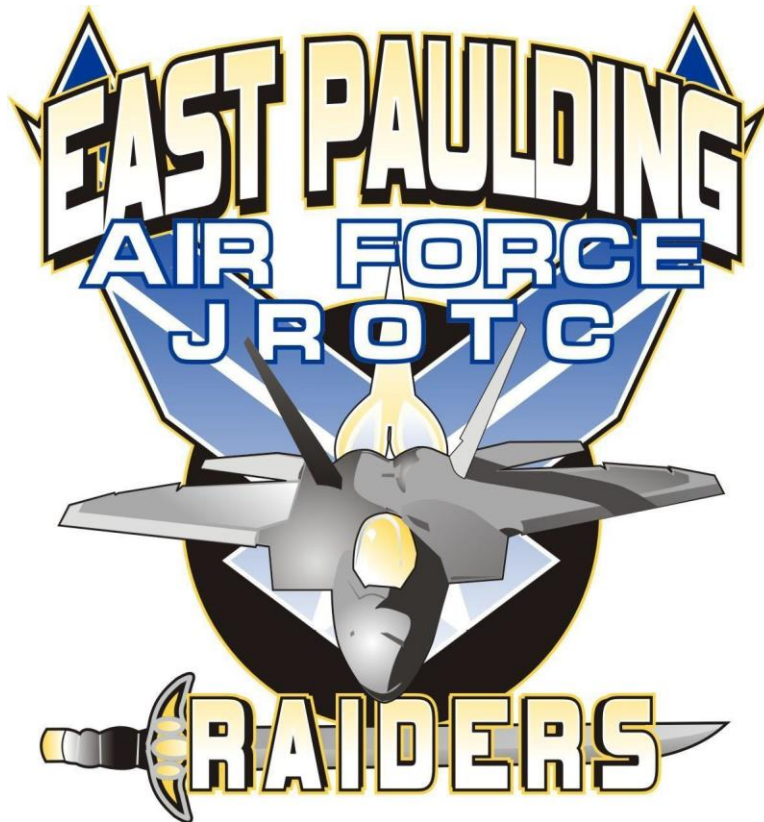


CADET GUIDEBOOK

East Paulding High School GA-20051

“Building a Tradition of Excellence”

Academic Year 2023/2024



All Cadets are responsible for reading and knowing the information in this Guidebook.

It outlines the processes and procedures for your AFJROTC program.

Ensure you understand and uphold the guidelines as reflected within its pages. This material is testable.

Table of Contents

Chapters

Ch 1	Missions, Goals, & Objectives	1
Ch 2	Admission, Transfer, and Disenrollment of Students	2
Ch 3	Certificates of Completion and Training	3
Ch 4	Conduct, Military Courtesy, and Classroom Rules	4
Ch 5	The Core Values of the USAF	8
Ch 6	Clothing and Equipment Account	11
Ch 7	Cadet Appearance and Grooming Standards	12
Ch 8	Wearing the Air Force JROTC Uniform	18
Ch 9	Saluting, Pledge of Allegiance, and National Anthem	22
Ch 10	Grading Policy, Makeup Work, Evaluations, Extra Credit	24
Ch 11	AFJROTC Honors and Distinctions	26
Ch 12	Leadership Development Requirements (LDR)	29
Ch 13	Cadet Promotions	31
Ch 14	Merit / Demerit Program	33
Ch 15	Cadet Squadron Organization	34
Ch 16	Awards and Decorations	39
Ch 17	Staff Meetings	50
Ch 18	Flight / Cadet Competition	51
Ch 19	Health & Wellness Program	52
Ch 20	Military Coin Challenge	53
Ch 21	Badges & Cord	



Attachments

Attach 1	Badges	57
Attach 2	AFJROTC Rank Insignia	60
Attach 3	USAF Rank Insignia	61
Attach 4	Beret Headgear	62
Attach 5	Cadet Male Headgear	63
Attach 6	Cadet Female Headgear	64
Attach 7	Cadet ABUs	65
Attach 8	Cadet ABU Headgear	66
Attach 9	Cadet Light Weight Blue Jacket	67
Attach 10	Cadet Male Service Dress	68
Attach 11	Cadet Female Service Dress	69
Attach 12	Cadet Male Blue Shirt	70
Attach 13	Cadet Female Blue Shirt	71
Attach 14	Flight Suit	72
Attach 15	Semi-Formal Dress Uniform	73
Attach 16	USAF Song & Airman's Creed	74
Attach 17	AFJROTC Ribbon Chart	75
Attach 18	Unit Manning Document	76
Attach 19	Officer Evaluation Form	77
Attach 20	Basic Cadet Evaluation Form	79
Attach 21	AFJROTC Cadet Creed	80



AFJROTC

Chapter 1

Mission, Goals, and Objectives

These objectives will help cadets develop:

- ☞ The **Mission** of the Air Force JROTC (AFJROTC) program is to "develop citizens of character dedicated to serving their nation and community."
- ☞ The **Goals** of the program are to "instill values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment in high school students."
- ☞ The **Objectives** of AFJROTC are to "educate and train high school cadets in citizenship; promote community service; instill responsibility, character, and self-discipline; and provide instruction in air and space fundamentals."

- ✓ An appreciation of the basic elements and requirements for national security.
- ✓ Respect for and an understanding of the need for constituted authority in a democratic society.
- ✓ Patriotism and an understanding of their personal obligation to contribute to national security.
- ✓ Habits of orderliness and precision.
- ✓ A high degree of personal honor, self-reliance, and leadership.
- ✓ Broad-based knowledge of the aerospace age and fundamental aerospace doctrine.
- ✓ Basic military skills.
- ✓ Knowledge of and an appreciation for the traditions of the United States Air Force.
- ✓ An interest in completing high school and pursuing higher educational goals or skills.
- ✓ An understanding of the Air Force and the military as a possible career path.



F-22 Raptor Refueling In-Flight

Chapter 2

Admission, Transfer, and Disenrollment of Students

1. Eligibility for membership in the AFJROTC program requires a student to be:
 - a. Enrolled in and attending a regular course of instruction at East Paulding High School (EPHS).
 - b. A citizen of the United States.
 - c. Of good moral character as determined by the Senior Aerospace Science Instructor (SASI).
 - d. Physically fit to participate in AFJROTC training. Cadets are considered physically fit if they are qualified for the regular EPHS physical education program.
 - e. Able to be fitted with and wear a standard sized Air Force uniform and be of reasonable height and weight proportions so as to project the type of military image expected by the community.
 - f. Selected by the SASI with the approval of the principal.
 - g. The student and parent/guardian must sign the cadet participation contract and return to the AFJROTC program instructors promptly. This contract certifies student/parent agreement that their son/daughter will wear the AFJROTC uniform on the days specified, meet the established grooming standards as described in this guidebook, as well as dress out AND participate in PT (physical training) every week.
2. Transfer of students from other AFJROTC units may be permitted with credit for training already received. No guarantees can be made with respect to a student's retaining temporary or permanent rank he/she was awarded in another unit prior to transferring to the EPHS AFJROTC program.
3. Disenrollment may occur for the following reasons:
 - a. Failure to maintain acceptable course standards (haircut, grooming, required uniform wear, etc.). Male and female hair grooming standards must be met within the first five school days of each semester.
 - b. Inaptitude, indifference to training, or disciplinary reasons involving undesirable character traits.
 - c. Failure to remain enrolled in school.
 - d. Individual request for release, consistent with EPHS drop/add policy.
4. Disenrollment Procedure:
 - a. **1st Offense:** Cadet receives verbal warning, Cadet Disenrollment Warning Notice for Non-Compliance Notification sent to Parent via email and/phone call.
 - b. **2nd Offense:** Cadet receives verbal counseling. Cadet Disenrollment Warning Notice for Non-Compliance Notification sent to Parent, must be signed by cadet, by parent and returned to SASI or ASI.
 - c. **3rd Offense:** Cadet receives a Letter of Counseling/Reprimand and may be referred to the school Principal with a recommendation of a 3-day In-School Suspension or disciplinary action depending on the level of offense. Cadet Disenrollment Warning Notice for Non-Compliance Notification sent to Parent, must be signed by cadet, by parent and returned to SASI or ASI.

- d. **4th Offense:** Disenrollment from the East Paulding High School AFJROTC (GA-20051) Program commences.
5. **Cadet Responsibilities:** Each cadet will abide by the rules and regulations of the Air Force JROTC department and accept responsibility for the proper care and maintenance of his/her uniform, textbooks, and other equipment. Failure to do so will create obligations, which will prevent follow-on registration, graduation and/or transfer of credit.
6. **Reserve Cadet:** A Reserve Cadet is a cadet who cannot enroll in AFJROTC courses within the school and is in the AFJROTC program for the sole purpose of participating in before/after school activities. To qualify as a Reserve Cadet, a student will meet one of the following criteria, with SASI concurrence: The student has completed the entire AFJROTC Academic Program at the school and cannot continue without duplicating curriculum courses. The student is currently enrolled in a 4x4 scheduled school, has completed an AFJROTC course during academic term #1 (first semester), but is not participating in an AFJROTC course during academic term #2 (second semester). A student must have been a cadet for at least one academic year (academic term for 4x4) prior to being considered a Reserve Cadet. Reserve Cadets may participate in all AFJROTC activities (CIA trips, community service events, Leadership Development Requirements (LDR) activities, etc.). Time in reserve status does not count towards the Certificate of Completion, nor do Reserve Cadets count toward minimum unit enrollment or unit funding. Reserve Cadets may retain their uniform for the entire academic year.
7. **Weekly uniform wear procedure for Reserve Cadets.** Any cadet who has been identified as a Reserve Cadet must wear the uniform once a week (typically Wednesday) all school day, but must check in with the Operations Officer and/or Vice Corps Commander (normally during 1st block) for uniform inspection and for any updated unit information. Reserve Cadets are encouraged to participate in community service events/projects and LDRs. Cadets who successfully adhere to the above-mentioned strict requirements as a Reserve Cadet may participate in other unit events (CIA field trips, Fun Night, Cadet Ball, and Awards Night).



Chapter 3

Certificates of Completion and Training

1. A student presenting evidence of successful completion of JROTC to any military department may be entitled to advance promotion upon initial enlistment into an Active or Reserve component of a military service. At their discretion, the military departments may award advance grade credit. An AFJROTC cadet can earn two types of certificates to document and certify their training: Certificate of Completion and Certificate of Training.
2. **Certificates of Completion.** Presented to a cadet in good standing who has successfully completed three years of AFJROTC. The SASI reviews the entire period of enrollment and determines if a certificate is to be issued, and certifies to the armed services the cadet has earned and deserves training credit. A cadet must have this certificate in their possession when enrolling in college ROTC or when enlisting in the armed services to receive training credit.
3. The certificate of completion excuses the cadet from one year of the General Military Course (GMC) of the college AFROTC program. The cadet must contact the Professor of Aerospace Science at the college or university where the cadet has enrolled to receive training credit. If accepting a scholarship or enrollment in a sister service ROTC, the cadet must contact the service's lead professor for any benefits.
4. The certificate of completion **may** qualify the cadet for promotion and/or advanced pay if enlisting in the following armed services:
 - U.S. Air Force, E-3/Airman First Class
 - U.S. Space Force, E3/Specialist 3
 - U.S. Coast Guard, E-3/Seaman Apprentice
 - U.S. Navy, E-2/Seaman Apprentice
 - U.S. Army, E-2/Private
 - U.S. Marine Corps, E-2/Private

Enlistment also provides immediate substantial monetary benefit and accelerated promotion ahead of other enlistees who enter active duty at the same time.

5. **Eligibility.** This certificate is a very important document and is not awarded automatically based solely on academic grades. Total performance and conduct are considered. Please note that it is possible to successfully complete the AFJROTC courses but not be awarded a certificate. Final determination for awarding either certificate is made by the SASI and EPHS principal.

Chapter 4

Conduct, Military Courtesy, and Classroom Rules

1. AFJROTC cadets are expected to exhibit proper military conduct at all times. Such behavior will reflect credit upon themselves, their parents/guardians, the cadet squadron, East Paulding High School, and the United States Air Force. If a military unit is to function in a smooth manner, then there must be procedures/standards for everyone to follow. A unit must have discipline, or it will be unable to complete its mission. The faculty and staff at EPHS look upon AFJROTC as a group of students that hould be better disciplined than the school body as a whole. We should not only meet, but also exceed those expectations at all times.
2. You are a leader in training. However, you can't lead if you've never learned to be a good follower. You represent your community and the future of the United States. You must be willing to discipline yourself and be ready to accept responsibility. We are not here to prepare you for military service; rather, we want to help you become a better citizen. An understanding and application of self-discipline in your life will definitely place you ahead of your peers.
3. The routine and regimented discipline of the EPHS AFJROTC program is a tool we use to develop each and every cadet. We expect you to behave at a level that is often much higher than other teachers at EPHS may require. You are responsible for not only maintaining the standards, but also for enforcing the standards.
4. Cadets are expected to be courteous and respectful to the instructors and other cadets as well. Cadets are expected to comply with instructions given by the cadet Flight Commander and/or the Assistant Flight Commander. Cadets are expected to have a positive attitude and comply with the rules of the program. The practice of saying "Yes Sir/Ma'am" or "No Sir/Ma'am" to instructors is always observed in the cadet program. Such responses reflect long established military courtesy and tradition. Cadets are expected to memorize and commit themselves to the Air Force JROTC Cadet Honor Code:

Cadet Honor Code

"I will be truthful at all times, I will do my own work, I will respect the property of others, and I will not tolerate dishonorable cadets in our corps."

5. Classroom Procedures: When cadets arrive at the classroom, they will go to their seat and place their books, etc. on their respective desk—book bags go under the desk. Pencil, pen and paper are mandatory tools. Do not come to class without these tools. Cadet Guidebooks will be kept in the AFJROTC classroom or may be taken home by the individual cadet when needed. The Cadet Guide is also available on our website: www.eastpauldingafjrotc.com. Promptness is critical to success in any endeavor and cadets are expected to be on-time for class. Once books etc. are placed in the classroom, all cadets will go to the restroom to wash their hands, if they didn't on the way to class. When they return to class, they will use hand sanitizer and meet in the common area for announcements, the day's agenda, general guidance, etc. When the bell rings, all cadets will assume the "Parade Rest" position. Cadets who are tardy and do not have a note from a teacher or principle will not be admitted into the classroom or marked tardy in accordance with (IAW) the EPHS Student Handbook. Instructors may formalize the cadet's role in classroom management by assigning the following positions: class leader, timekeeper, scribe/admin, computer operator, etc.

6. Restroom breaks will be allowed in the event of an emergency. If you must use the restroom during class, you are required to get an instructor's permission and to get a EPHS hall pass. A cadet leader is not authorized to grant permission for restroom breaks. EXCEPTION: On physical training (PT) day, you are permitted to use restroom before/after class while dressing-out. To minimize classroom disruptions, you should get in the habit of using the restroom prior to your JROTC class time. All students late for class will be marked tardy IAW EPHS established policies. Cadets who are late and have a pass will enter the classroom and report to an instructor. Cadets without a late pass are required to visit a tardy kiosk to attain a tardy pass, before reporting to class. Once the cadet has reported into an instructor, they must see the Flight CC for admittance into the flight. The cadet will stand at parade rest to the left of the Flt CC and once acknowledged, the cadet will go to attention, salute and state, "Sir (or Ma'am), Cadet (last name), permission to join your flight Sir (or Ma'am). All cadets must have a written excuse slip or they will be marked tardy IAW school policy.
7. When the bell rings the Flight Commanders (FC) will make sure all cadets assume the "Parade Rest" position. At the beginning of the class, FC will command "Report." The first Element Leader will report in by stating "Sir (or Ma'am), 1st Element all cadets are present or accounted for ... with the exception of Cadets Smith and Jones." All other element leaders will report to the FC in the same manner. The FC will report the attendance to the SASI. For example, face the instructor, render the hand salute and state, "Sir, (A/B/C/D/E/F/S) Flight, all cadets are present and/or accounted for with the exception of Cadet Jones and Cadet Smith, Sir." The SASI will return the salute and the FC will then check the flight commander's table for any information that needs distributed to the cadets and review any information posted by the Executive Officer on the daily briefing. They will then bring the class to attention and lead the class in the Pledge of Allegiance (first period only) and the Cadet Creed. Following the Cadet Creed, the Flt CC will read the Operations Orders/unit briefing items. The Flight CC will then Report In to the Instructors that their Flight is ready for Instruction. Upon completion, the FC will dismiss the flight to their respective classrooms.
8. Calling Rooms to Attention: When **ANY ADULT** enters the classroom or common area (other than the instructor) the cadet in charge of the flight, or the first cadet (may be ANY cadet) to recognize the individual(s), will stand up at his/her desk, come to the position of Attention, and call the Flight or room to Attention. Cadets should remain at the position of Attention until given the command to "Carry On or As You Were." Exception, the room should not be called to Attention after school hours.
9. Reporting to Instructors: When it becomes necessary to see an instructor, the cadet will come to "Attention" at the doorway of the instructors' office, knock twice, and go to the position of Parade Rest. Once the instructor has acknowledged the cadet, the cadet will go to the position of Attention and state "Sir, Cadet (last name) requests permission to speak with you Sir/Ma'am. When a cadet has been summoned or ordered "Report to my office" by an instructor, the cadet will salute and state, "Sir, Cadet (last name) reports as ordered." With the instructor's permission the cadet will smartly proceed to their desk using the most direct route and remain at "Attention" in front of their respective desk until directed otherwise. When the conversation is finished, Say "Sir, will that be all?" or "Thank you Sir." Come to attention, and state, "Sir, Cadet (last name) requests permission to be dismissed." When the SASI/ASI dismisses you, take one step back and then exit the office using a direct route. Continue to maintain military bearing. If two cadets are directed to report in at the same time, the senior cadet will report in and report out for both cadets.

10. Rules: The following rules apply in the classroom at **all** times:

- a. No consuming candy, snacks, etc. without instructor permission.
- b. No drinking anything other than water from a plastic bottle with a cap without instructor permission.
- c. No gum chewing.
- d. No personal hygiene (applying cosmetics, arranging hair, etc.).
- e. No sleeping or head down on the desk; instead, stand in the back of the classroom.
- f. No talking without permission.
- g. Raise your hand to be recognized
- h. Address instructors and cadet officers by their titles (Colonel/Sergeant) or Sir/Ma'am.
- i. No rude or crude behavior.
- j. No Cussing, vulgar gestures, demanding attitude, etc. These behaviors will be dealt with quickly and harshly.
- k. No electronic devices—unless authorized by an instructor.
- l. No headphones visible at any time in the AFJROTC facility.

