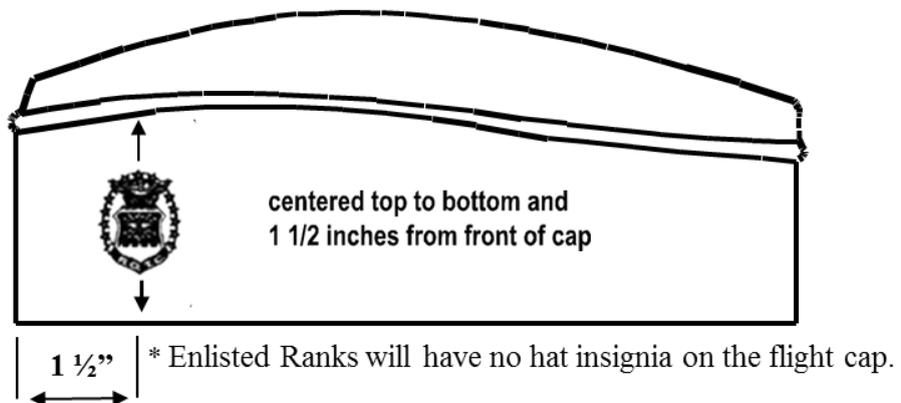
# CADET MALE HEADGEAR

## SERVICE CAP (Officer Only)



Service Caps with a different insignia than shown above require an approved waiver through HQ AFJROTC. See Section 7.8.