11. Cheating: Cheating is taking unfair advantage of a situation or of a fellow cadet to obtain higher grades, academic or leadership awards, better scholarship opportunities, or some other tangible gain. Cheating is not permitted in AFJROTC or EPHS (See EPHS Student Handbook).

- a. It is important each cadet understand this basic requirement and makes every effort to follow it. Cadets who cheat may jeopardize promotion eligibility, instructor endorsements/recommendations, or obtaining scholarships, awards and other special recognition. Anyone who accepts such honors with full knowledge they acted unfairly or improperly, did not earn them and is therefore considered a cheater. That person has also failed to meet the aims, goals and objectives of the program and therefore risk disenrollment from the program.
- b. Cadets who knowingly allow others to copy their work are also cheating. They are willing participants and have endorsed the act of cheating. They also face the same consequences for their actions. Cheating will not be tolerated.
- c. We can take a lesson from the service academies whose young men and women adhere to a far stricter honor code. It is: "I Will Not Lie, Cheat, or Steal—Nor Tolerate Those Who Do." Though this may seem a tough code to live by, it is not when you consider that when you wear the uniform, you are demonstrating the willingness to accept trust and responsibility for your actions. As a cadet, you represent the Air Force and are expected to bring honor to yourself, your family, the school and the cadet corps. The best way to do this is to guard your integrity as the most precious asset you have. Do not lie, cheat, or steal...ever!
- d. Cadets who find these guidelines demanding or who believe them to be impossible to follow should speak to the instructors immediately about leaving the corps.

12. Prohibition on Physical Discipline and Hazing: Hazing of cadets will not be tolerated and is **STRICTLY PROHIBITED**. The SASI and school administration will deal harshly with any cadet who uses their leadership position, seniority, or rank to engage in behavior, physical or verbal, that is demeaning, retaliatory, or dangerous for personal gain. This prohibition includes directing a cadet to do push-ups or other physical activities for punishment or directing comments towards a cadet that can be interpreted as threatening, demeaning, or containing prejudicial comments or overtones. This prohibition is applicable to all AFJROTC unit activities including instructors, cadets and any personnel involved with or participating in an AFJROTC unit or activity. Also, no unit may encourage, facilitate, or otherwise condone secret societies or private clubs as part of the AFJROTC program. Always treat each person with respect.
13. Quibbling: When a cadet officer or instructor gives you a directive, it will be done immediately (discussion on the matter will be addressed if time permits). When a cadet officer gives you a directive to do something, it can be considered as an order from an instructor. The most important lesson to learn from this program is to do what you're told, when you are told to do it, regardless of what you think or feel about the situation. To complain or try and talk your way out of doing what you're told is *Quibbling* or making excuses and will not be tolerated. If you feel that you are not being treated fairly, after you do what you are told, you may use your chain of command to address the issue.
14. Public Display of Affection: No public display of affection (PDA) will be tolerated at any time—which includes any area within the AFJROTC facility or in its vicinity. This is to include holding hands, hugging, arms around each other, kissing, etc. Cadets are to behave in a professional manner at all times (See EPHS Student Handbook).
15. Manners and Courtesies: All cadets will use the phrase “Yes Sir, No Sir,” etc., at all times. “Nope” or “Yep” will not be accepted. “Please and thank you” will be a regular part of every conversation. All cadets are expected to use these courtesies to every adult in this school, and every cadet officer. We expect you to carry these courtesies with you to each of your classes. Salutes and wear of headgear outdoors is required during interactions between officers and enlisted cadets.
16. Actions: Keep in mind that wherever you go, you should always act like a member of the Air Force Junior ROTC. You must be careful to represent the unit in a way that would bring respect to yourself and to our unit. When we are on an activity or field trip, whether after school or during school, you are required to follow these guidelines set forth for all cadets in the Corps.

Chapter 5

The Core Values of the United States Air Force

This section covers some sound advice that will help you in getting more out of AFJROTC and more out of life. It is hoped that you will pay close attention to the ideals outlined here. They are not strictly enforced regulations, but some of them are the keys to a successful life. Core values are the foundation upon which a truly quality society is built.

1. **Integrity First:** It is the willingness to do what is right even when no one is looking. It is the "moral compass" -- the inner voice; the voice of self-control; the basis for the trust imperative in today's world. Integrity is the ability to hold together and properly regulate all the elements of a personality. A person of integrity, for example, is capable of acting on conviction. A person of integrity can control impulses and appetites. Integrity has several other moral traits indispensable to service to the unit:
 - a. **Courage:** A person of integrity possesses moral courage and does what is right even if the personal cost is high.
 - b. **Honesty:** Honesty is the hallmark of the professional cadet because in the unit, our word must be our bond. We don't cover up violations. The bottom line is we don't lie, and we can't justify any deviation.
 - c. **Responsibility:** No person of integrity is irresponsible; a person of true integrity acknowledges his or her duties and acts accordingly.
 - d. **Accountability:** No person of integrity tries to shift the blame to others or take credit for the work of others.
 - e. **Justice:** A person of integrity practices justice. Those who do similar things must get similar rewards or similar punishment.
 - f. **Openness:** Professionals of integrity encourage free flow of information within the organization. They seek feedback from all directions to ensure they are fulfilling key responsibilities, and they are never afraid to allow anyone at any time to examine how they do business.
 - g. **Self-respect:** To have integrity also is to respect oneself as a professional and a human being. A person of integrity does not behave in ways that would bring discredit upon him/her self or the organization to which he belongs.
 - h. **Humility:** A person of integrity is humble and exhibits modesty.
 - i. **Honor:** Honor is the highest form of self-respect. Lying, cheating, and stealing will not be tolerated by any cadet. The great reward of an honorable person is that they respect themselves and others. If you want respect, then you must respect yourself.
 - j. **Loyalty:** Loyalty is the quality of sincere confidence in and support for the purposes, methods, and capabilities in superiors and subordinates. This does not mean that you cannot disagree with a higher ranking cadet/superior. You have the right to express your opinion, but afterwards, you must support your superior's decision. It is not loyal to publicly criticize a superior, peer, or subordinate: a group could fall apart because only a few minor incidents.

- k. Discipline: Discipline is the "cement" that bonds any military force together. At the heart of discipline is obedience to orders. (Do not obey orders because you are afraid of being punished; obey because you want to help AFJROTC become a better organization).

2. **Service Before Self:** Service before self tells us that professional duties take precedence over personal desires. At the very least it includes the following behaviors:

- a. Following Rules: To serve is to do one's duty, and our duties are most commonly expressed through rules. While it may be the case that professionals are expected to exercise judgment in the performance of their duties, good professionals understand that rules have a reason for being, and the default position must be to follow those rules unless there is a clear, operational reason for refusing to do so.
- b. Respect for Others: Service before self tells us also that a good leader places the troops ahead of his/her personal comfort. We must always act in the certain knowledge that all persons possess a fundamental worth as human beings.
- c. Discipline and Self-control: They have a fundamental moral obligation to the persons they lead to strike a tone of confidence and forward-looking optimism. More specifically, they are expected to exercise control in the following areas:
 - i. Anger: Professionals are expected to refrain from displays of anger that would bring discredit upon themselves and/or the AFJROTC Squadron (such as fighting or aggressive confrontation).
 - ii. Tobacco and Alcohol: The consumption of alcohol and use of tobacco cast doubt on an individual's fitness and shows their disrespect towards authority. Also, it is illegal if that person is underage. The person who knowingly partakes of these activities willingly contradicts the Cadet Creed and is not the type of cadet needed to be in a position of leadership or remain within the cadet corps. We strongly encourage you not to use these products!
 - iii. Narcotics: A drug or substance affecting mood or behavior and sold for a non-medical purpose. These are typically illegal drugs and should not be used.
 - iv. Faith in the System: To lose faith in the system is to adopt the view that you know better than those above you in the chain of command what should or should not be done. In other words, to lose faith in the system is to place self before service. Leaders can be very influential in this regard and must set the example for others to follow.

3. **Excellence in All We Do:** Excellence in all we do directs us to develop a sustained passion for continuous improvement and innovation that will propel AFJROTC into a long-term, upward spiral of accomplishments and performance.

- a. Product/Service Excellence: We must focus on providing services and generating products that fully meet the requirements of the Paulding County School system.
- b. Personal Excellence: Professionals must seek out and complete their high school education, stay physically fit and in good mental shape. They must demonstrate personal excellence while doing homework to the best of their ability and responding to questions in class with a knowledgeable reply.

- c. **Community Excellence:** Community excellence is achieved when the members of an organization can work together to successfully reach a common goal in an atmosphere free of fear that preserves individual self-worth. Providing support for the local community, projects excellence, toward you as an individual and the unit as a whole.
- d. **Resources Excellence:** Excellence in all we do also demands that we aggressively implement policies to ensure the best possible cradle-to-grave management of resources.
- e. **Operations Excellence:** There are two kinds of operations excellence- internal and external.
 - i. **Internal** - This form of excellence pertains to the way we do business within the Corps. It involves respect on the unit level and a total commitment to maximizing the Cadet Corps excellence.
 - ii. **External** - This form of excellence pertains to the way in which we treat the world around us as we conduct our operations. We must be sensitive to the rules governing environmental pollution and we must be sure to coordinate with others to complete our assigned tasks.



Chapter 6

Clothing and Equipment Account

1. **The Military Property Custodian (MPC) for the GA-20051 AFJROTC is MSgt Parker.** He is responsible for the storage, maintenance, issue, and retrieval of all Air Force clothing and equipment. He will issue each

cadet a ready to wear uniform with all accessories. The cadet is not responsible for any alterations, sewing on patches, badges, etc.

2. Protecting government property is each cadet's responsibility. All uniform items (with the exception of socks) and equipment items such as textbooks, computers, plotters, charts, etc., are loaned to you by the Air Force and must be accounted for at all times. If you find any abandoned uniform items or AFJROTC equipment lying around the school, it is your responsibility to turn it in.
3. At the time a uniform or equipment item is issued, the cadet will sign a Custody Receipt Form and initial on each line for items issued. Each item signed for, then becomes the cadet's responsibility and if lost or destroyed either willfully or negligently, the cadet will pay for it. The cost of replacement of an item will be the cost that is in effect when the account is scheduled to be cleared.
4. Normally one complete uniform with all accessories and insignia is issued to each cadet. It is imperative that each cadet understands that all uniform or equipment items, (with exception of physical fitness items, socks, and shoes), must be returned or paid for before the end of the school term. If uniforms or equipment items are not returned, the AFJROTC Certificate of Training or the Certificate of Completion will not be awarded. In addition, a financial obligation will be incurred which will prevent graduation, registration, or transfer of credit until the account has been settled.
5. To preclude unnecessary expense to the cadet and/or delay of receipt of grades or diploma, and to provide for efficient turn-in of uniforms and equipment, the following suggestions are offered:
 - a. Do not leave uniform items in unlocked lockers or unattended.
 - b. Do not lend uniform items to other cadets or persons.
 - c. Do not permit another cadet to turn in your uniform or equipment items.
 - d. Do not lend insignia or other uniform /equipment items to your friends.
 - e. Do not place uniform in the care of others.
 - f. Do place your name on each uniform item with suitable clothing identification tape.
 - g. Be alert for uniform or equipment items left or misplaced by other cadets. Turn-in such items to the MPC.
6. Clothing items that become worn or otherwise unserviceable should be returned to the MPC as soon as possible. If the unserviceable condition is due to fair wear and tear in normal use, the items will be replaced at no cost. Items of clothing that do not fit properly should be altered or exchanged.
7. When returning or exchanging uniform items or other equipment, deal only with the MPC.
8. The United States Air Force uniform represents proud and honorable service.

Chapter 7

Cadet Appearance and Grooming Standards

1. Cadets wear the official uniform of the United States Air Force, any objectionable behavior in public can create an unfavorable reaction toward the AFJROTC program. Male cadets will comply with Air Force “male” standards; and female cadets will comply with Air Force “female” standards. The cadet’s gender will match the information reflected on the student’s birth certificate/student’s school registration. Conversely, proper conduct, actions, and attitudes will create and sustain favorable public reaction, which will enhance the image of the cadet corps. Therefore, as an AFJROTC cadet, you must constantly strive to present a neat, clean, well-groomed image when wearing the uniform.
2. When a cadet wears the uniform, he/she is responsible for presenting a neat, clean, and professional military image. Appearance and grooming standards help cadets present the image of disciplined cadets who can be relied upon to do the job they are called on to do. A professional military image has no room for the extreme, the unusual, or the faddish. The standards for wearing the uniform consist of five elements: neatness, cleanliness, safety, uniformity and military image. The first four are absolute, objective criteria for the efficiency, health, and well- being of the force. The fifth standard, military image is also very important, military appearance is subjective, but necessary. People, both military and civilian, draw conclusions as to the military effectiveness of the Air Force by how they perceive those in uniform.
3. Cadets will follow the uniform guidelines (see list below) established in Air Force Instruction 36-2903 when wearing the AFJROTC uniform.
 - a. **Jewelry:** While in uniform will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the SASI.
 - b. **Rings:** Cadets may wear a total of no more than three rings; wedding sets count as one ring when worn as a set. Rings will be worn at the base of the finger and can be worn on the thumb.
 - c. **Necklaces:** Will not be visible at any time. If worn, will be concealed under a collar or undershirt.
 - d. **Bracelets:** Ankle bracelets are not authorized. Cadets may wear one bracelet around their wrist. If worn, the bracelet will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing attention or faddish) in design, no wider than ½ inch, gold or silver in color, and will not have any inappropriate pictures or writing. Medical alert/identification bracelets are authorized; however, if worn, they will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing inappropriate attention or faddish). Bracelets espousing support for cause, philosophy, individual or group are *not* authorized (*Exception:* Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized). Colored/rubber bracelets that support a cause are not allowed to be worn in uniform.
 - e. **Eyeglasses or Sunglasses:** If you wear glasses, they must not have any ornaments on the frames or lenses. Eyeglass lenses that are conservative, clear, slightly tinted, or have photosensitive lenses may be worn in uniform while indoors or while in military formation. When outdoors and in uniform, sunglasses and eyeglasses must have lenses and frames that are conservative; faddish or mirrored lenses are prohibited. Sunglasses are not allowed while in a military formation. Neither eyeglasses nor sunglasses can be worn around the neck while in uniform.

- f. **Tattoos or Brands:** Tattoos/brands/body markings anywhere on the body that are obscene, commonly associated with gangs, extremist, and/or supremacist organizations, or that advocate sexual, racial, ethnic, or religious discrimination are prohibited in and out of uniform. The above-mentioned tattoos or brands are barred because they may harm good order and discipline or bring discredit upon the Air Force. The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance.
- g. **Body Piercing:** With the exception of earrings for women, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry or ornamentation to or through the ear, nose, tongue, eye brows, lips, or any exposed body part (includes visible through the uniform). Cadets may not cover any of these articles with make-up, band aids, or wearing clear post pins to hide body piercings.
- h. **Back Packs:** Black, brown, gray, or dark blue back packs may be worn with any uniform combination. Back packs will be without design unless OCP or ABU patterned. ABU-patterned back packs, olive drab and Air Force sage green may be worn with the ABU. OCP-patterned back packs, tan and coyote brown may be worn with the OCP. Small logos are authorized. Airmen may wear either a sling style back pack or two strap back pack. Sling back packs will be worn across the chest, if carried on shoulder wear on the left shoulder. Two-strap back packs will be worn on the left shoulder or both shoulders (not to interfere with rendering the proper salute). Back packs will not have ornamentation, a high-gloss, designs, or hanging/dangling objects. Small gold or silver clasp authorized, but chains are not authorized.
- i. **Earpiece/headphones:** Wear/use of an earpiece, any blue tooth technology or headphones, while in uniform, indoors or outdoors, is prohibited, unless seated in class or specifically authorized for the execution of official duties. Exception: Headphones and earphones [iPods, MP3-type players, etc.] are authorized during travel on public transportation i.e., bus, train or air travel.

4. Female Cadet Grooming Guidelines:

a. **Hair-Female:** Hair-Female. No minimum hair length, to a maximum bulk of 4 inches from scalp and allows proper wear of headgear. Hair will end above the bottom edge of collar and will not extend below an invisible line drawn parallel to the ground, both front to back and side to side unless pulled back and secured or worn in an authorized ponytail or equivalent or long braid(s). If hair is pulled back and secured behind the head, radius will not exceed 6 inches from the point where the hair is gathered (i.e., no more than 6 inches to the left and 6 inches to the right, 12 inches total width; and 6 inches protruding from where hair is gathered) and must allow for proper wear of headgear. One or two braids or a single ponytail or equivalent may be worn down the member's back with length not extending below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades. The braid(s) or ponytail or equivalent cannot be worn over the shoulder or pulled in front of the body. They shall extend down the member's back. Bangs, or side-swiped hair, may touch eyebrows but will not touch or cover eyes. When in doubt, assess correct length of hair with the Airman standing in the position of attention.

See Figure below and for examples of female hair standards. Exception: While wearing the Physical Training Gear (PTG), long hair will be secured but may have loose ends and may extend below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades.

Examples of AUTHORIZED female hair:



Unbraided Single Ponytail/Pull-through Ponytail Style/Braided Ponytail



Braided Ponytails/Multiple Braids in a Single Ponytail



Pulled back secured and does not exceed 6 inch radius



Pulled back secured and does not exceed 6 inch radius



Two Braids Looped Underneath/Two Braids

- b. Locs, braids, twists, micro-braids, french braids, dutch braids and cornrows are authorized. Locs are defined as portions of hair that have been intentionally or unintentionally fused together to form a loc or locs. A braid or twist is two or more portions of interwoven hair. If adding additional hair, it must

be a natural-looking color, similar to the individual's hair color. It must be conservative (moderate, being within reasonable limits; not excessive or extreme) and not present a faddish appearance. Hair must not exceed bulk and length standards and must not extend below the bottom of the collar. Headgear must fit properly.