## FLIGHT CAP\* (Officer and Enlisted)



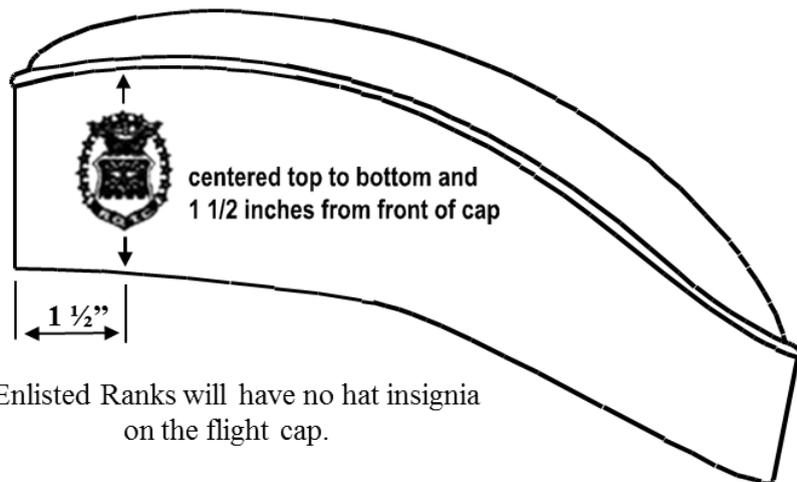
# CADET FEMALE HEADGEAR

## SERVICE CAP (Officer Only)



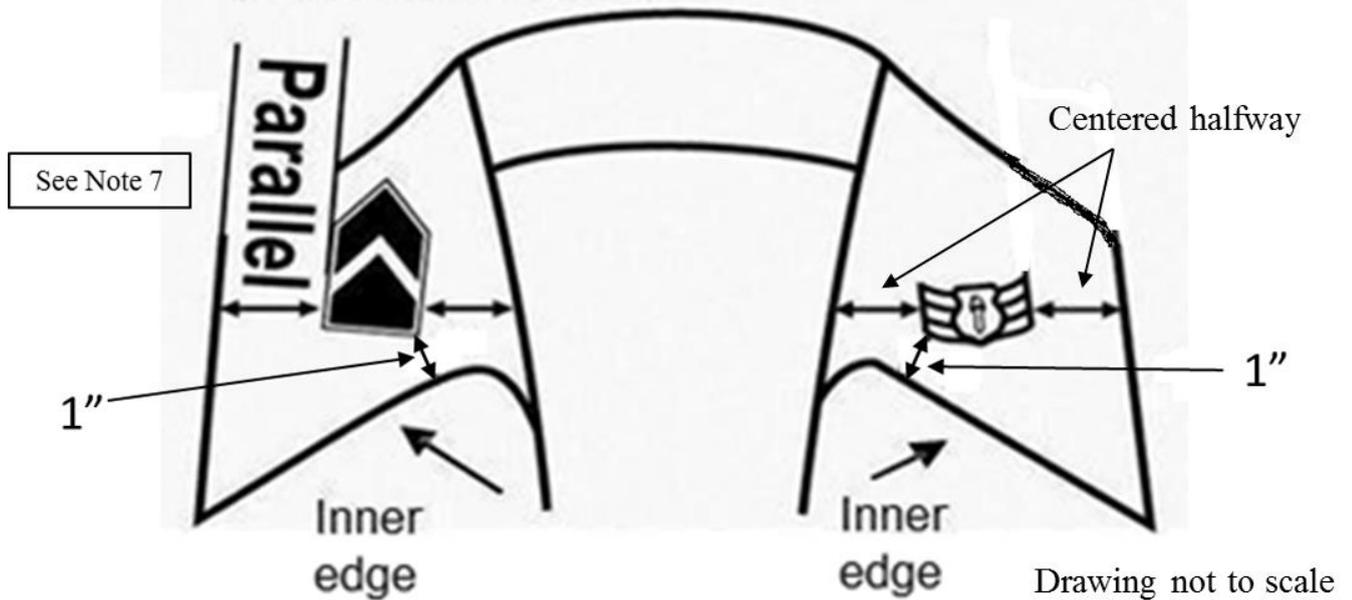
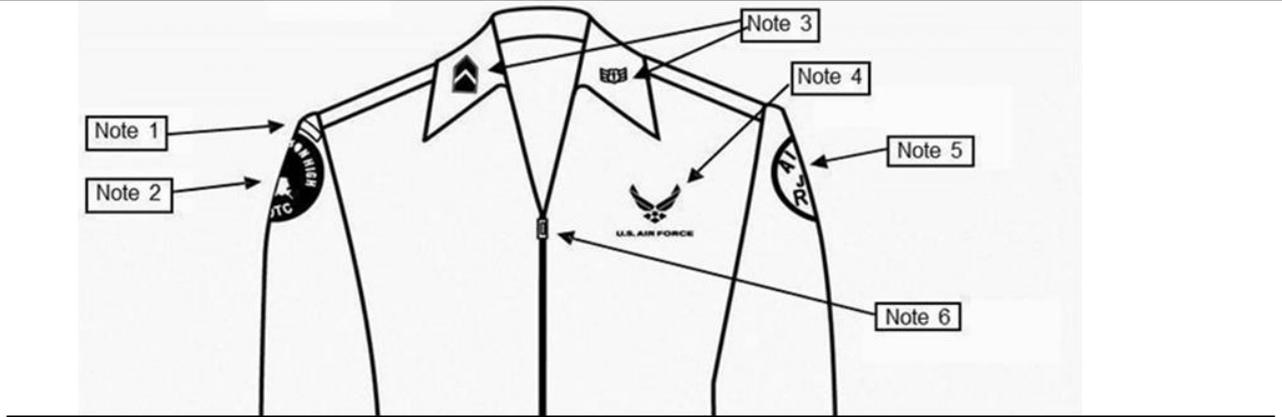
Service Caps with a different insignia than shown above require an approved waiver through HQ AFJROTC. See Section 7.8.

## FLIGHT CAP\* (Officer and Enlisted)



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

# CADET LIGHTWEIGHT BLUE JACKET

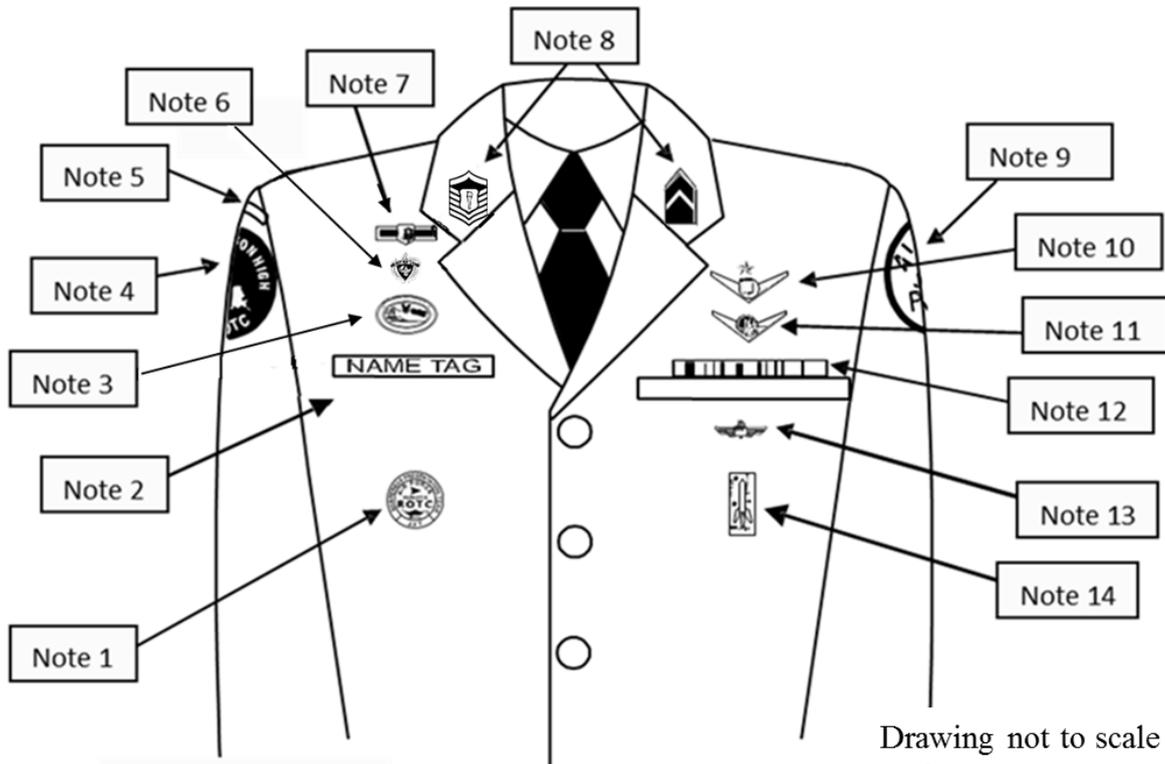


Drawing not to scale

1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1" below shoulder seam.
2. Unit patch on right sleeve ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) is worn on both left and right collar. Airman Basic have no collar insignia.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
5. AFJROTC patch on left sleeve ½ to 1 inch below shoulder seam and centered.
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.

NOTE: The epaulet rank is no longer authorized on the lightweight blue jacket.

# CADET MALE SERVICE DRESS

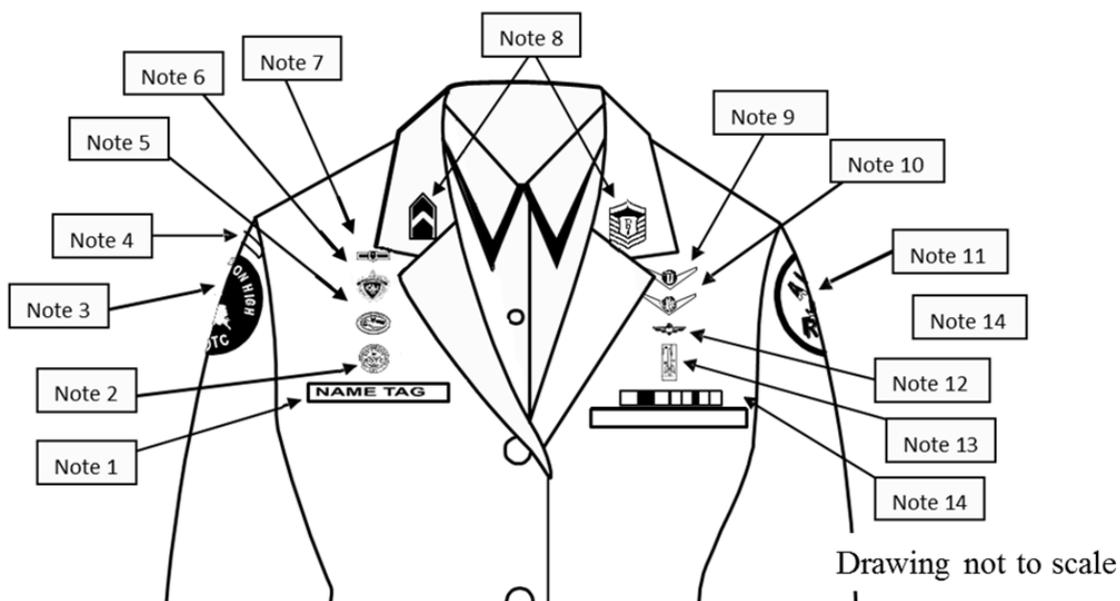


Drawing not to scale

1. Awareness Presentation Team (APT) badge: Center 3 inches below bottom of name tag
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 ½ 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. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)
9. AFJROTC Patch: Placed ½ 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 ribbons earned.
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 ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge.