- c. All locs, braids, and twists, when worn will be of uniform dimension, no wider than one inch, with natural spacing between the locs, braids, or twists and must be tightly interwoven to present a neat, professional and well-groomed appearance. When worn, multiple locs, braids, or twists shall be of uniform dimension, small in diameter (approx. ¼ inches), show no more than ¼ inch of scalp between the locs, braids or twists and must be tightly fused/interwoven to present a neat, professional appearance.
- d. A braid/twist must continue to the end of the hair without design and following the contour of the head, and may be worn loose or in a secured style within hair, as depicted above. [Exception: Micro-braids or twists are not required to continue to the end of the hair.]
- e. Unauthorized: Prohibited examples (not all inclusive) are Mohawk, mullet or etched shapes/design.
- f. **Hair accessories:** If worn, hair accessories (e.g., fabric scrunches, hairpins, combs, clips, headbands, elastic bands, barrettes, etc.) must match hair color. Black hair accessories are authorized regardless of hair color. Hair must still comply with bulk and appearance standards. Headgear must fit properly. Headbands or fabric scrunchies will not exceed one-inch in width. Ornaments are not authorized (i.e., ribbons, beads, jeweled pins).



Scrunchie



Hair Clips

- g. **Fingernails:** If worn by females, nail polish will be a single color that does not distinctly contrast with the female Airman's complexion, detract from the uniform, or be extreme colors. Some examples of extreme colors included, but are not limited to, purple, gold, blue, black, bright (fire engine) red and florescent colors. Do not apply designs to nails or apply two-tone or multi-tone colors; however, white-tip French manicures are authorized. Fingernails must not exceed ¼ inch in length beyond the tip of the finger and must be clean and well-groomed.

- h. **Earrings:** Female cadets may wear small (not exceeding 6 mm in diameter) conservative (moderate, being within reasonable limits; not excessive or extreme) round or square white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If member has multiple holes, only one set of earrings are authorized to be worn in uniform and will be worn in the lower earlobes. Earrings will match and fit tightly without extending below the earlobe unless the piece extending is the connecting band on clip earrings.

1. Male Cadet Grooming Guidelines:

- a. **Hair:** will be clean, well-groomed, present a professional appearance. Will not contain excessive amounts of grooming aids (e.g. gel, mousse, pomade, or moisturizer), appear lopsided, touch either eyebrow, or end below an imaginary line across the forehead at the top of the eyebrows that is parallel to the ground. If applied, dyes, tints, bleaches and frostings must result in natural hair colors. Examples of natural hair colors are brown, blonde, brunette, natural red, black or grey. Prohibited examples (not all inclusive) are burgundy, purple, orange, fluorescent or neon colors. Tapered appearance on both sides and the back of the head, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the member's hair so that it conforms to the shape of the head, curving inward to the natural termination point without eccentric directional flow, twists or spiking. A block-cut is permitted with tapered appearance. Hair will not exceed **2 1/2 inches in bulk, regardless of length and 1/4 inch at natural termination point; allowing only closely cut or shaved hair on the back of the neck to touch the collar. Hair will not touch the ears or protrude under the front band of headgear.** Cleanly shaven heads, military high-and-tight or flat-top cuts are authorized. Cadets may have one (cut, clipped or shaved) front to back, straight-line part, not slanted or curved, on either side of their head, above the temple. The part will not exceed 4 inches in length or 1/4 inch in width. Men are not authorized hair extensions.
- b. **Sideburns:** If worn, sideburns will be straight and even width (not flared), and will not extend below the bottom of the orifice of the ear opening. Sideburns will end in a clean-shaven horizontal line.
- c. **Mustaches:** Male Airmen may have mustaches; however they will be conservative (moderate, being within reasonable limits; not excessive or extreme) and will not extend downward beyond the lip line of the upper lip or extend sideways beyond a vertical line drawn upward from both corners of the mouth.



- d. **Beards:** Beards are not authorized unless for medical reasons, when authorized by a SASI on the advice of a medical official. The SASI will submit waiver request in WINGS for review by HQ AFJROTC Waiver Review board. Members will keep all facial hair trimmed not to exceed 1/4 inch in length. Individuals granted a shaving waiver will not shave or trim any facial hair in such a manner as to give a sculptured appearance.
- e. **Fingernails:** Male cadets are not authorized to wear nail polish.

- f. **Earrings:** Male cadets in uniform may not wear earrings or any other type of facial piercings.

Chapter 8

Wearing the Air Force JROTC Uniform

1. **Honor the Uniform:** Air Force Junior ROTC cadets generally wear the same uniform—the standard Air Force service uniform—as that worn by active-duty personnel in the Air Force. Cadets are expected to honor the uniform—to wear it properly and with pride. The uniform is an important aspect of Air Force Junior ROTC. Whenever you wear the uniform—during indoor and outdoor training periods, at cadet social functions, and during base visits—you represent your school, AFJROTC and the Air Force. How you wear the uniform exposes you and the Air Force to praise or fault from fellow cadets, fellow students, and society at large.
2. The blue uniform is mandatory for official military functions such as honor guard, color guard or any function the SASI deems appropriate (student formations will not mix cadets wearing military uniforms with cadets wearing civilian clothes in the same flight during official functions). Therefore, to participate in official military functions, a cadet must be wearing the Air Force JROTC uniform.
3. Uniform Requirements: See attachments in the back of this guide for proper insignia placement.
 - a. **Flight Cap (Males):** 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; No hair may extend out the front of the Flight cap. If the cap does not fit in this manner, it is either too large or too small. See an instructor if you need a different cap. The cap is always removed indoors unless you are a member of a color guard. If not worn, tuck under the belt on either side, between first and second belt loops; do not fold cap over belt.
 - b. **Flight Cap (Females):** 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; approximately 1 inch from the eyebrows in the front; When not wearing, tuck under the belt on either side in front. Do not fold cap over belt.
 - c. **Belt:** is threaded through the loops to the left for males and to the right for females. When buckled, only the metal tip of the belt should show. The adjustable belt clamp is to change the length of the belt for a proper fit.
 - d. **Windbreaker jacket (lightweight blue jacket):** worn as an outer garment on chilly/cold days. The windbreaker is never worn without being zipped at aligned with the Air Force embroidery. The jacket is never worn unzipped.
 - e. **Dress shoes:** will be laced to the top and shined at a high gloss at all times.
 - f. **Panty-hose:** worn with any uniform must be commercial, sheer, nylon in neutral/dark brown/black (as close to matching the individual's skin tone as possible) or dark blue. Hose with a pattern is not authorized.
 - g. **Dress socks:** must be plain black; no other colors are authorized. Socks must be ankle-high or higher and must not have any design on them.
 - h. **Undergarments (Mandatory):** Appropriate undergarments are required to be worn with all uniform combinations. Wear undershirt and underpants with all uniforms. A white V-neck or athletic style tank top, or crew neck style (long sleeve blue shirt only) undershirt will be worn under the shirt. Undershirt will be tucked into trousers.
 - i. **Short sleeve light blue shirt:** can worn with the collar open. (Exception: the necktie is optional with the short sleeve blue shirt with epaulets unless otherwise directed). A white "U" or "V" neck T-shirt

will be worn at all times when wearing the light blue shirt. The shirt tail is pulled down into the trousers tightly and tucked at the sides to make it nearly form fitting. If a female is wearing the modified short sleeve shirt, she is not required to tuck the shirt in her uniform trousers. No items will be carried in the shirt pockets. Your shirt should be clean and pressed each time you wear it. Medium starch will keep the shirts neat throughout the day. There should be a crease in the sleeve of the shirt. It should be running down the center of the top of the sleeve through the center of the patch.

- j. **Blue trousers:** are designed to be dry-cleaned. The following should be followed when wearing the blue trousers, the observance of these small details is the mark of a well-groomed cadet. The bottom of the trouser leg will touch the shoes in such a manner as to cause a slight break in the front trouser crease. No cuffs are worn on military uniform trousers. You need not obtain permission to alter the leg length and waist size of the trousers. The rear pocket of the trousers will be buttoned at all times. Articles carried in the pocket will not be visible. The zipper tab will be pressed down to permit the fly to be neatly closed. Sunglass cases will not be worn on the belt. Sunglasses should never be hanging from any part of your uniform. Hats and gloves are not tucked under the epaulets of any uniform at any time. Gloves are not tucked in belts.
- k. **Skirts:** The skirt will be polyester or poly-wool, blue and hang naturally over the hips with a slight flare. The skirt will be no shorter than the top of the kneecap and no longer than the bottom of the kneecap when standing at attention. The skirt will be straight style with belt loops, a kick pleat in the back, two pockets, and a darted front. Skirts will have a back zipper and lining attached to the waist. Skirt material will match the service dress coat in both fabric and shade.
- l. **Service coat:** worn at all official JROTC functions. **Do not place the service coat in the washing machine.** The outside pockets of the service coat are for decoration only. Nothing should be carried in them. All outside pockets and snaps/buttons will be secured at all times. There are two inside pockets for carrying small items. The coat may be removed in the classroom when it becomes uncomfortably warm. If the coat is removed, it will be carefully draped over the back of the chair. The necktie will not be removed or loosened even though the coat is removed. The coat will be put on and buttoned before leaving the classroom. Cadets are prohibited from walking or sitting with the coat on but unbuttoned. **The Service Coat must be dry cleaned and may be pressed with a steam iron (be extremely careful not to get the iron too hot and burn it) between cleaning as necessary to maintain a neat, wrinkle free appearance.** The coat does not need to be cleaned weekly. With normal wear, the uniform coat will only need to be dry cleaned as needed. Always hang up your coat and trousers. Do not throw them in a corner; let the dog sleep on them, etc.
- m. **Semi-formal uniform:** A plain collar white shirt is worn with the coat and trousers on formal occasions, such as a military ball.
- n. **“GIG” line:** the line formed by the edge of the shirt, the edge of the belt buckle, and the fly of the trousers. The “GIG” line should always be kept straight. Check it frequently!
- o. Only authorized uniform items will be worn. Do not mix any uniform items (including the windbreaker) with civilian clothing.
- p. Wear authorized insignia only.
- q. When a cadet is wearing the service coat, insignia must be worn on the blue shirt as well.
- r. All pockets will be buttoned. Hands should be kept out of uniform pockets.
- s. Cadets are required to wear headgear outdoors on the EPHS campus. Headgear will also be worn for all AFJROTC drill, during off campus field trips, for special duties, such as ushering, and going to and from school. Hats will be required while drilling in uniform.
- t. Trim loose strings and frayed seams on the uniform.

- u. Avoid carrying bulky items in the pockets, which distort the uniform appearance.
 - v. Shoes should have a glossy shine (hint: check heels and sides of soles)
 - w. Notify Instructors of missing buttons promptly.
 - x. Wristwatches, identification bracelets, and rings (three ring maximum) may be worn. Ornamental necklaces, pendants, ankle bracelets and other conspicuous adornments can be worn if not visible. Do not wear rubber bands on your wrist.
 - y. The blue Air Force nametag is worn over the right side of the short sleeve blue shirt:
 - i. Males - parallel with and centered above the top seam of the pocket on the male uniform
 - ii. Females – center name tag on right side, even with or 1½ inches higher or lower than the first exposed button.
 - z. Ribbons are to be centered on the left side, parallel with the ground. Align bottom of ribbons with bottom of nametag.
 - aa. All insignia are fastened with metal clutches (frogs).
 - bb. Performing hard labor or engaging in sports activities, etc., while in uniform is not permitted.
 - cc. Conservative sunglasses may be worn while outside only. (Exception: When in formation, during inspection, etc. only prescription glasses may be worn).
 - dd. Cadets should never smoke or use smokeless tobacco, etc. at any time!
4. **Optional items:** Certain uniform items are considered optional. This means cadets may purchase certain items from the military clothing sales store on an Air Force Base, but will never be mandatory. Drill Team members and Color Guard members may be authorized special items.
- **** *For any cadet not returning to AFJROTC, uniforms will be dry cleaned and returned. Any lost or damaged items will be paid for promptly.*
5. **Weekly Uniform Inspection:** Cadets will be inspected weekly on uniform wear. The uniform inspection sheet (Attachment 11) is intended to inform all cadets exactly where points may be lost during weekly inspections. Cadets should refer to this sheet when preparing their uniform.
6. **Uniform Grade:** Each cadet must wear his/her uniform at least once per week (usually on Wednesday) unless instructed otherwise. **The uniform is worn All Day!** Any cadet who attends school on uniform day but is not in uniform will receive a grade of “0” and they’ll have the opportunity to recover the grade by wearing it the next school day. The recovery grade will begin at 80% minus any deductions. Cadets will receive a uniform inspection grade (scale of 0 to 100) each week. **The uniform is worn All Day!** Failure to wear the uniform on the prescribed day or the make-up day will result in a “zero” uniform grade for the week. **If a cadet needs to change out of their uniform for any reason they must get permission from an instructor first.** If permission is denied and the cadet changes anyway, they will receive a grade of “0” and will not have the opportunity to recover the grade. **Changing-out without instructor permission is a “0” grade.** If a cadet is absent on uniform day, they must wear the uniform their first day back to school. If cadets have a legitimate reason for not wearing their uniform on the assigned date, they must coordinate with MSgt Parker or MSgt Hagarman in advance. This does not mean calling them on Tuesday night! Plan for success!

Make-up Day – The Next Scheduled School Day after the scheduled Uniform Day.

Maximum Grade – the Highest Grade you can receive on Make-Up day is 80%.

- a. Any uniform wear discrepancies will be deducted from the maximum grade indicated above.
- b. When a cadet is absent on uniform day (normally Wednesday), they will wear the prescribed uniform on the day they return to school that week. For example, if you miss school on Wednesday, you must wear your uniform on Thursday. If you miss Wednesday and Thursday, you must wear the uniform on Friday. If you miss Wednesday – Friday and your absences are excused by EPHS, you will not receive a uniform grade for that week (grade exempted) and will not be penalized.
- c. **Any student who is assigned ISS on a scheduled uniform day will NOT wear the AFJROTC uniform. The ISS cadet will be required to wear the uniform the first day back to class and will receive a grade of 100% before deductions for infractions.**

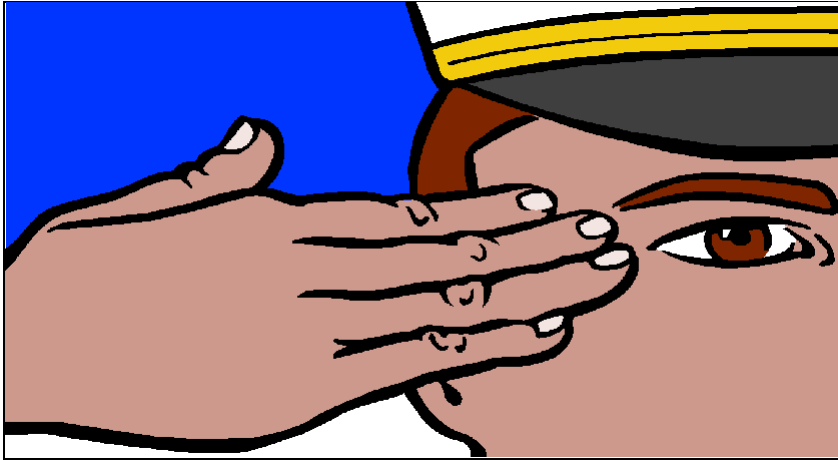


Chapter 9

Saluting, Pledge of Allegiance, and National Anthem

1. The salute is a friendly military exchange of a greeting. Military personnel consider the salute a courteous and respectful greeting among members, and it is one of the oldest traditions binding military professionals together.
2. There are special rules at EPHS governing the salute and saluting areas with which you must become familiar. When outside in uniform at EPHS, saluting is always required unless directed otherwise by the SASI or ASI. Salute when you recognize the person as an officer and eye contact is made with him/her within a reasonable distance.
 - a. The salute is rendered indoors only when cadets are reporting to cadet officers or instructors. The proper sequence of reporting includes saluting and stating (unless there is a predetermined function such as attendance reporting) "Sir/Ma'am, Cadet (rank and last name) reports as ordered". The cadet holds the salute until it is returned or otherwise acknowledged by the officer. When the purpose of the report or meeting is completed, the cadet again salutes, the officer will return the salute, or otherwise acknowledge it, and the cadet will do an about face or turn sharply toward the most direct exit and leave.
 - b. A salute is never given or returned while running. The cadet will instead come to quick time (a walk) and render the salute when approximately three paces from the officer.
 - c. Cadets not in uniform may, but not required to, salute as if they were in uniform. Remember, this is a military greeting and show of respect.
 - d. If in uniform and a cadet observes the American Flag being raised or lowered from any flagstaff, he/she will assume the position of attention, render the hand salute and hold it until the flag has reached the summit or base of the flagstaff. If the cadet is in civilian clothes, he/she will assume the position of attention and place the right hand over the heart. If a cadet is wearing civilian attire including headgear, the headgear will be removed and held in the left hand so that the right hand can be placed over the heart.
 - e. The Pledge of Allegiance is recited and a cadet is in uniform indoors, the cadet should stand at attention, remain silent and face the flag. If most of those present are in civilian clothes, however, the cadet may exercise the option of joining with the others in reciting the pledge.
 - f. If the Pledge of Allegiance is recited and a cadet is in uniform outdoors, the cadet should stand at attention, remain silent, face the flag, and render the hand salute.
 - g. If the Pledge of Allegiance is recited and a cadet is not in uniform and is either indoors or outdoors, the cadet should stand at attention, face the flag, and recite the pledge. The right hand is over the heart during the recitation, and males will hold hats if worn, as described in paragraph 1-d above.
 - h. If the National Anthem is being played, and a cadet is in uniform indoors, the cadet should face the flag (or the sound of the music), but not salute unless under arms.
 - i. When the National Anthem is being played, and a cadet is in uniform outdoors, the cadet should stand at attention, face the flag (if it is visible, or music if it is not), and salute. (If no flag is visible and music is recorded, the cadet should simply face straight ahead while saluting).
 - j. If the National Anthem is being played, and a cadet is not in uniform (is in either civilian or athletic attire), and the cadet is either indoors or outdoors, the cadet should stand at attention, face the flag, and place the right hand over the heart. Also as noted above in paragraph 1-d above, hats worn should be place in the left hand.
 - k. If a cadet is late for formation, he/she will approach the cadet or person in charge when the formation is at a halt, salute, and request permission to fall in. Simply approach the person in charge, salute, and request permission to join the class.

- 1 Cadet Officers and NCOs should correct saluting errors in a courteous and helpful manner when a cadet junior in rank commits such errors. All cadets are expected to accept such corrections with gratitude and courtesy.