Large medals may be worn on the Service Dress coat only, directly under ribbon rack and only during special events (as determined by SASI) , not during regular weekly uniform days.

# CADET FEMALE SERVICE DRESS

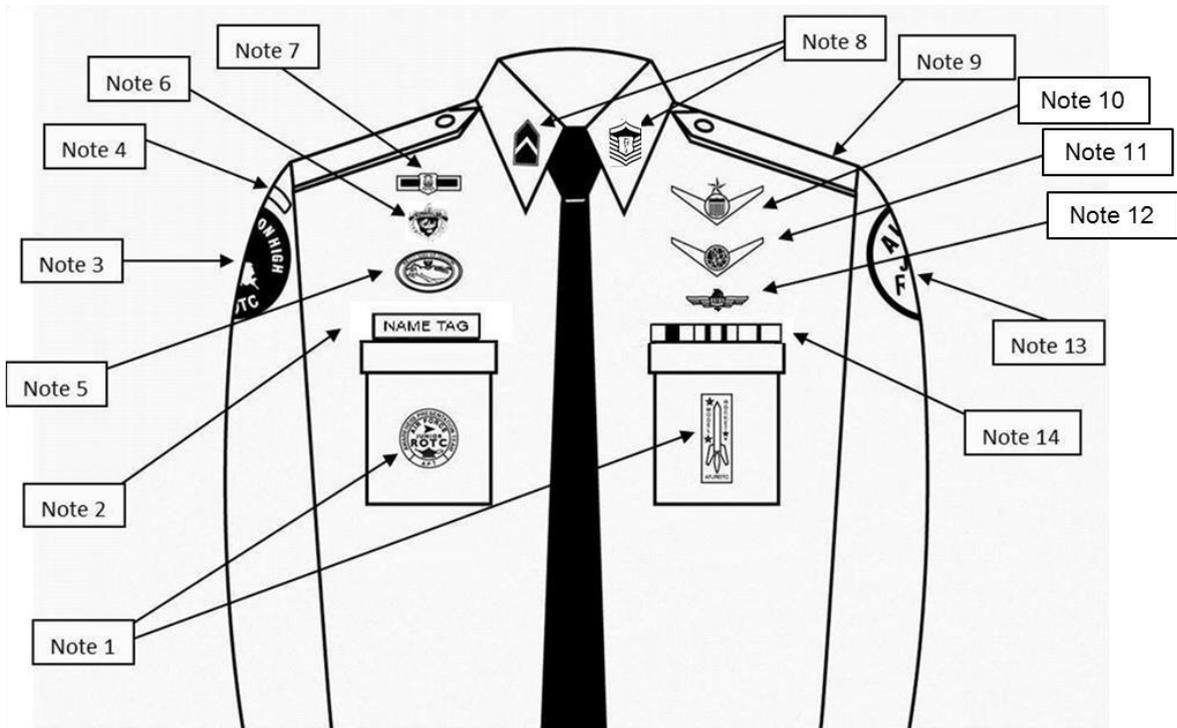


Drawing not to scale

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. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)
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 ribbons earned.
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.