Chapter 10

Grading Policy, Makeup Work, Evaluations, Extra Credit

1. **Grading Policy:** All cadets earn their grades based on work they do. No grades are given because a cadet merely attends class. If a cadet does not work, his/her grade will suffer. All points earned will be on a scale of 0 to 100 and incorporated into the school's grading system with the following percentages:

Summative Assessments	70%
Uniform Grade (Weekly)	20%
Tests, Formal Drill Grade, Research projects/presentations	15%
Leadership/Followership	15%
Physical Fitness Participation	20%
Formative Assessments	10%
Quizzes/Homework/DLD	10%
Final Exam	20%

- a. **Uniform Grade:** This refers to the actual wearing of the uniform. It reflects the cadet's degree of attention to detail, organization, and planning. Normally evaluated Wednesday's unless otherwise instructed. See Attachment 11 at end of this guide for evaluation sheet. The ASI or flight commanders normally conduct the inspections. If the cadet does not wear the uniform properly outside of the classroom, he/she could lose points or could possibly receive a zero, with no make-up option. If any cadet has the same write-up 2 times in a row, or fails to wear their uniform regularly in an acceptable manner, they will be referred to the ASI or SASI for grade determination. If any cadet fails to wear their uniform, 2 weeks in a row, the cadet will be referred to the SASI for counseling and the parent/guardian will be notified. If the cadet fails to comply by the end of the 3rd week, the cadet will be referred to the principal for removal from JROTC with a failing grade. If a cadet fails to wear the uniform it will also result in a failing grade for "Leadership/Followership" for failure to follow instructions.
- b. **Drill Grade:** This refers to actual drill performance by the cadet. It will be scored on the drill pad or in some cases in the classroom, gym, etc.
- c. **Leadership/Followership Grade:** This is a monthly grade (Sep – Apr) based on the typical Leadership/Followership traits displayed during the month by the cadet's daily actions. Your grade for this area will start at 80% (summative grade). We will add your merits to the 80% for your grade at the end of each monthly grading period; or deduct demerits from your grade. You must read Chapter 13 of this cadet guide for more information about Merits/Demerits. The cadet's conduct and behavior

throughout the entire school environment will be a factor. All leadership grades are carefully considered by MSgt Parker and MSgt Hagarman. Although staff flight members and flight leadership can award merits, the SASI will ultimately review and load all grades. In short, the cadet staff can make recommendations; however, the instructors are the final arbitrator who make the final decision on these grades.

NOTE: MSgt Parker and/or MSgt Hagarman will evaluate the leadership/followership capabilities of cadet leaders using the Cadet Office/Staff Evaluation Form (Attachment 15) or Basic Cadet Evaluation Form (Attachment 16).

- d. **Activity Grade:** This includes workbooks, projects, study guides, homework, and any special activities. Grades can be given daily on the above activities by the SASI or the ASI. It reflects daily preparation and commitment to participate and put forth effort in the learning process.
 - e. **Final Exam:** The final exam is given at the end of the academic term and may include a Drill Performance Test as well as a written Academic Exam.
2. **Makeup Work:** Make up work is the sole responsibility of the cadet. If a quiz or a test was missed because a legitimate absence, it may be made up within three school days after the absence. It is the responsibility of the cadet to arrange a makeup work session with the SASI or ASI. **The instructor will not remind cadets...it's your responsibility.** If a uniform inspection is missed by a legal absence, the cadet must wear their uniform and to ensure inspection the first day he/she is back in class. If the cadet does not wear the uniform at the appropriate time, the cadet will receive a "zero" uniform grade for the week missed. The cadet can wear the uniform the following day for up to 80 points without deductions for infractions. Please note, that the statement, "I did not know what uniform to wear," will not be honored. Wearing any uniform is better than none. Call a friend, flight commander or contact an instructor to find out the uniform for the day. The uniform requirement will always be briefed and posted in the classroom the day prior. Prolonged absences will be dealt with on a case-by-case basis.
3. **Extra Credit:** Extra credit work will not normally be permitted. However, if a cadet is striving to achieve success and has completed all required assignments throughout the year, to the best of his/her ability, it will be considered on a case-by-case approach. In short, if you blow off assignments throughout the year and have "zeros" for missing assignments, don't expect the opportunity to improve your grade by doing extra credit work. You need to complete assignments throughout the year before asking for extra credit opportunities.

Any cadet who is assigned In-School Suspension (ISS) or Out of School Suspension (OSS) for three or more days will be given assignments to complete during their suspension. OSS/ISS or other EPHS discipline brings discredit upon yourself and the AFJROTC program. If you have OSS/ISS on a uniform day, you will NOT wear the uniform, it is YOUR responsibility to wear the uniform the FIRST DAY back to class for a grade. It is the cadet's responsibility to turn in all JROTC assignments the first day they return to class, which will be reflected in your leadership/followership grade. Instructors will not ask for assignments and if not turned in will result in a zero for the Leadership/followership grade. All infractions for OSS/ISS placement will be evaluated by the instructors and will be used to determine JROTC cadet status i.e., removal from the program.

Chapter 11

AFJROTC Honors & Distinctions

1. **Authority:** The Principal of East Paulding High School has authorized the AFJROTC department to award Block “EP” letters and graduation leadership cords based on outstanding achievement in the AFJROTC program.
2. **Purpose:** The award of these honors is reserved for a select few exceptional cadets who best represent the *model* cadet that other cadets may emulate. These items are not awarded to every cadet who simply meets the minimum criteria to be nominated for consideration. To ensure this privilege maintains the highest of standards, the SASI will award these distinctions extremely judiciously.
3. **Letter Description:** The AFJROTC Block “EP” is comprised of gray letters trimmed in black with “AFJROTC” and the Air Force emblem embroidered on the letter.
4. **Authorized Wear of the Letter:** The AFJROTC Block “EP” will be presented to cadets who meet established criteria. The block letter may only be awarded once during a cadet’s tenure in East Paulding’s AFJROTC program. The letter will be worn on the EPHS School athletic jacket (or comparable substitute) which may be purchased only with a letter of authorization from the SASI. The cadet’s name may be embroidered on the right chest area of the jacket. No other devices, medals, patches or lettering will be worn on the block letter or letter jacket without permission from the SASI.
5. **Criteria for the Award of the AFJROTC Block Letter:** The AFJROTC instructor staff will assess candidates who qualify for award of the letter. The block letter will be awarded at the year-end awards ceremony. Each nominated candidate must meet the following criteria during the academic year to compete for award of the AFJROTC Block Letter:
 - a. Must have a “B” average in AFJROTC for every year in the program.
 - b. No failing academic grades for the current year.
 - c. Successfully completed two full years on the Drill, Color Guard, or Marksmanship team.
 - d. No failed uniform inspections or missed uniform wears, for the current year.
 - e. No adverse discipline/punishments from the East Paulding discipline code (ISS/OSS) for the current year.
 - f. No letter(s) of reprimand, nor negative correspondence with parents, regarding failure to maintain proper behavior as outlined in Chapter 4 of this guide for urrent year
 - g. AFJROTC instructor(s) recommendation.
6. **AFJROTC Distinguished Leadership Stoles:** This stole may be awarded to select senior officer leaders within this AFJROTC program. It is intended to be awarded to the Corps and Vice Corps Commanders but may also be awarded to the three additional officers representing the Cadet Corps Leadership team (i.e., the “Committee of Five”). This is a white stole with blue embroidery of the words “Leadership” on one side and “AFJROTC” on the other side (see picture below). Cadet officers, at this level, are tasked to set an exemplary example at all times: Demotion/Removal from the leadership team will disqualify the candidate for this award. The Senior Aerospace Science Instructor (SASI) retains full authority to grant an exception to policy in circumstances when truly outstanding leadership performance overshadows these guidelines.
7. **AFJROTC Graduation Cords:** Our Air Force JROTC cadets are eligible for two types of cords to be awarded for graduation from high school: the AFJROTC Aerospace Science Completion/Longevity Cord and/or the AFJROTC Officer Leadership Cord. Please refer to the criteria below, with an emphasis on continued enrollment and proper behavior for eligibility.
8. **Criteria for the Award of the AFJROTC Aerospace Science Completion/Longevity Cord** (refer to the red, white, & blue cord below):
 - a. Must be a graduating senior who has served at least six “active” semesters in AFJROTC (6 credits).

- b. Must have earned an A/B grade in each one of their AFJROTC classes.
- c. Must have a weighted high school GPA of 3.0 or higher by the end of Fall semester or have achieved at least 40 community service hours.
- d. No failing academic grades for the current year.
- e. No failed uniform inspections, or missed uniform wears, for the current year.
- f. No adverse discipline/punishments from the East Paulding discipline code (ISS/OSS) for the current year.
- g. No letter(s) of reprimand, nor negative correspondence with parents, regarding failure to maintain proper behavior as outlined in Chapter 4 of this guide for current year.
- h. AFJROTC instructor(s) recommendation.

Criteria for the Award of the AFJROTC Officer Leadership Cord (refer to the blue and silver cord below):

- a. Must be a graduating senior who served with the distinction of an AFJROTC cadet officer in a leadership role.
- b. Must be a graduating senior who has served at least six “active” semesters in AFJROTC (6 credits).
- c. Must have earned an A/B grade in each one of their AFJROTC classes.
- d. Must have a weighted high school GPA of 3.0 or higher by the end of their senior-year Fall semester or have achieved at least 40 community service hours.
- e. No failing academic grades for the current year.
- f. No failed uniform inspections, or missed uniform wears, for the current year.
- g. No adverse discipline/punishments from the East Paulding discipline code (ISS/OSS) for junior & senior year.
- h. No letter(s) of reprimand, nor negative correspondence with parents, regarding failure to maintain proper behavior as outlined in Chapter 4 of this guide for junior & senior Year AFJROTC instructor(s) recommendation.



Leadership Stole



Longevity Cord



Officer Leadership Cord

Note 1: The reference to *current year* (above) refers to the semester/year when the 6th qualifying credit is completed. It is implied and expected that if invited back for a senior year these minimum standards will continue to be maintained.

Note 2: The Senior Aerospace Science Instructor (SASI) retains authority to grant an “exception to policy” in rare circumstances when truly outstanding performance overshadows a deficiency in any one aspect of the preceding criteria.

Note 3: Failure to wear the uniform or failure to maintain cadet conduct standards as reflected in Chapter 4 of this guide will result in loss of officer status which eliminates eligibility for this award.

Chapter 12

Leadership Development Requirements (LDR)

1. **Color Guard:** This elite group has the honor of presenting the national and state flags at school and community events. Distinctive uniform items are worn by the Color Guard. Each cadet has an opportunity to train for the Color Guard team.
2. **Drill Team:** A tremendous amount of effort is required in this activity. Here is a chance to polish the basic skills learned. After school practice, extreme dedication, concentration, complete compliance with the Drill Team Commanders' commands, extra care of the uniform, the desire for public exhibition and recognition, and individual desire will limit this activity to about 30% of the Corps. Drill Team is considered a Club for Drill Team members only. Not for those trying to earn a spot on the team.
3. **Saber Team:** This team is trained to use ceremonial sabers for specific events. Homecoming events, recognition ceremonies, military ball, etc.
4. **Kitty Hawk Society:** This is the official AFJROTC and National Honors Society. It strives to promote high academic standards, service to the school and community, promote initiative and self-confidence, develop leadership skills, promote academic excellence, encourage educational development after high school, and further the Air Force's role in aerospace education.
5. **Marksmanship Program:** Competitive shooting at Air Force and Georgia High School Association events. An air rifle (.177 caliber) is used for the unit's Civilian Marksmanship Program which utilizes either compressed air or compressed carbon dioxide.
6. **Raiders Team:** A team comprised of those cadets who wish to challenge their physical endurance, mental strength, and their leadership. All cadets who participate in Raider team will have a chance to strengthen their leadership, improve on their fitness, and participate in competitions against other school Raider teams.
7. **Aero Club:** Cadets will learn the fundamentals of flight while learning to fly on the flight simulator. Cadets can use the hours they earned on the flight simulator to apply for the JROTC Flight Academy Scholarship program, where they can receive their private pilots license.
8. **Rocketry Program:** Design, build, fly and recover small rockets that are made of paper, plastic, balsa wood, or other lightweight material. An exciting introduction into aerospace engineering, design, and basic concepts of flight and space.
9. **Orienteering Team:** Orienteering is a competitive sport that combines racing with navigation. It is a timed race in which individual participants use a specially created, map to select routes and navigate with a compass through diverse and often unfamiliar terrain and visit control points in sequence.
10. **Aerospace Static Model Program:** Design and/or build small rockets, planes, or other aircraft/spacecraft. Learn about aerospace engineering, design, and functionality in the Air Force.
11. **Multi-Copter (Drone) Program.** We provide a group of cadets to learn and engage in one of the fastest growing STEM programs in the nation today. The ability to fly a drone and use it for recreational or commercial activities is available to all cadets in our program.
12. **Air Force Weather Agency Program:** Increase cadet's knowledge and appreciation for the role weather plays in the operational world of aviation safety.

13. **Social Activities:** The cadet squadron conducts various social events that may include an Awards Banquet, Military Ball, Field Day, Picnic, Skating Party, Parades, etc. These events are planned and organized by the cadets, open to all cadets, and are integral parts of the AFJROTC program. Many of these activities are mandatory events so you must plan accordingly
14. **Curriculum in Action (CIA):** Trips to Air Force Bases, aerospace museums, colleges and universities are an important part of the Aerospace Science curriculum and are real highlights of the school year. All cadets in good standing such as cadets passing the course with a 70, or higher; and/or cadets with no disciplinary infringements (i.e. ISS/OSS/instructor recommendation) will have the opportunity to participate with parent's approval.
15. **E-Sports:** E-Sports encourages communication and coordination amongst student athletes. By playing games, cadets are able to deepen their levels of interactions and communicate more effectively, readying them for later life. E-Sports teaches participants many relevant skills, such as streaming, production, programming and management.
16. **Chess Club:** To be in Chess Club, all you need is a desire to play chess! No prior experience needed-we'll teach you!
17. **Fund Raising:** Various fund-raising activities are conducted to support numerous functions. The success of any fund-raising effort depends largely on the support of each cadet.

Note: See the Air Force JROTC Consolidated Operational Supplement for additional information on co-curricular activities.



Chapter 13

Cadet Promotions

1. The quest for promotion provides constant challenges and motivation to cadets. This challenge is appropriate since the change of insignia that accompanies a promotion is visible evidence of progression and standing among contemporaries. Also, the insignia is evidence of growing maturity, the ability and willingness to accept additional responsibility, and demonstrated growth leadership.
2. Promotions in high school AFJROTC are based on self-initiative and are dependent on satisfactory performance. The lowest rank increases one rank for each year in the program. For example, the lowest rank for Aerospace Science AS-I cadets is Cadet Airman, for AS-II cadets it is Cadet Airman First Class, for AS-III cadets it is Cadet Senior Airman and for AS-IV cadets it is Cadet Staff Sergeant. For AS-I cadets, this rank will be assigned at the end of the school year. For advanced cadets, ranks will be assigned at the beginning of the new school year. The following criteria must be met for promotion eligibility:
 - i. No ISS/OSS,
 - ii. No missing uniforms wears
 - iii. No uniform grades below 85
 - iv. Must have a grade average of at least an 80 in JROTC
 - v. Promotion referral form signed by all teachers
- a. Enlisted Promotions: Enlisted cadets will have the ability to apply for promotion throughout each academic year. Promotion boards will meet approximately Sept 15th, November 15th, February 15th and April 15th. Cadets who meet the board on the Sept 15th and are promoted, **must meet the time in grade requirement (wear the rank for not less than 90 days) *BEFORE*** they can meet the next board for promotion. Each promotion will require a specific portion of the Cadet Achievement Record (CAR) be completed prior to applying to meet the promotion board. Once you've passed the promotion board, the final decision on any promotion will be made by the SASI/ASI. The cadet will then be given a specific promotion date. The SASI/ASI will review the academic and discipline records for each cadet and make the final determination on who gets promoted. In short, we will not promote cadets to a higher position simply because they complete the paperwork.
- b. Officer Promotions: Cadets are selected as cadet corps leaders (officer rank) based on the Whole Person Concept. Officer promotions are ranks usually based on the position they hold. Cadet Officer positions will normally be filled by senior cadets or deserving junior cadets. Although Junior cadets usually fill top NCO positions, they can be considered for officer positions. Consideration can be given for previous experience in organization such as the Civil Air Patrol or prior Junior ROTC program, etc. To obtain officer rank/status, cadet officer candidates must also attend the Cadet Leadership Course, which are usually held for three days during the summer. Cadet officers are expected to assist as leadership (cadre) during follow-on summer leadership courses. Please note, the "Whole Person Concept" includes but not limited to the following:
 - i. Academic Leadership
 - ii. Organizational Leadership
 - iii. Co-Curricular Activities
 - iv. Service
 - v. Organizational Support
 - vi. Military Appearance
 - vii. Program Impact
- c. **Demotion Criteria:** *In certain situations cadet demotions can occur. For example, cadets who are unwilling or unable to perform the duties required, or clearly show that they do not intend to accept*

all the responsibility associated with a position will be removed from that position and awarded the appropriate rank (enlisted or officer).



Chapter 14

Merit/Demerit Program

1. The Merit/Demerit program is designed as a leadership tool for recognizing and dealing with the mistakes and wrong choices you are apt to make as a cadet in a leadership program. This system is not designed to punish the individual for the mistakes they make, but rather, to give them an opportunity to correct their own mistakes. This program is designed to “get the attention” of a cadet so she/he can correct the undesirable behavior. Continuous, or repeat, violations will be documented on a Letter of Counseling.
2. Your goal is to earn more merits than demerits! Demerits must be worked off by earning merits. The SASI will have a total of merits and demerits for each cadet for each monthly period: They will be converted into a grade and loaded into Infinite Campus. The list below has many examples of how merits/demerits may be earned:

Merit Activity	Demerit Activity
Color Guard	Disrespect to Instructor/ Student Leader
Parade Participation	Class Disruption
Build Rocket/Model Airplane	Eating w/o Permission
AF Presentation – See SASI	Vandalizing
AF Report – See SASI	Profanity/Obscene Gestures
Additional Uniform Wear	Not Following Directions
Top Fundraiser	Cell Phone Usage w/o Permission
Attend LDR Comp	Stealing
Compete in LDR Comp	Rude/disrespectful Behavior
Special Event Participation	Cheating
Cleaning up the Facility	
Meet Fundraising Goal	

3. The objective is to always have as many merits on your account as possible. Merits will be treated as extra-credit points for your Leadership/Followership grade. The only way you will ever lose your merit points is by receiving demerits. Every month, your beginning grade is 80% and a maximum of 100%. An instructor, or a Senior Cadet Leader, may evaluate the leadership/followership capabilities of a cadet using the Cadet Officer/Staff Evaluation Form (Attachment 17) or Basic Cadet Evaluation Form (Attachment 18).

NOTE 1: See Chapter 10 for additional grading information concerning this program.

NOTE 2: Merit and demerits are administered September thru April.

Chapter 15

Cadet Squadron Organization

1. **Organization and Staff Functions:** The Organization Chart below shows the functions of the Squadron. Each cadet should become familiar with all of the functions to gain a more complete understanding of those jobs as they relate to the Squadron. This chart also reflects the Chain of Command by a line connecting the functions or positions. Information, guidance and decisions flow down the chain of command in the form of oral and written instructions. Information and recommendations, which are used by cadet leaders in decisions, also flow up the chain of command. Information flow and coordination between lateral functions are also necessary for efficient staff functioning. Unless there is a free communications flow throughout the organization, the Squadron will quickly become ineffective.
2. **Cadet Organization:** The GA-20051 AFJROTC Cadet Squadron will be organized in accordance with AFJROTC directives. A current organizational chart will be published each year.
3. **Unit Manning Document:** A Unit Manning Document (UMD) will be used as a guideline for cadet positions and rank authorizations. See attachment 16 for the UMD.
4. **Cadet Appointment and Rotation of Duties:** Air Force directives state that the Senior Aerospace Science Instructor (SASI) will select the cadet chain of command and establish rotation and promotion policies. Cadets should experience ever-increasing rank and responsibility if performance, attitude, and leadership ability warrant such advancement. Cadet positions may also be rotated, if necessary. Special promotions may be made by the SASI in order to fill unit needs.
5. **Cadet Selection Criteria:** Cadets MUST attend a Cadet Leadership Course (CLC) either in-house or overnight to be considered for a leadership role. Attitude, performance and dependability have always served as the measuring tools for placing cadets in leadership positions. Cadets will not be selected for leadership positions based solely on gender, ethnicity, or academic standing. Honest & hardworking are highly sought attributes of our cadet leaders.
6. **Cadet Staff Meetings:** The Cadet Squadron Commander will conduct a staff meeting for her/his staff on a monthly basis. The “Committee of Five” will meet bi-weekly or more frequently if needed as the Corps leadership team.
7. **Assignment of Rank:** Rank will be awarded by the SASI/ASI based on the position to which a cadet is assigned. When assigned to a position, the cadet may not be automatically awarded the highest rank authorized by the UMD.
8. **Position Assignments (*Functions, Responsibilities, and Job Descriptions*):** Upper-level cadets may be assigned positions of responsibility in the Cadet Squadron so that they can develop leadership ability, teamwork, organizational skills, and self-discipline. Rank is awarded commensurate with the level of responsibility of the position. Each cadet is expected to perform the responsibilities and duties of the position to which he is assigned. The basic duties of the key positions follow:
 - a. **Corps Commander is responsible for:**
 - i. The overall cadet corps organization: and will establish key leadership theme(s) to help inspire and lead the cadet corps to great accomplishments.
 - ii. Directly supervises the Vice Corps Commander, Inspector General, applicable staff members, and other staff positions as directed by the SASI.
 - iii. Understands the mission of the AFJROTC organization and is responsible for the appearance, discipline, training, and conduct of the Squadron.
 - iv. Maintains a command presence throughout the corps.
 - v. Determines and maintains written policies that provide unit guidance.
 - vi. Inspects and evaluates staff functions.
 - vii. Conducts periodic staff meetings to ensure smooth operation of the Squadron.

- viii. Administers program-wide activities according to Air Force principles and procedures.
- ix. Ensures an effective chain of command exists and operates.
- x. Maintains close coordination with the SASI/ASI related to cadet corps activities.

b. Cadet Vice-Commander is responsible for:

- i. Responsible to the Corps Commander and when directed by the SASI/ASI will assume duties of the Commander (i.e., also tasked as the Vice Commander in the Commander's absence).
- ii. Directly supervises, tasks, and manages Cadet Corp Management Staff.
- iii. Coordinates closely with the Commander and prepares the agenda for weekly staff meetings.
- iv. Monitors progress of all special committees. In conjunction with the Operations Officer and the Mission Support Officer, develops and publishes a schedule of activities for the term, including Weekly Operations Orders, plans and organizes Field Day activities, parades, reviews, awards banquet, field trips, etc.
- v. Keeps the Commander informed on all activities.
- vi. In conjunction with the Inspector General, and at the direction of the Commander, serves as the lead agency for ensuring proper standardization of the organization (i.e. IAW AFJROTC Instructions and Guidelines).

c. Executive Officer is responsible for:

- i. Tracks work that needs to be accomplished in the organization and manages suspense's owed to AFJROTC headquarters, instructors, and commander/vice commander.
- ii. Manages the schedules of the commander and vice commander.
- iii. May be required to fill-in during the absence of the commander, vice commander or operations Officer.
- iv. Responsible for managing the corps calendar of events.

d. Cadet Inspector General is responsible for:

- i. Standardization throughout the Cadet Corps.
- ii. Special projects or investigations as assigned by the Cadet CC or SASI.

e. Cadet Public Affairs Officer is responsible for:

- i. Developing a publicity program for AFJROTC program to include appropriate bulletin board displays.
- ii. Coordinating with school yearbook staff on cadet activities.
- iii. Maintaining unit scrapbook and other records reflecting Squadron accomplishments.
- iv. Ensuring proper video and still photograph coverage of all cadet activities.
- v. Coordinates and conducts the AFJROTC recruiting program in the high school and middle school; and the AFJROTC Wingman and retention programs.
- vi. Developing an AFJROTC Yearbook as directed by the ASI or SASI.

f. Cadet Operations Officer is responsible for:

- i. Responsible to the Chief of Staff and directly supports the Flight Commanders.
- ii. Relays information to the Flight Commanders.
- iii. Understands the mission of AFJROTC and leads activities to improve the appearance, discipline, training, and conduct of all members of the unit.
- iv. Acts as a liaison between commander, flights and staff.
- v. Assists Flight Commanders to ensure compliance with standards of dress and appearance.
- vi. Coordinates Flag Detail teams for raising and lowering flag each school day.
- vii. Performs other duties as assigned by the Commander.

g. Cadet Logistics Officer is responsible for:

- i. Assisting the Military Property Custodian (MPC) with the receipt, issue and accountability of uniform items, equipment and supplies related to the operation of the cadet Squadron.

- ii. Assisting the MPC in maintaining cadet supply records. Conduct periodic and special inventory of equipment and supplies.
- iii. Co-supervisor of Flight Logistics Representative.

h. Cadet Plans and Programs Officer is responsible for:

- i. Assist the commander with development of the program's annual goals (as required by the Air Force).
- ii. Makes recommendations for a strategy to achieve annual goals; and monitors unit progress towards those objectives.
- iii. Develops, maintains & updates continuity folders for all key processes.
- iv. Ensures LDR commanders are assigned to each LDR
- v. Completes periodic checks on the LDRs to ensure practices are running smoothly and there is sufficient cadet involvement.

i. Cadet Information Management Officer is responsible for:

- i. Properly working computer/printer systems (works with SASI or ASI if work orders are needed to fulfill this duty).
- ii. The use of technology to communicate within the organization and outside of the organization to the public (such as the web site, Face Book, etc.).
- iii. The use of technology within the classroom—innovative ways to make learning fun and to make information more accessible to our cadets.
- iv. Wings data entry.
- v. Making cadet assignments as directed by the Commander.
- vi. Keeping the cadet organization chart current with correct names, rank, etc.
- vii. Maintaining cadet personnel files by accurately updating records of cadet assignments, promotions, awards, etc.
- viii. Serves on Cadet Boards and records findings/results/recommendations, etc.
- ix. Maintaining organization chart and Unit Manning Document (UMD)
- x. Performs other duties as assigned by the CC, Chief of Staff, ASI, or SASI.

j. Cadet Mission Support Officer is responsible for:

- i. Cadet Special Projects Officer(s) who plan, organize, and execute all major projects assigned by the CC or CV/Chief of Staff to include Veterans Day activities, Military Balls, Dining In/out, Awards Night, etc.
- ii. Cadet Information Management Officer(s) who records and publishes minutes of cadet staff meetings; authenticates, publishes, distributes and files all cadet publications including special orders, schedule of activities, regulations and forms; prints and publishes all correspondence to include recruiting letters (in coordination with Public Affairs); and maintains/updates all cadet regulations.
- iii. Cadet Training Officer(s) who develops, leads and manages learning opportunities such as the model club, the rocketry club, and other special interest events. Also, manages all standardized, formal training if required for all flights.

k. Special Operation Officer is responsible for:

- i. Appoints a Cadet Project Officer (PO) for each major task assigned to the cadet corps. Project Officers will be responsible for planning, coordinating, and supervising their specific projects. Each PO will complete a project continuity notebook for each assigned task/event. The project continuity notebook (prefer electronic copies) should include, but is not limited to, the following information:
 - Point of Contact roster (Names, titles, and phone numbers of those contacted to coordinate the event).
 - Master list of attendees/participants by name.
 - Event budget (identifies all requirements and associated costs.)
 - Financial reports of each cadet activity.
 - Event/Program itinerary.

- Supplies, resources and materials required (as applicable).
 - Comments or suggestions for future project officers.
 - Names of Project Officer and cadets who helped complete the project.
- ii. Planning fund raising activities in coordination with the Cadet Squadron Vice Commander.

l. Cadet Flight Commander is responsible for:

- i. Ensuring proper appearance, training, conduct of flight members during leadership and classroom training.
- ii. Leading and directing the cadet flight at all cadet formations.
- iii. Reporting to the instructors on the status of the flight to include matters of discipline and problem areas.
- iv. Developing those emerging leaders under her/his command such as mentoring the flight commander, flight sergeant, and element leaders.

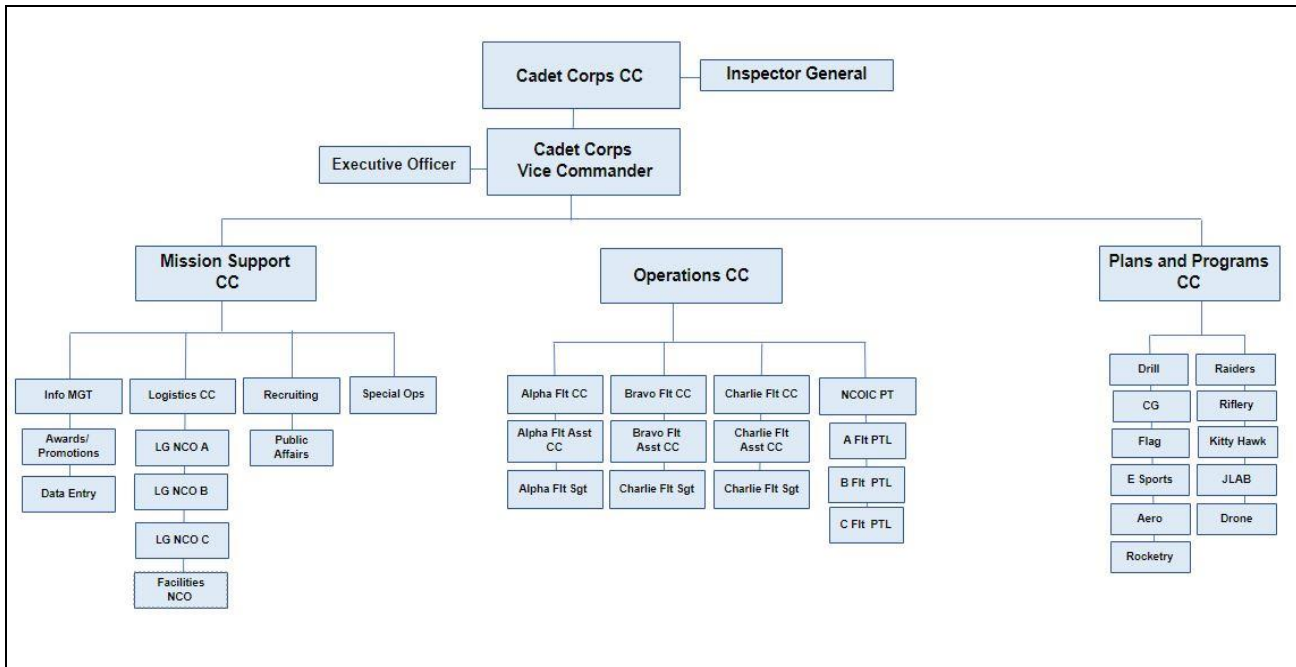
m. Cadet Assistant Flight Commander is responsible for:

- i. Ensure the flight commander is successful with all duties outlined above.
- ii. Fill-in during the flight commander's absence by completing all Flt CC duties listed above.

n. Cadet Flight Sergeant is responsible for:

- i. Ensure the flight commander is successful with all duties outlined above.
- ii. Fill-in during the flight commander's absence by completing all Flt CC duties listed above.

GA-20051 Organizational Chart SY 23-24



Chapter 16

Awards and Decorations

Awards and Decorations: The Cadet Awards and Decorations Program foster morale, esprit de corps, and recognize achievements of AFJROTC cadets. Awards sponsored by national organizations are funded by the sponsoring organization and donated through local chapters where available. **Ribbons will not be worn with Medals (only the medals will be worn).**

NOTE: Medals will not be worn on regular uniform days or during any type of competition, i.e., drill, Cyber-Patriot, Academic Bowl, etc.

1. **Gold Valor Award.** Award consist of a medal, ribbon, and certificate. The Gold Valor Award recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded.
2. **Silver Valor Award.** Award consist of a medal, ribbon, and certificate. The Silver Valor Award is awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded.
3. **Cadet Humanitarian Award.** Award consists of a ribbon and certificate. It is intended to recognize cadets who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has placed or has the potential to place a hardship on their fellow citizens. This award is not to be used to recognize day-to-day service in the community. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded.
4. **Silver Star Community Service with Excellence Award.** Award consists of a ribbon with a Silver Star device and certificate. The Silver Star Community Service with Excellence Award will be an honor that emphasizes the value of community service, and establishes a greater sense of pride within the corps. The award will be given to cadets in the Top 5% of units (approximately 45 units) who have the highest "per cadet average" community service hours. "Countable" hours must be logged into WINGS and be accomplished IAW published guidance in AFJROTCI 36-2010. Countable hours will be the period from 11 April (previous year) to 10 Apr (current year).
5. **Community Service with Excellence Award.** Award consists of a ribbon and certificate. It is intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefit the local community. This is not an award given to participants but to the key leader(s) of the project. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

National Level Awards

These awards may be issued to cadets, but medals from these organizations **WILL ONLY** be worn during events such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

6. **Air Force Association (AFA) Award.** Cadets may only receive this award once. This AFA-sponsored award and is presented annually at each unit to the outstanding second-year (in a 3- year program) or third-year cadet (in a 4-year program). Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. The award recipient must possess/meet the following personal characteristics and eligibility criteria:
 - a. Top 1 % of the cadets in a unit in the following areas, academics, leadership, and professionalism.
 - b. Positive attitude (toward AFJROTC and school).
 - c. Outstanding personal appearance (uniform and grooming).
 - d. Display personal attributes such as initiative, judgment, and self-confidence. Courteous demeanor (promptness, obedience, and respect for customs).
7. **Daedalian Award.** Cadets may only receive this award once. The Order of Daedalin's is a fraternity of commissioned pilots from all military services. It is named after the legendary figure, Daedalus, and was organized by WWI military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self-sacrifice which place service to the nation above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This annual award recognizes one outstanding third-year cadet at each unit that meets the following criteria:
 - a. 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.
 - b. Rank in the top 10% of their AFJROTC class.
 - c. Rank in the top 20% of their school class.

NOTE: The SASI selects the recipient and requests the award from the nearest Daedalian Flight. A minimum of 90 days' notice is required to allow the local chapter to obtain the award from their national headquarters and to schedule a Daedalian Flight presenter for the award.

8. **Daughters of the American Revolution (DAR) Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually to one third year (in a 3-year program) or fourth- year cadet (in a 4-year program) that meets the following criteria:
 - a. Rank in the top 25% of their AFJROTC class.
 - b. Rank in the top 25% of their high school class.
 - c. Demonstrate qualities of dependability and good character.
 - d. Demonstrate adherence to military discipline.
 - e. Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training.

NOTE: The SASI and principal select the recipient and must request the award and a presenter not later than 1 March. The award devices and presenter can be requested from the nearest DAR chapter. See Attachment 7-17 for list of award points of contact.

9. **American Legion Scholastic Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually to

one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's overall scholastic achievements. Each cadet must:

- a. Rank in the top 10% of the high school class.
- b. Rank in the top 25% of their AFJROTC class.
- c. Demonstrate leadership qualities.
- d. Actively participate in student activities

NOTE: The SASI, as chairman, with the ASI and at least one faculty member, selects the recipient and must request the award not later than 15 April. The award devices and presenter can be requested from the nearest American Legion Post. If there is no local post, contact the American Legion Headquarters. See Attachment 7-17 for list of award points of contact.

10. **American Legion General Military Excellence Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's general military excellence. Each cadet must:
 - a. Rank in the top 25% of their AFJROTC class.
 - b. Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.

NOTE: The SASI, as chairman, with the ASI and at least one faculty member, selects the recipient and must request the award not later than 15 April. The award devices and presenter can be requested from the nearest American Legion Post. If there is no local post, contact the American Legion Headquarters.

11. **Reserve Officers Association (ROA) Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually for military and academic achievement to an outstanding third-year cadet (fourth-year cadet in a 4-year program). The recipient must possess individual characteristics contributing to leadership such as:
 - a. Be in the top 10% in the AFJROTC program.
 - b. Be in the top 25% in academic grades.
 - c. Be recognized for having contributed the most to advancing the objectives of the AFJROTC program, which include outstanding dedication to citizenship, knowledge of civic responsibility, military orientation, self-discipline and a sound work ethic.

NOTE: The SASI with the ASI, selects the recipient of the award. The local ROA chapter contacts each SASI before 15 January and furnishes the name of the ROA representative for presentation purposes. If no contact is made by 15 January, the SASI must communicate directly with the National Headquarters of the Reserve Officers Association.

12. **Military Officers Association of America (MOAA) Award.** Cadets may only receive this award once. This award, formerly known as The Retired Officers Association Award. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually to an outstanding second-year cadet (third-year cadet in a 4-year program) who shows exceptional potential for military leadership. Each cadet must:
 - a. Be a member of the junior class.
 - b. Be in good academic standing.
 - c. Be of high moral character.
 - d. Show a high order of loyalty to the unit, school, and country.
 - e. Show exceptional potential for military leadership.