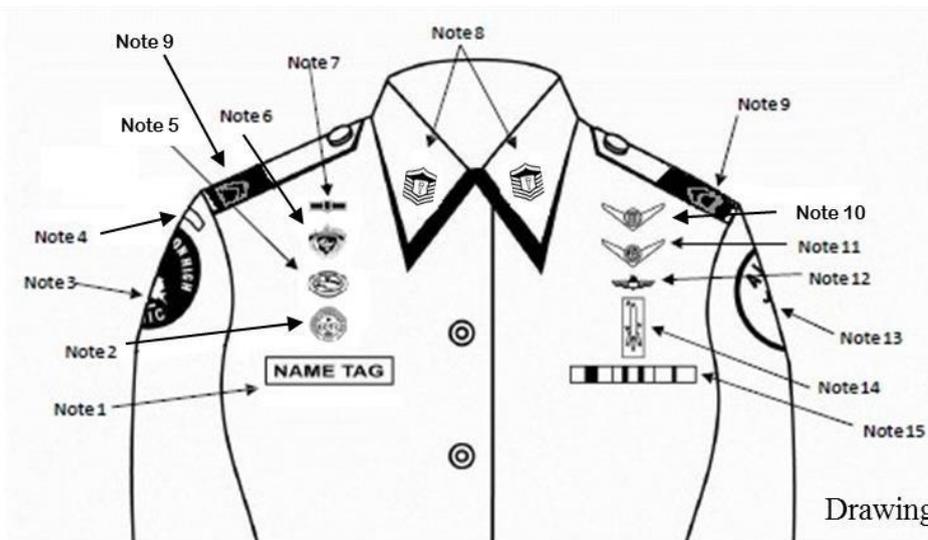
Large medals may be worn on the Service Dress coat only, directly under ribbon rack and only during special events (as determined by SASI) , not during regular weekly uniform days.

## CADET MALE BLUE SHIRT



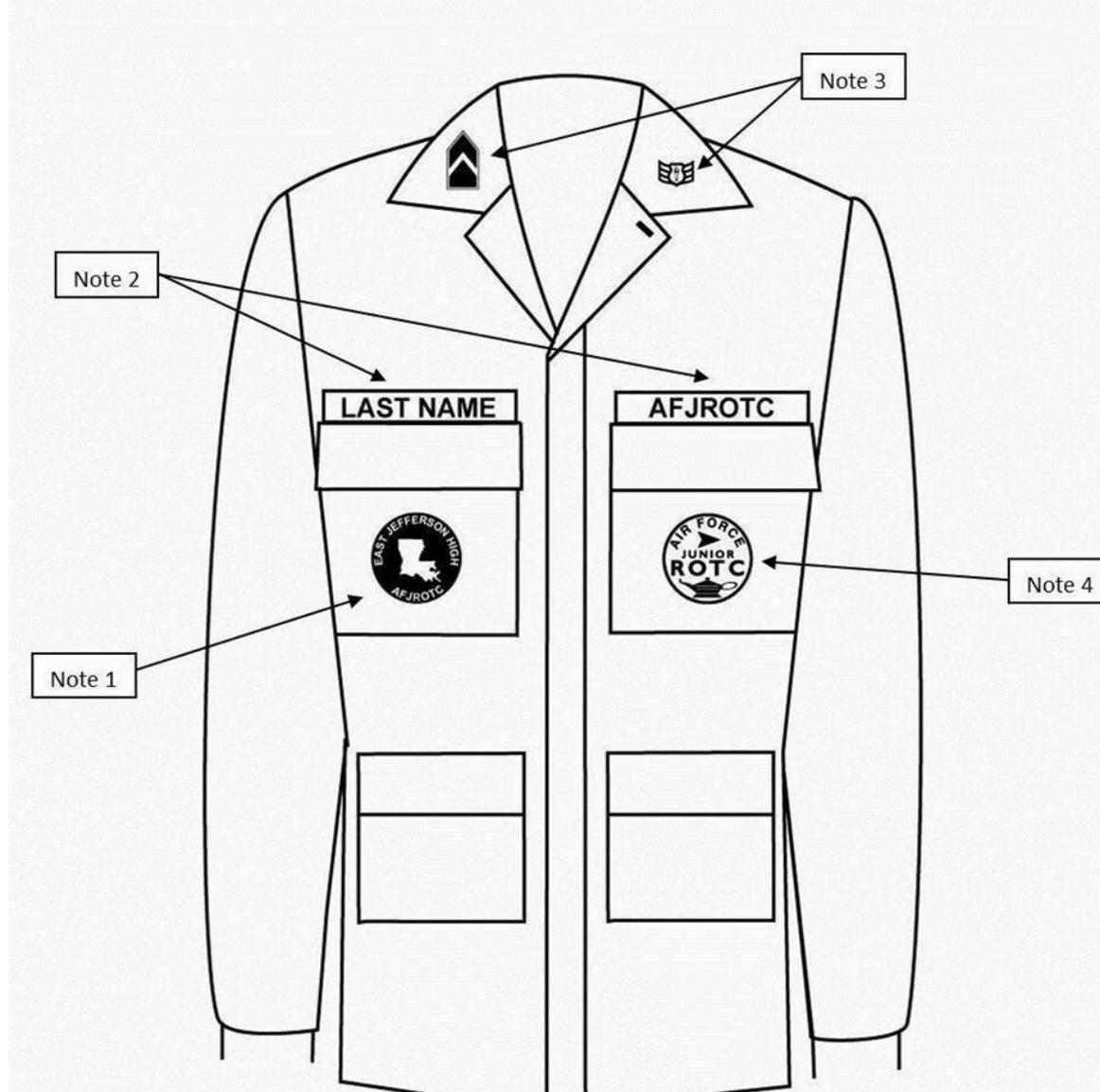
1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name tag: Must be grounded and centered over wearer's right pocket.
3. Unit patch: center ½ to 1 inch below shoulder seam.
4. Shoulder tab: center between unit patch and shoulder seam. If no patch, then 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. (See Note 9)
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 ½ to 1 inch below shoulder seam.
14. Ribbons: ground and center on pocket. Wear all ribbons earned.
15. First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge.