NOTE: The SASI selects the recipient subject to the final approval of the sponsoring MOAA chapter. The SASI requests the award devices from the nearest MOAA chapter. A MOAA representative will make the award

presentation. If a MOAA chapter is not available in the area, the SASI sends the request to the MOAA headquarters.

13. **Veterans of Foreign Wars (VFW) Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award presented annually to an outstanding second or third-year cadet in a 3-year program (third or fourth-year cadet in a 4-year program) who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:
 - a. Positive attitude toward the AFJROTC program
 - b. Must be enrolled as a 10th-12th grade AFJROTC student
 - c. Must maintain a "B" average in AFJROTC curriculum and a "C" average in all remaining subjects with no failing grades in the previous semester
 - d. Active in at least one other student extracurricular activity (music, athletics, government, etc.)
 - e. Not a previous recipient of this award.

NOTE: The SASI selects the recipient subject to the final approval of the sponsoring VFW chapter. The SASI requests the award from the nearest local post in February for presentation in April or May. A VFW representative will present the award at an appropriate ceremony. If no local post is available, or if the local post does not offer the award, obtain information by contacting the headquarters of the Veterans of Foreign Wars of the United States.

14. **National Society United States Daughters 1812 Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Awarded annually, at the SASI's discretion, for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits.
15. **National Sojourners Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually recognizing an outstanding first- or second-year cadet (second or third-year cadet in a 4-year program) who contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must:
 - a. Be in the top 25% of their academic class.
 - b. Encourage and demonstrate ideals of Americanism.
 - c. Demonstrate potential for outstanding leadership.
 - d. Not have previously received the award.

NOTE: The SASI selects the recipient subject to the final approval of the sponsoring National Sojourners chapter. The SASI requests the award from the nearest local chapter in February for presentation in April or May. A representative from the National Sojourners will make the award presentation at an appropriate ceremony. If no local chapter is available or if the local chapter does not offer the award, contact the headquarters of the National Sojourners.

16. **Scottish Rite, Southern Jurisdiction Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award annually recognizes an outstanding second-year cadet in a 3-year program or third-year cadet in a 4-year program. Each cadet must:
 - a. Contribute the most to encourage Americanism by participation in LDR activities or community projects Demonstrate academic excellence by being in the top 25% of class.
 - b. Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism
 - c. Not have been previous recipients of this award.

NOTE: The SASI selects the recipient and requests the award from the nearest Scottish Rite Valley of the Southern Jurisdiction at any time during the calendar year. With a 30- day notice, a representative of the Scottish Rite Valley of the Southern Jurisdiction will make the presentation at an appropriate ceremony. If no local unit is available, or if the local unit does not offer the award, obtain information by contacting the national headquarters of the Scottish Rite Valley of the Southern Jurisdiction. The star worn on the ribbon must be procured with private or unit funds and will not be furnished by the sponsoring organization.

17. **Military Order of the Purple Heart Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award annually recognizes an outstanding underclassman (first, second, or third-year cadet), who is enrolled in the AFJROTC program and demonstrates leadership ability. (Seniors are not eligible) Each cadet must:
- a. Have a positive attitude toward AFJROTC and country.
 - b. Hold a leadership position in the cadet corps.
 - c. Be active in school and community affairs.
 - d. Attain a grade of "B" or better in all subjects for the previous semester.
 - e. Not a previous recipient of this award.

NOTE: The SASI selects the recipient and requests the award from the nearest Military Order of the Purple Heart unit in February for presentation in April or May. A representative of the Military Order of the Purple Heart will make the presentation at an appropriate ceremony. If no local unit is available, or if the local unit does not offer the award, obtain information by contacting the national headquarters of the Military Order of the Purple Heart.

18. **Sons of the American Revolution (SAR) Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award recognizes an outstanding second-year cadet in a 3-year program or third year cadet in a 4-year program who is enrolled in the AFJROTC program. The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and not have previously received the award. Each cadet must:
- a. Be currently enrolled in the AFJROTC program.
 - b. Be in the top 10% of their AFJROTC class.
 - c. Be in the top 25% of their overall class.

NOTE: The SASI and the Principal select the recipient of the award not later than 1 March. The SAR national headquarters furnishes the secretary of each applicable SAR state organization a list of the AFJROTC units in their state. A representative of SAR will present the award and correspond directly with each unit within their area. The SASI makes arrangements for presentation with the applicable state society or local chapter

19. **Military Order of World Wars Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually to an outstanding cadet who has committed to continue the aerospace science program the following school year. Selection is based on outstanding accomplishments or service to the AFJROTC unit. The SASI, with the concurrence of the principal, selects the recipient and completes the Military Order of the World Wars (MOWW) citation by summarizing the cadet's outstanding accomplishments or service to the unit. The citation and request for the medal, certificate, and ribbon are sent to the nearest local chapter of the MOWW. The SASI will make arrangements for a MOWW representative to make the presentation at an appropriate ceremony. If a local chapter is unavailable, contact the MOWW National Headquarters. If a member is not available, any active, reserve, or retired commissioned officer may present the award.
20. **American Veterans (AMVETS) Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. This award is presented annually to one qualified cadet that possesses individual characteristics contributing to leadership such as:
- a. A positive attitude toward AFJROTC programs and service in the Air Force.

- b. Personal appearance (wearing of the uniform, posture, and grooming, but not physical characteristics per se).
- c. Personal attributes (initiative, dependability, judgment, and self-confidence).
- d. Officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards).
- e. Obtained a grade of “A” (or the numerical equivalent) in their AS class.
- f. Be in good scholastic standing in all classes at the time of selection and at the time of presentation.

NOTE: The SASI selects the recipient of the award and submits a brief nomination letter and biographical sketch of the cadet to the state AMVETS department where the school is located. An AMVETS representative will make the presentation if a participating local post or department representative is available. See Attachment 7-17 for list of award points of contact.

21. **Air Force Sergeants Association (AFSA) Award.** Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. This award recognizes an outstanding second- or third-year cadet in a three-year program (third- or fourth-year cadet in a 4-year program). The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must:
 - a. Be in the top 10% of the AFJROTC class.
 - b. Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.
 - c. Not a previous recipient of this award.

The SASI, as chairperson, with the ASI, recommends the recipient of the award at least 60 days prior to the desired presentation date, but not later than 15 April. The SASI requests the award and an AFSA presenter from the nearest AFSA chapter. If information on the nearest chapter is not available, or if there is no active AFSA chapter in the area, the SASI will contact the AFSA international headquarters; (please send an email to AFSA HQ at bhill@hqafsa.org) to obtain the name and address of the division president whose area of responsibility is nearest the requesting school.

22. **Tuskegee Airmen Incorporated (TAI) AFJROTC Cadet Award.** Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. This award is presented annually to two cadets. Cadets may be first-year, second year, or third-year cadets (in a 3- or 4-year program) and must meet the following criteria:
 - a. Attain a grade of “B” or better in their AS class.
 - b. Be in good academic standing.
 - c. Actively participate in cadet corps activities.
 - d. Participate in at least 50% of all unit service programs.

NOTE: The SASI and ASI select the recipients.

23. **The Retired Enlisted Association (TREA) Award.** Cadets may only receive this award once. Awarded annually, at the SASI’s discretion, for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days.
24. **The Celebrate Freedom Foundation Award.** The Celebrate Freedom Foundation (CFF) Award for Excellence in Academic Programs. Cadets may only receive this award once. The awards program recognizes 9th, 10th, 11th and 12th grade students (including home-schooled students) enrolled in AFJROTC programs. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Cadets must demonstrate the following personal characteristics to be eligible for nomination:
 - a. Outstanding personal appearance (uniform and grooming)
 - b. Display personal attributes such as initiative, judgment and self-confidence
 - c. Courteous demeanor (promptness, obedience and respect for customs)

- d. Growth potential (capacity for responsibility, high productivity and adaptability to change)
 - e. Possess the highest personal and ethical standards and strong positive convictions
 - f. Shows the potential and desire to pursue a military career
 - g. Rank in the top 5% in his/her AS class with a grade average of A or numerical equivalent
 - h. Rank in the top 15 % of his/her academic class
 - i. Demonstrates a positive attitude (toward AFJROTC and school)
25. **Air Commando Association Award.** Cadets may only receive this award once. Awarded annually at the SASI's discretion for completing a one-page essay based on a historical AF Special Operations Mission possessing the 13 critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, and family strength. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

AFJROTC Unit Level Awards

26. **Distinguished Unit Award with Merit (DUAM).** Award consists of a ribbon awarded to cadets enrolled during the same academic year in which 1) the unit receives a HQ AFJROTC evaluation with an overall rating of Exceeds Standards and 2) the unit is selected by HQ AFJROTC to receive the DUA. Both criteria must occur during the same academic year. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. Medal/Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional small silver star will be awarded.
27. **Distinguished Unit Award (DUA).** Is a ribbon awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. For each additional ribbon earned an additional small silver star will be awarded.
28. **Outstanding Organization Award (OOA).** Is a ribbon awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OOA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. OOA recipients do not receive a streamer. Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional small silver star will be awarded.
29. **Outstanding Flight Ribbon.** Is a ribbon awarded annually to cadets in good standing that contributed in a positive way to the success of the flight. Flight points are awarded for community service hours, uniform and personal appearance scores, health & wellness scores, merit/demerits, and at the discretion of the SASI. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
30. **Top Performer Award.** The award consists of a ribbon and certificate presented/awarded only by Headquarters, AFJROTC personnel. This award is only presented during a visit by HQ AFJROTC personnel. The award is presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). Once awarded, the ribbon may be worn for the duration of a cadet's tenure in AFJROTC. Consideration for the Top Performer Awards. All currently enrolled cadets may be considered, but specific consideration will be given to cadets not previously recognized for superior performance. The Regional Director may select (SASIs may nominate) a maximum of 2% of a unit's cadets based on a cadet's performance in the following key areas: Leadership and job performance: in primary duty and specifically in preparation for the unit's assessment. Leadership qualities: involvement and positions held in Leadership Development Requirement activities. Academic performance: nominee must be in

good academic standing in all high school course work, significant self-improvement, community involvement and other accomplishments.

31. **Outstanding Cadet Ribbon.** Is a ribbon awarded annually to the outstanding first-year, second-year, third-year, and fourth-year cadets. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. Outstanding Cadet Ribbon with silver star. Cadets chosen as State, Pacific and European "AFJROTC and AFA Cadet Leadership Award" winners will be awarded the "Outstanding Cadet Ribbon" with silver star. **Exception:** If a cadet has previously earned the Outstanding Cadet Ribbon or earns it in the future, that cadet will wear only one ribbon; that would be the Outstanding Cadet Ribbon with silver star, since that award is of higher precedence.
32. **Leadership Ribbon.** Is a ribbon awarded for outstanding performance in a position of leadership as an AFJROTC cadet. Ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
33. **Superior Performance Ribbon.** Is a ribbon awarded to no more than the top 10% of the cadet corps annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature. Ensure award is presented in recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.
34. **Achievement Ribbon.** Is a ribbon awarded for a significant achievement in AFJROTC or other school activities/events. Individuals may not receive more than one ribbon during a 1-year period. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.
35. **Academic Ribbon.** Is a ribbon awarded for academic excellence as signified by attaining an overall grade point average of at least "B" for one academic term, in addition to an "A" average in AFJROTC. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
36. **Cadet Leadership Course (CLC) Ribbon.** Is a ribbon awarded for completion of an approved leadership school program of at least 5 days in duration. For each additional CLC completion an additional bronze star will be awarded. Silver Star will be awarded for outstanding performance or leadership ability at a CLC instead of the Bronze Star. Limit the Silver Star to 10% of the class.
37. **Special Teams Placement Ribbon.** Is a ribbon awarded to team members for placing 1st, 2nd or 3rd in an Air Force or Joint Service (national-level) Competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, Cyber Patriot, Stellar Xplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
38. **All-Service National Competition Award.** Is a medal/ribbon awarded to team members who competed at a Joint/All Service national-level competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, Cyber Patriot, Stellar Xplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the

competition or purchased from a vendor using MilPer funds. Medal may not (ribbon may) be worn during competitions and regular uniform wear days.

39. **Air Force Nationals Competition Award.** Is a medal/ribbon awarded to team members who competed at an Air Force only national-level competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, Cyber Patriot, Stellar Xplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the competition or purchased from a vendor using MilPer funds. Medal may not (ribbon may) be worn during competitions and regular uniform wear days.
40. **Orienteering Ribbon.** Is a ribbon awarded to team members for completing a unit-specific Orienteering program as part of the unit's curriculum. Team members are required to compete in three competitions (cumulative) to receive the ribbon. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
41. **Leadership Development Requirement (LDR) Leadership Ribbon.** Is a ribbon awarded at the SASI's discretion for leadership in AFJROTC Leadership Development Requirement activities (such as but not limited to PT team commander, orienteering team commander, drill team commander, color guard team commander, dining-in chairperson, military ball chairperson, etc.). For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
42. **Drill Team Ribbon.** Cadets must be on the drill team for an entire year/drill season to be eligible to qualify and must have competed in at least three drill performance events, i.e., competitions, special school events, community demonstrations (cumulative). Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
43. **Color Guard Ribbon.** Cadets must perform at least five color guard performance events to receive this ribbon (cumulative). Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
44. **Saber Team Ribbon.** Cadets must perform at least three saber team performance events to receive this ribbon (cumulative). Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
45. **Marksmanship Team Ribbon.** Cadets must be on the marksmanship team for an entire year/season to be eligible to qualify and cannot miss more than five practices. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
46. **JLAB Ribbon.** Cadets must be a member of the JLAB team for an entire year/season and must compete in a Level One competition, to include cannot miss more than three practices. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
47. **Cyber Patriot Ribbon.** Cadets must be a member of the Cyber Patriot team for an entire year/season and must have competed in at least three competitions. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.

48. **StellarXplorers Ribbon.** Cadets must be a member of the StellarXplorers team and must have competed in at least two competitions. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.

Per the new regulations this StellarXplorers ribbon replaces the StellarXplorers pin, which is no longer authorized for wear on cadet uniforms.

49. **Raiders Team Ribbon.** Cadets must be a member of the Raiders team for an entire year/season and must have competed in two competitions. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
50. **Military Model Building Ribbon.** Cadets must be a member of the team and have completed/built two 1/72 scale models (or larger) models. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
51. **Unmanned Aircraft Systems (UAS) Ribbon.** The AFJROTC Unmanned Aircraft Systems (UAS) Ribbon is awarded to high school Air Force Junior ROTC members who are members of the UAS team and have completed a related course of study. UAS vehicles include multi-copters, drones, and remote-controlled aircraft.
52. **Robotics Ribbon.** Cadets must be a member of the Robotics team for an entire year/season, must build robot (if not already built) and must have competed in two competitions.
53. **Good Conduct Ribbon.** Cadets must not have received a referral (this includes no ISS/OSS) for an academic year to be eligible to qualify for this award. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
54. **Service Ribbon.** Is a ribbon awarded for **distinctive** performance in at least two school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. (NOTE: Participation in Drill Teams, Saber Teams or Color Guard Teams alone does not qualify for the Service Ribbon (see above criteria for these other ribbons) unless community service hours are also awarded. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
55. **Health and Wellness Ribbon.** Is a ribbon awarded for participation in the unit health and wellness physical fitness program. All cadets who participate in the unit's wellness program may receive the Health and Wellness Ribbon. Subsequent yearly award of the Health and Wellness Ribbon will be denoted by the addition of a Bronze Oak Leaf cluster to the ribbon for each additional year of award. Cadets who score in the Physical Fitness Test's 75-84% will receive a Bronze Star device; 85-95% will receive a Silver Star device; and 96-100% will receive a Gold Star device. These cadets, if already wearing the ribbon with oak leaf cluster(s), will receive and wear an additional Health and Wellness Ribbon with the highest-level Star Device(s) affixed. Duplicate awards of the bronze, silver or gold percentile will be denoted by the addition of another star on this ribbon. Should a cadet subsequently score in a higher percentile, only the star representing the higher percentile will be worn. In no case will a cadet mix different color stars, or star(s) and oak leaf cluster(s) on the same ribbon. (NOTE: The Physical Fitness Test percentiles are computed automatically under the PFT-Mass Assessment in WINGS.)
56. **Recruiting Ribbon.** Is a ribbon awarded for outstanding effort in support of unit recruiting activities. Cadets must have directly contributed to the recruitment of two new members to AFJROTC. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.

57. **Activities Ribbon.** Is a ribbon awarded for participation in Leadership Development Requirement (LDR) activities other than those that qualify for the Color Guard, Drill Team, and Special Teams Competition ribbons. These include, but are not limited to model rocketry clubs, academic bowl teams, E-Sports, and Aero Club. An oak leaf cluster will be added to this ribbon for each year of membership beginning with the second year. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
58. **Attendance Ribbon.** Is awarded to cadets who have no more than three excused absences and no unexcused absences annually. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
59. **Dress and Appearance Ribbon.** Is awarded to cadets who maintain a 90% or higher average on weekly uniform grades and no missed uniform wears. Cadets receiving this award will maintain the highest grooming and dress standards possible. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
60. **Longevity Ribbon.** Is a ribbon awarded for successful completion of each AFJROTC school year or semester. Cadets may only receive one award annually. Cadets in a 4X4 block schedule taking AFJROTC classes both semesters during a school year may only receive one ribbon and/or cluster for that school year. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
61. **Bataan Death March Memorial Hike Ribbon.** Is a ribbon awarded to honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally determined 14-mile course (trails, road courses, tracks, etc.). Units may complete the full hike in a span of one to no more than 3- days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14-mile hike are authorized to wear the ribbon. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
62. **Patriotic Flag Ribbon.** Is a ribbon awarded for participation in non-color guard events specifically designed to honor our nation's flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. In order to receive this award, cadets must have participated in a minimum of five flag events. Ribbon may be purchased from a vendor using MilPer funds. Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of five bronze oak leaf clusters.
63. **COVID-19 Ribbon.** Is a ribbon awarded to any cadet who was enrolled in an AFJROTC course of study from 1 March 2020 to 30 June 2021.

Only five CAP ribbons may be worn on the AFJROTC uniform and include the following:

64. **General Carl A. Spaatz Award (CAP).** Civil Air Patrol's highest cadet honor. It is presented to cadets who have demonstrated excellence in leadership, character, fitness, and aerospace education. Cadets qualify for this prestigious award after devoting an average of five years to progress through sixteen achievements in the CAP Cadet Program
65. **General Ira C. Eaker Award (CAP).** Achieved when a cadet completes the fourth and final phase of their training in the Civil Air Patrol. Cadets earning this award are promoted to the rank of Lieutenant Colonel.

66. **Ameila Earhart Award (CAP).** Normally presented by a CAP Wing Commander (or higher) or a state or federal government elected official. Once a cadet earns the Earhart Award, he or she is promoted to the grade of Cadet Captain.
67. **General Billy Mitchell Award (CAP).** Earned by Civil Air Patrol cadets who have successfully completed the second phase of the cadet program. It marks the end of the enlisted phase of the cadet program; cadets are promoted to Cadet Second Lieutenants.
68. **General J. F. Curry Award (CAP).** Awarded for successfully completing the specific requirements of Achievement 1 in Phase I of the cadet program. Cadets must successfully complete the Physical Fitness test, Leadership chapter 1, and have participated in at least 1 character development class.

Additional Awards

The **Survival of the Ages Award** is presented in honor of Master Sergeant James P. Greene, Gold Badge Aerospace Science Instructor, and retired Air Force Survival, Evasion, Resistance and Escape (SERE) Instructor. Every member of an aircrew must be able to survive on their own in any environment, under any condition, should their aircraft go down--a SERE instructor teaches Airmen everything they need to know to do just that. The recipient of this award possesses the same drive, determination and survival acumen as the men and women serving in our United States Air Force! The recipient of this award will have his/her name added to a plaque permanently displayed in our AFJROTC facility.

The **Future of America Award** is presented to the cadet who possesses the foundational knowledge, attitude, spirit, and core value system to successfully depart high school and positively impact the world around him, or her; thus being the future of our Country--The Future of America! The recipient of this award will have his/her name added to a plaque permanently displayed in our AFJROTC facility.



Chapter 17

Staff Meetings

1. The Cadet Corps Commander will normally hold weekly staff meetings. These meetings will be held throughout the year as directed by the C/CC or SASI. Staff meetings provide the opportunity for face-to-face communication between the commander and staff. They also provide a forum for group problem solving and allow the cadet staff to participate in the planning of Squadron activities. The following procedures apply for all staff meetings:
 - a. The Cadet Corps Commander will conduct the meeting.
 - b. The Cadet Corps Vice-Commander and Executive Officer work closely to prepare the meeting agenda and will maintain close liaison with the Squadron Commander. The agenda will be approved by the Cadet Corps Commander and submitted to the SASI and/or ASI one day in advance of the meeting for approval.
 - c. The Cadet Executive Officer will serve as recorder and prepare a report (summary) of each meeting detailing decisions reached, actions taken, assignments made, etc. The report will be submitted through the Cadet Corps Commander to the ASI for coordination and the SASI for approval not later than two day following the meeting.
 - d. With the assistance of the Executive Officer, the Cadet Corps Commander will ensure the actions directed during the staff meetings are accomplished by the responsible staff member or cadet.
 - e. The Cadet Corps Commander will schedule and conduct weekly “Instructor” meetings to insure all of the program leadership is working together towards common goals and objectives.



Chapter 18

Flight/Cadet Competition

1. The SASI and ASI will determine the Outstanding Flight and Outstanding Cadets each month for recognition. The purpose of this program is to enhance esprit de corps and recognize those individuals/flights that have gone “above and beyond” in the Air Force JROTC program.
2. **Outstanding Cadet of the Month:** Two cadets in the Cadet Squadron will be awarded the Outstanding Cadets of the Month. One AS I and one AS II, III, or IV. The SASI and ASI will make the final determination on who wins this award using the following process:
 - a. Each Flight Commander will submit their nominations to the Operations Officer no later than the last school day of the month. The Operations Officer will review the nominations and hold an evaluation board to select the appropriate cadets. Then the Cadet Operations Officer will present nominations to the Squadron CC for approval. The Squadron Commander will submit his/her prioritized list with supporting evaluations sheets to the SASI/ASI not later than the fifth day of school of the new month. The criteria used during this process should include the following:
 - i. Drill proficiency
 - ii. Uniform wear
 - iii. Academic performance (AFJROTC specific and overall grades for the month)**
 - iv. Performance and participation in events (parades, color guard, fundraisers, etc.)

NOTE: Academic performance will be validated by the SASI.

3. **Outstanding Flight of the Month:** There will be one flight each month selected as Flight of the Month. The key to winning this recognition is teamwork and team pride. The SASI and ASI will make the final determination on who wins this award using the following process:
 - a. It is critical the Flight Commanders get their flight “working together” if they hope to win this award. The process for Flight of the Month will mirror the Outstanding Cadets of the Month process listed in Para 1 above. Each Flight Commander will submit their written nomination to their Cadet Squadron Operations Officer not later than the last day of the month. The SOO will review the nominations and complete an evaluation of the data. The SOO will then meet with the Squadron Commander and present the nominations for review/selection. The Squadron Commander will submit his/her prioritized list with supporting evaluation sheets to the SASI/ASI not later than the fifth school day of the new month. The criteria used during this process should include the following:
 - i. Flight academic performance
 - ii. Flight drill proficiency
 - iii. Customs and courtesies
 - iv. Flight participation in events (parades, color guard, fundraisers, etc.)
4. **Outstanding Cadet of the Year:** The SASI and ASI will select one cadet each year from each class (AS year I, II, III, IV). This award is based on leadership/followership performance and overall contribution to the AFJROTC mission.
5. **Outstanding Flight of the Year:** The SASI and ASI will select one flight each year to win this award. Overall performance and participation in the AFJROTC program is the primary determinant for this award.

Chapter 19

Health and Wellness (H&W) Program

1. Wellness is an official part of the Air Force Junior ROTC program. It is instrumental in developing citizens of character dedicated to serving our nation and communities and is also a part of the AFJROTC curriculum at EPHS.
2. The Purpose of the H&W Program:
 - a. Motivate cadets to lead active, healthy lifestyles beyond program requirements and into their adult lives.
 - b. Create individualized training program based on national standards by age and gender
 - c. Identify areas of improvements for each cadet
 - d. Incorporate physical training program to reach goals
3. The H&W program is an exercise program developed around individual base-line improvements with the focus of achieving a national standard as calculated with age and gender. The 36-week program is modified to meet individual goals. Personal improvement is rewarded.
4. Cadet activity and progress will be tracked and filed using the AFJROTC WINGS software.
5. Physical Fitness Gear:
 - a. Cadets are issued Air Force Physical Fitness Gear (PFG), which is considered an Air Force uniform. Dress and appearance standards apply while wearing the PFG.
 - b. The PFG consists of an Air Force issued short-sleeved gray T-shirt and blue shorts. The short-sleeve shirt can be tucked or untucked into shorts. Do not remove or cut sleeves.
 - c. Cadets may wear an undershirt (short or long-sleeved) but **MUST** be form fitting (i.e., Spandex, Lycra™ or elastic material) and can be visible under the shortsleeved PFG. Undershirt must be tucked in at all times.
 - d. Cadets are authorized to wear spandex shorts or leggings under the AF issued shorts. The spandex shorts/leggings must be **BLACK** in color and form fitting.
 - e. Cadets must wear appropriate footwear while engaging in physical fitness activities and will wear either white or black socks.



Chapter 20

Military Coin Challenge

1. Members of the U.S. military have a long-standing tradition of carrying a special coin symbolizing unit identity and esprit de corps. With bonds forged in battle, thousands of miles from home, these custom coins minted for military units – each bearing their own revered symbols and mottos – capture in metal the essence of their affiliation and their fierce pride. Known to generations of American military personnel as challenge coins, they are a vital part of military life today and are revered by troops in every branch of service.
2. Today, challenge coins are carried by soldiers, sailors, airmen, and Marines, as well as lawmen and firefighters. These coins identify the bearer as a member of a particular unit with a well-defined history and mission. And, wherever warriors gather, they challenge each other by “coining.” The group’s unique coin is slammed on a table, desk, or countertop, to challenge all in the group to display their own coins; he who is last must pay a penalty.
3. The cadets within our Air Force JROTC unit choose to honor those who have placed themselves in harm’s way by participating in a coin challenge program. The rules are listed below for all cadets who voluntarily enroll in this program; however, beware! A “challenge” can cause different effects—win the challenge and your morale soars—lose the challenge and the morale of others soar.
4. **RULES OF ENGAGEMENT (Voluntary Program Only)**
 - a A participant **MUST** register their coin before participating in a coin challenge with the Executive Officer.
Each Flight Sergeant will keep a binder with the name of participants and coin descriptions.
 - b Authorized challenge coins may be any military organizational coin, a unit coin, a souvenir coin, old currency coins (silver dollars, silver half dollars) or any coin an instructor authorizes.
 - c A challenge is made by a challenger placing his/her coin intentionally on any flat surface or unintentionally on a flat surface (i.e., dropped coins do not need to be still, stopped spinning, or flat.)
 - d The participants must produce their coin within 30 seconds of a challenge without leaving the room.
 - e Any participant(s) unable to produce their registered coin will buy all participants present a drink/soda of the challengers/losers choice. A drink is classified as a purchased item (CapriSun, sodas, Hi C, etc.). An instructor may substitute the “drink” consequence with a gesture, or act that builds character.
 - f If everyone being challenged produces their coin, the challenger must buy the drinks/sodas for all the registered participants only.
 - g Failure to buy drinks is a despicable crime and you will be removed from all future coin challenges. You have only one week to pay up! The flight representative will keep a record of all coin challenges.
 - h Coin challenges are only allowed with prior instructor permission. Any and all unauthorized coin challenges will result in the challenger to buy drinks for all registered participants.
 - i Only one coin check per 24 hours while on field trips. This will give participants who have lost or misplaced coins a chance to purchase and reregister the new coin.
 - j All disputes will be decided by the **lowest** ranking cadet!



Chapter 21

Badges and Cords

1. **Insignia Placement.** Insignia on the AFJROTC uniform will be worn according to the figures contained in this guide.
2. **Badges.** Cadets will only wear one of the following badges, Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge and/or Flight Certificate Badge.
3. **Aviation Ground School/Unmanned Aircraft Badge.** Awarded for successful completion of the FAA Private Pilot Practical Test (Powered or Glider) or the Remote Pilot Certification Test. Email HQ-Logistics@afjrotc.com a copy of the cadet's FAA Certificate, and then go to WINGS | Logistics | Create Display Orders and order the applicable badge. Ground School Badge.
4. Flight suits are authorized for cadets who are enrolled in or who have completed AFJROTC aviation honors ground school and have successfully completed the requirements for the Aviation Ground School/Unmanned Aircraft Badge.
5. **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. Email HQ- Logistics@afjrotc.com a copy of the cadet's Flight Solo Certificate, and then go to WINGS | Logistics | Create Display Orders and order the Flight Solo Badge. Flight suits are authorized for those cadets that have received their flight solo badge and have emailed a successful FAA test certificate.
6. **Flight Certificate Badge.** Awarded to any cadet who possesses a valid FAA pilot's certificate for either powered or non-powered aircraft. Once earned, this badge will be worn in place of the Flight Solo Badge. Email HQ-Logistics@afjrotc.com a copy of the cadet's Flight Certificate, and then go to WINGS | Logistics | Create Display Orders and order the Pilot Certificate Badge. Flight suits are authorized for those cadets that have received their flight certificate badge
7. **Awareness Presentation Team Badge.** Awarded for participation on an Awareness Presentation Team. Criteria for becoming a member of the team will be published in the Cadet Guide or the Unit Operating Instructions. Go to WINGS | Logistics | Create Display Orders and order the Awareness Presentation Team Badge.
8. **Kitty Hawk Air Society Badge.** Awarded to cadets who are members of the Kitty Hawk Air Society. The unit's Kitty Hawk charter will spell out the requirements for entry into the society. Go to WINGS | Logistics | Create Display Orders and order the Kitty Hawk Air Society Badge.
9. **Distinguished AFJROTC Cadet Badge.** This annual award consists of a certificate and the Distinguished AFJROTC Cadet badge. The award recognizes one outstanding second- year cadet (third-year cadet in a 4-year program) selected at the end of each school year. This allows the recipient to wear the award their final year in the AFJROTC program. The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The recipient will hold the following awards prior to selection:

- a. Leadership Ribbon
- b. Superior Performance Ribbon
- c. Achievement Ribbon
- d. Academic Ribbon
- e. Leadership Development Requirement
- f. Service Ribbon

10. **Aerospace Education Foundation (AEF) Academic Cadet Badge.** Awarded to rising Junior and Senior cadets for academic excellence as signified by attaining a minimum 3.3 grade point average (GPA) with no grade below a 2.0 GPA on their transcript. The individuals must be recommended by the SASI.

11. **Model Rocketry Badge.** Members of this activity will learn how to build and launch model rockets. Qualified team members, following safety training are required to build and launch/recover rocket a minimum of three times. Cadets will also compete at Rocketry meets and document their accomplishments on a flight log. Cadets who meet the AFJROTC qualifications are also eligible for a rocketry badge which is worn with the uniform. The team commander will ensure they track all training, launches and competitions to support the awarding of the Model Rocketry badge.

12. **Other Badges or Pins.** Any badge or pin not specifically authorized by HQ AFJROTC will not be worn on any AFJROTC uniform combination. Pins given to **Cyber Patriot and Stellar Explorer cadets will not be worn** on the AFJROTC uniforms. Only cadets who receive the **National Finalist Cyber Patriot badge** may wear this badge on their uniforms.

13. **Marksmanship Awards.** Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.** Each Marksmanship athlete may earn one of the three marksmanship badges. They may only wear one of the badges on the uniform, not more than one at a time. These badges are earned by scores obtained in competitions, not practices. These badges are awarded by the unit's SASI.

- a. Basic marksmanship badge - requires a combined score of 170 or above, fired in the prone, standing, and kneeling 3x10 positions.
- b. Sharpshooter badge - requires a combined score of 220 or above, fired in the prone, standing, and kneeling 3x10 positions.
- c. Expert badge - requires a combined score of 250 or above, fired in the prone, standing, and kneeling 3x10 positions.

NOTE: The Civilian Marksmanship Program's (CMP) Junior Distinguished Badges (Gold, Silver and Bronze) are awarded to cadets who distinguish themselves by attaining a series of high rankings in designated major junior air rifle championships that include State Junior Olympic Qualifiers, CMP Cup Matches, the National Junior Olympic Championships and other National Council Three-Position Air Rifle Championships. Badges are earned through CMP and units can visit www.thecmp.org for additional information on how to qualify for the badges. Junior Distinguished Badges are provided, at no cost, by the CMP and cannot be purchased through local vendors or HQ AFJROTC.

14. **Shoulder Cords.** Cadets are authorized to wear **one shoulder cord (double knot, single cord)** "infantry" style shoulder cord. Cords will be worn on the left shoulder, grounded to the shoulder seam, **with no metal tips, and no wider than 1-inch (no aiguillettes or citation cords).** **Shoulder cord may be worn on regular uniform days.**

- a. In order to receive a shoulder cord which you have earned, you must see the SASI/ASI and will be given the appropriate cord after signing a hand receipt. Cords are only current for each school year.

At the end of each school year, you must return the cord to the SASI. In the event that you do not return the cord, you will be charged for the replacement cost of your cord. You are only allowed to wear one cord on your uniform. Once you receive your cord it is then a mandatory wear item. It is not optional to wear an issued cord. (All Leadership Staff members may also own an LDR cord. If you lose your cord, you may purchase a new cord from the SASI).

- b. On the **service dress coat**, the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. On the **blue shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord.
- c. The Cords below are the only cords currently authorized within our unit. The cords have an order of precedence to be worn on Uniform days. Therefore, you must have (and wear proudly), the cord with the highest precedence. LDR cords are all equal in precedence and you may choose which ONE you desire to wear if you participate in more than one LDR.

Authorized Shoulder Cords

Precedence #	Color	Denotes
1	Scarlet	Staff Flight
2	Tan	Flight Staff /Additional Leadership Positions
3	Royal Blue	Kitty Hawk Academic Tutor
4	White	Drill Team
5	Black/Grey	Marksmanship
6	Black	Expert Marksmanship
7	Green/White	Orienteering
8	Sky Blue	All additional LDRs

Attachment 1 Badges

Attachment 7-1



Hap Arnold Optional
Enlisted/Officer Service
Cap Insignia



OFFICERS
SERVICE CAP
INSIGNIA



MODEL ROCKETRY
BADGE



KITTY HAWK
AIR SOCIETY
BADGE



DISTINGUISHED
CADET BADGE



SHOULDER TAG
METAL OR CLOTH



GROUND SCHOOL
BADGE



FLIGHT SOLO
BADGE



FLIGHT CERTIFICATE
BADGE



UNMANNED AIRCRAFT
BADGE

Cadets may only wear one of these badges on their uniform



AWARENESS
PRESENTATION
TEAM BADGE

Cadets can choose only one badge. Either the APT badge or the Marksmanship Shield. Follow APT placement criteria if cadets wear the Marksmanship Shield.



AEF BADGE

The National Finalists CyberPatriot badge is the only CyberPatriot badge that may be worn. See placement in Attachments 9, 10, 11, and 12. Notes 15 and/or 16.



Badges/Insignia not listed here are unauthorized for wear.

Attachment 7-1 (continued)

**AUTHORIZED AIR FORCE JROTC
BADGES AND INSIGNIA**

Marksmanship Badges – Wear Only One



CMP Awarded Badges



Unit Awarded Badges

If earned choose only one – CADETS MAY ONLY WEAR ONE on their uniform. Place directly underneath ribbons. Cadets may NOT wear Marksmanship Shield (see below) with Marksmanship Badge.
Do not wear Marksmanship badges with medals



Marksmanship
Shield

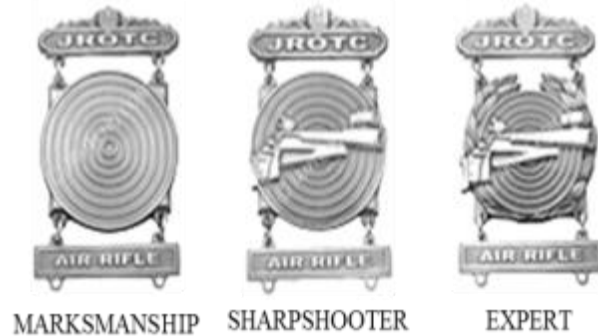
Choose either the APT or Marksmanship Shield and a Marksmanship Badge.
Only one may be worn.