# CADET FEMALE BLUE SHIRT



1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness presentation badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Enlisted grade insignia worn on both left and right collar, centered side to side and top to bottom with torch points pointing toward bottom tip of collar.
9. Officer rank: cloth on epaulet only. Place rank 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 Aeronautics (AMA) Wings. See Note 16.
13. AFJROTC Patch. Center on sleeve ½ to 1 inch below shoulder seam.
14. Model Rocketry Badge. See Note 16.
15. Ribbons. Centered on left side. Bottom of ribbons is aligned with bottom of name tag.
16. First badge is centered ½ inch above name tag or ribbons (as appropriate).

## CADET ABU Male and Female



1. Unit patch (optional). If worn, will be placed on right pocket and centered. (AF Funds may not be used to procure unit patches.)
2. Last Name and AFJROTC tapes (mandatory). Tapes are grounded and centered on pockets. Name tape only may be held with velcro to enable reuse/reissue to a different cadet.
3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.
4. AFJROTC patch: WHITE patch only (mandatory). Will be worn on left pocket and centered.

## Drill Routine (Basic)

Each first semester cadet will perform the following commands in the order listed.

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."

\* REPORT IN: "SIR/MA'AM, YOUR NAME, REPORTING FOR INDIVIDUAL DRILL EVALUATION".

\*\* REPORT OUT: "SIR/MA'AM, THIS COMPLETES MY DRILL EVALUATION."

## Drill Routine (Advanced)

Each third semester and higher cadet will perform the following commands in the order listed.

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."

\* REPORT IN: "SIR/MA'AM, YOUR NAME, REPORTING FOR INDIVIDUAL DRILL EVALUATION".

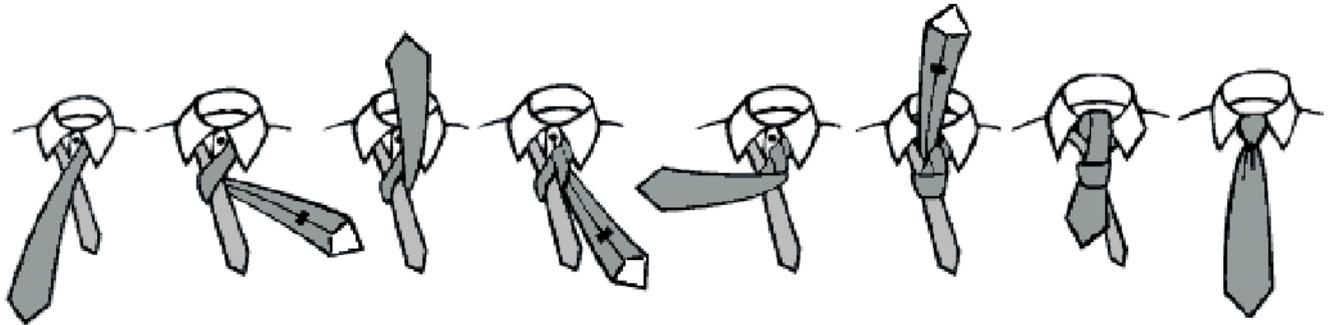
\*\* REPORT OUT: "SIR/MA'AM, THIS COMPLETES MY DRILL EVALUATION."

## CHAIN OF COMMAND

<b>President of the United States /Commander-in-Chief</b>	
<b>Secretary of Defense</b>	
<b>Chairman of the Joint Chiefs of Staff</b>	
<b>Secretary of the Air Force</b>	
<b>Chief of Staff, United States Air Force</b>	
<b>Chief Master Sergeant of the Air Force</b>	
<b>Commander, Air Education and Training Command</b>	
<b>Commander, Air University</b>	
<b>Commander, Holm Center</b>	
<b>Director, Air Force Junior ROTC</b>	
<b>Superintendent, Greenwood School District 50</b>	
<b>Principal, Emerald High School</b>	
<b>Senior Aerospace Science Instructor</b>	
<b>Aerospace Science Instructor</b>	
<b>Cadet Group Commander</b>	
<b>Cadet Deputy Group Commander</b>	
<b>Cadet Operations Squadron Commander</b>	
<b>Cadet Flight Commander</b>	
<b>Cadet Flight Sergeant</b>	
<b>Cadet Element Leader</b>	

# TYING A NECKIE

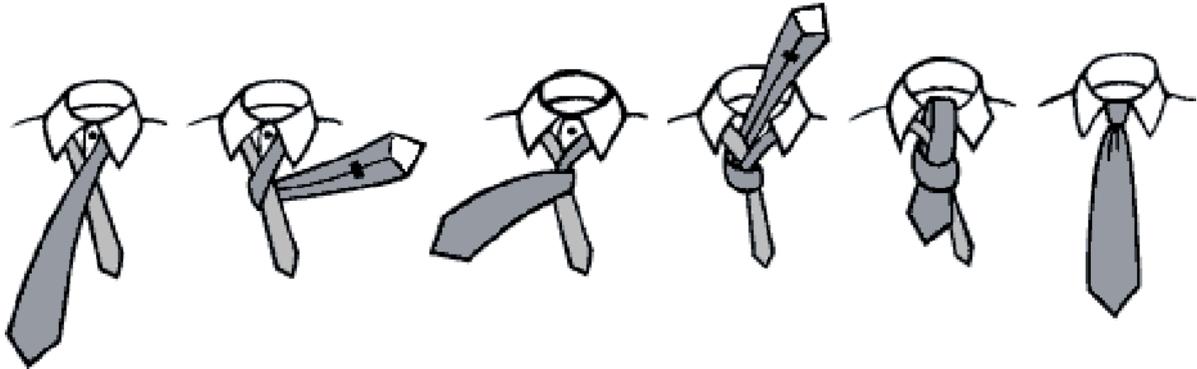
## Single Windsor



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

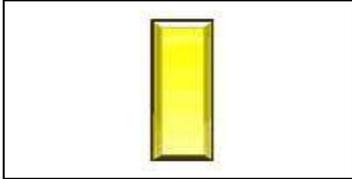
## Four-in-Hand Knot



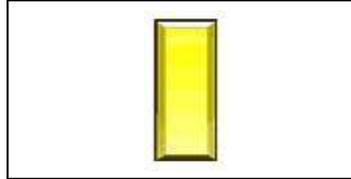
1. Begin with the wide end on your right and extending about a foot below the narrow end of your tie. (Pictures are mirror images, in other words images are what you would see if you were looking in a mirror.)
2. Bring the wide end of the tie over the narrow (right side to left side).
3. Bring the wide 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)

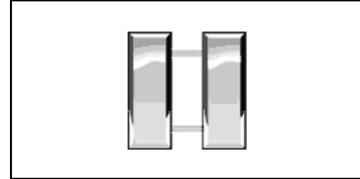
## Gold Bar



Second Lieutenant  
2Lt            0-1



First Lieutenant  
1<sup>st</sup> 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

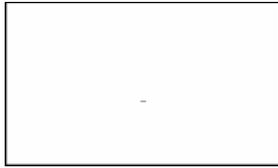


Lieutenant General  
Lt Gen        0-9



General  
Gen            0-10

# AIR FORCE ACTIVE DUTY RANK (ENLISTED)



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.