Males and females may wear the marksmanship badge (may only wear one) below the ribbons on the blue shirt or service dress uniform or

Marksmanship badges will not be worn with medals.

Badges/Insignia not listed here are unauthorized for wear.

Marksmanship Badges – Wear Only One























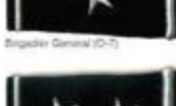



- **Males and females may wear the marksmanship badge (may only wear one) below the ribbons on the blue shirt or service dress uniform.**
- **Marksmanship badges will not be worn with medals.**
- **Badges/Insignia not listed here are unauthorized for wear**

Attachment 2

AFJROTC Rank Insignia



Attachment 3 USAF Rank Insignia

<p>GRADE & INSIGNIA</p>	 Airman Basic (E-1) no rank insignia	 Airman (E-2)	 Airman First Class (E-3)
 Second Lieutenant (O-1)	 Senior Airman (E-4)	 Staff Sergeant (E-5)	 Technical Sergeant (E-6)
 First Lieutenant (O-2)	 Master Sergeant (E-7)	 Master Sergeant First Sergeant	 Senior Master Sergeant (E-8)
 Captain (O-3)	 Senior Master Sergeant First Sergeant	 Chief Master Sergeant (E-9)	 Chief Master Sergeant First Sergeant
 Major (O-4)	 Command Chief Master Sergeant	 Chief Master Sergeant of the Air Force	
 Lieutenant Colonel (O-5)			
 Colonel (O-6)			
 Brigadier General (O-7)			
 Major General (O-8)			
 Lieutenant General (O-9)			
 General (O-10)			

Attachment 4

Beret Headgear



Berets

1. Solid Color white, dark blue or black ONLY, with AFJROTC officer rank insignia or mini-Hap Arnold Insignia pin. The former officer/enlisted flight cap emblems will not be worn on the beret. The wear of a “Beret Flash” or mini unit patch is not authorized.
2. Position headband straight across the forehead, 1 inch above the eyebrows. Drape the top over the right ear. Wear the stiffener with the aligned insignia above the left eye. Adjust ribbon for comfort, tie in a knot, and tuck inside or cut-off. The insignia will be centered, ¼ inch above and parallel to the headband.
3. The wear of a “Beret Flash” is not authorized.

ATTACHMENT 5 CADET MALE HEADGEAR

Attachment 7-3

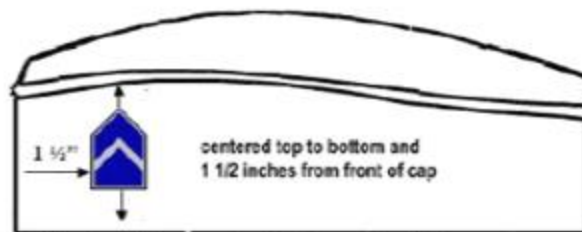
CADET MALE HEADGEAR

SERVICE CAP



Service Cap – Solid dark Air Force blue color only. Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia.

FLIGHT CAP*



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

ATTACHMENT 6

CADET FEMALE HEADGEAR

Attachment 7-4

CADET FEMALE HEADGEAR

SERVICE CAP

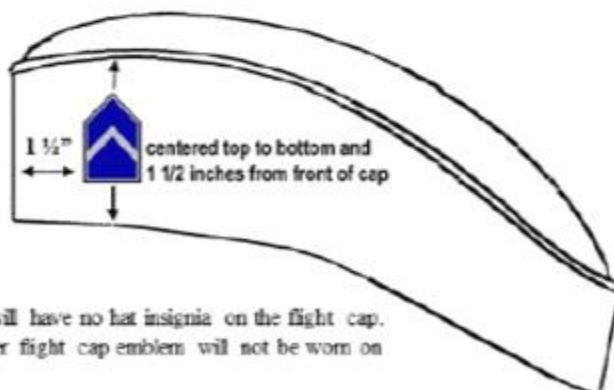
Solid Blue Color with no embroidery

Centered



Service Cap - Solid dark Air Force blue color only. Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia.

FLIGHT CAP*

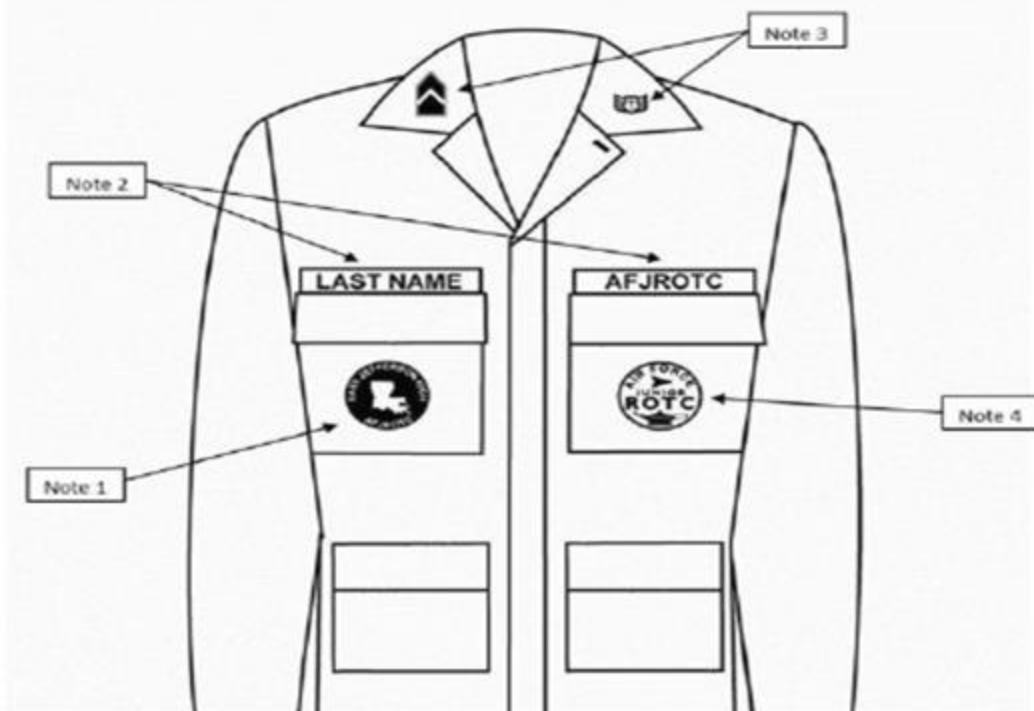


- Enlisted Ranks will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.

ATTACHMENT 7 CADET ABUs

Attachment 7-6

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. Letters are dark blue on digital camo background (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, Lamp of Knowledge): **WHITE patch only (mandatory)**. Will be worn on left pocket and centered.
5. **Berets, ascots, and shoulder cords will not be worn with ABUs.**
6. **ABU sage green boots may be reissued to cadets. Spray boots with disinfectant spray before reissuing ABU boots.**
7. **OCP uniforms are not authorized for wear by AFJROTC cadets at any time.**

ATTACHMENT 8

CADET HEADGEAR

Attachment 7-7

CADET ABU HEADGEAR



Enlisted Cadets will not wear rank on the ABU cap.



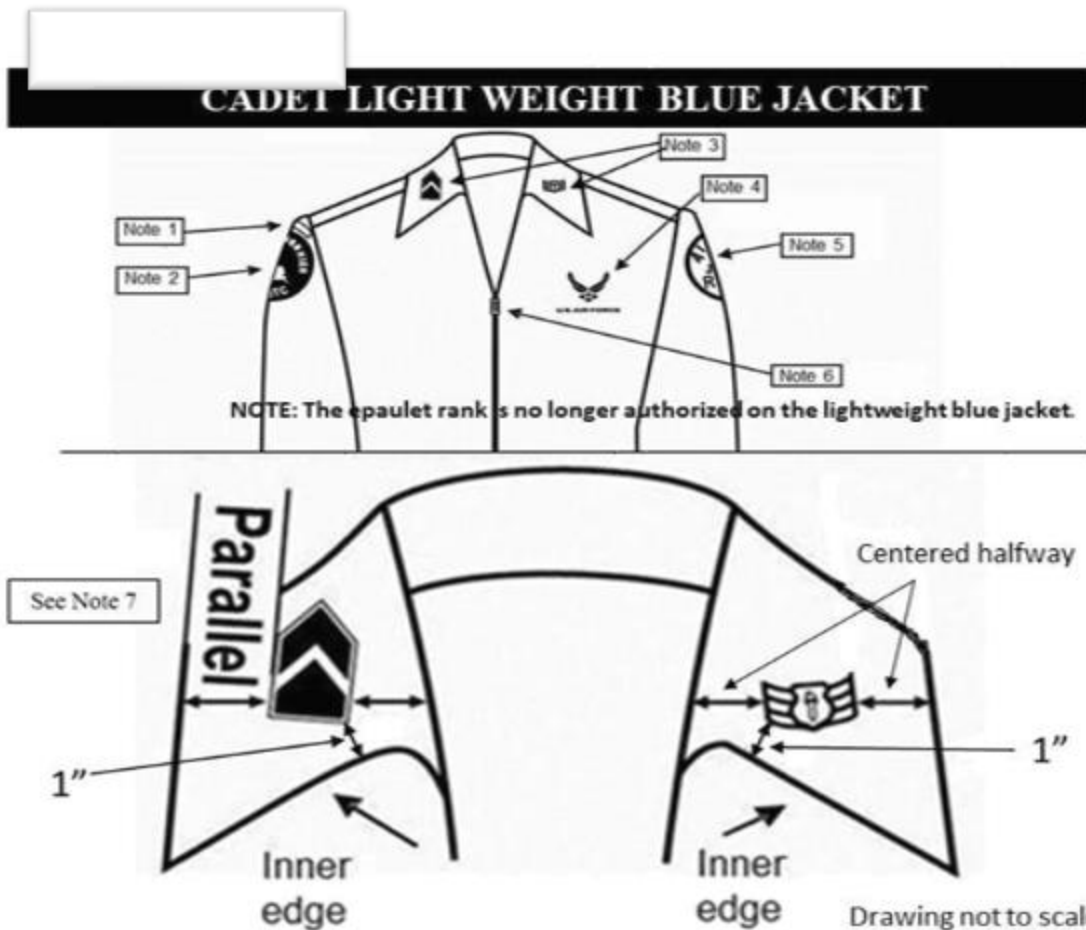
Officers will wear rank insignia on the ABU cap.

No other style of head gear is authorized for wear with ABUs.

Exception is for Cadet Leadership Course (CLC) specific headgear that will ONLY be worn during the period of the CLC course.

Attachment 9

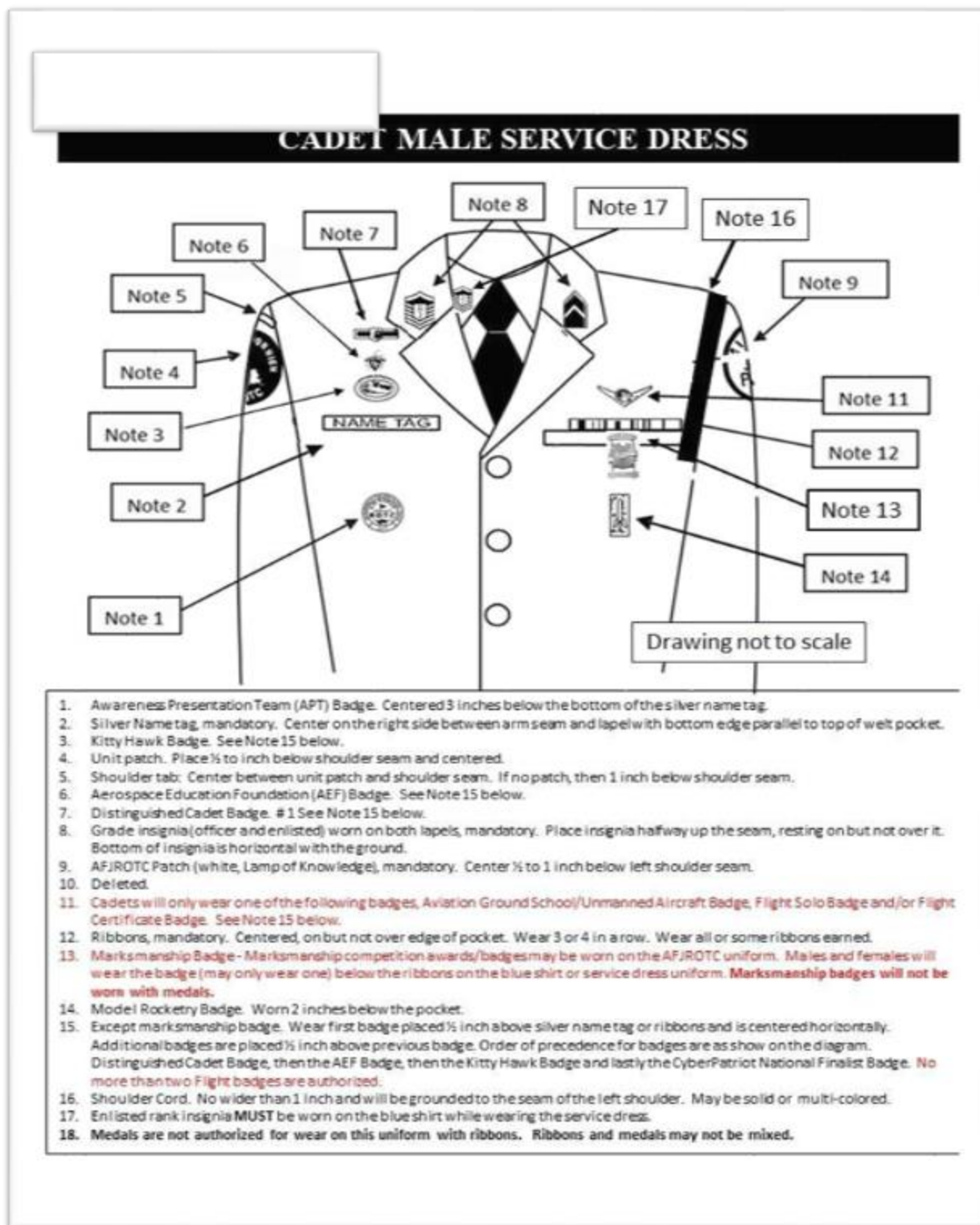
Cadet Light Weight Blue Jacket



1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
2. Unit patch on right $\frac{1}{2}$ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) will be worn on both lapels, mandatory. For placement see Note 7.
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. Per AFJROTCI 36-2010, para 6.1.1.10.1. The words "U.S. Air Force" must appear directly below the symbol, or units can choose to use "AFJROTC." Embroidery expenses must be at no cost to the Air Force.
5. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.
8. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the light weight jacket.
9. Ascots and shoulder cords will not be worn on this uniform.

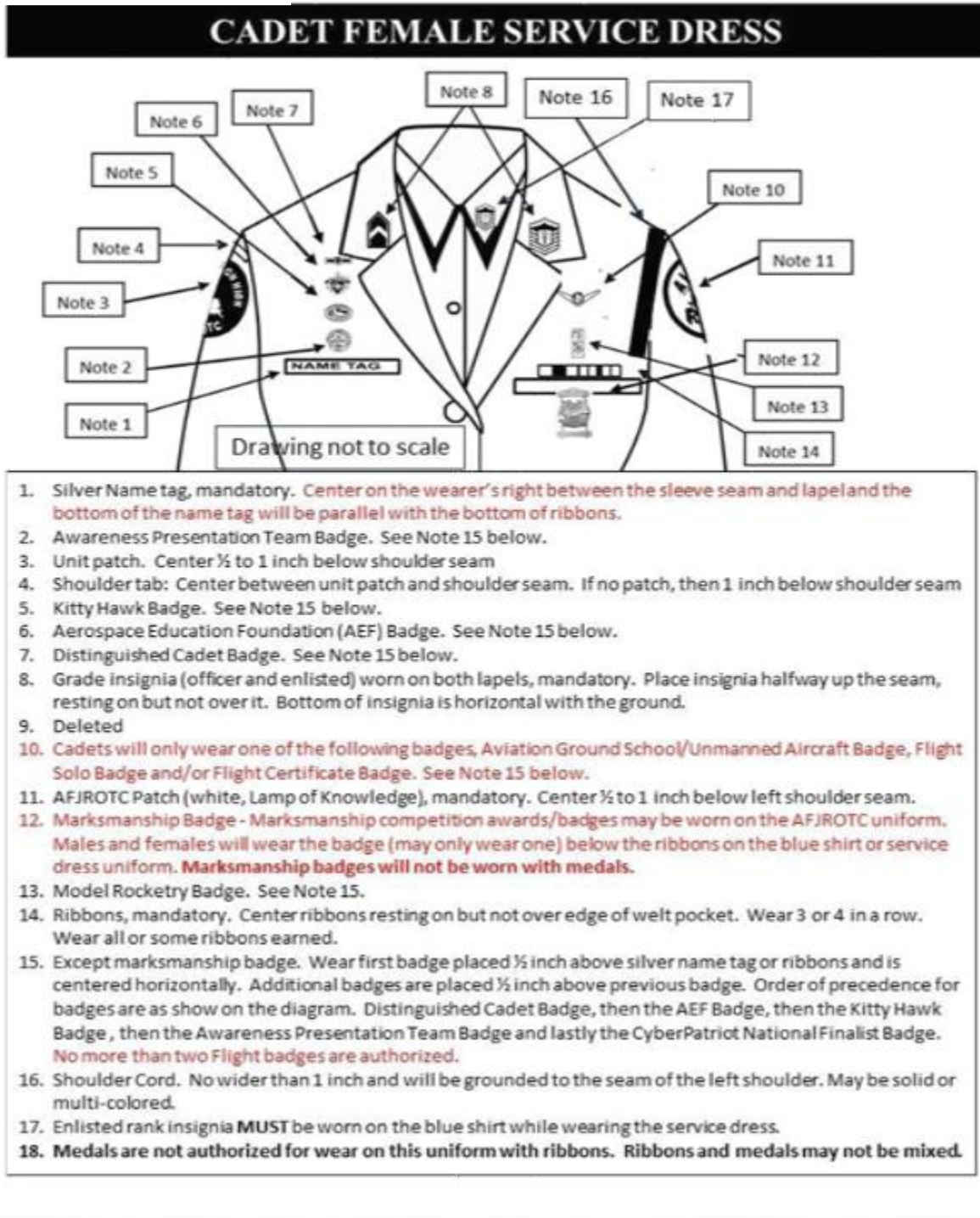
Attachment 10

Cadet Male Service Dress



Attachment 11

Cadet Female Service Dress

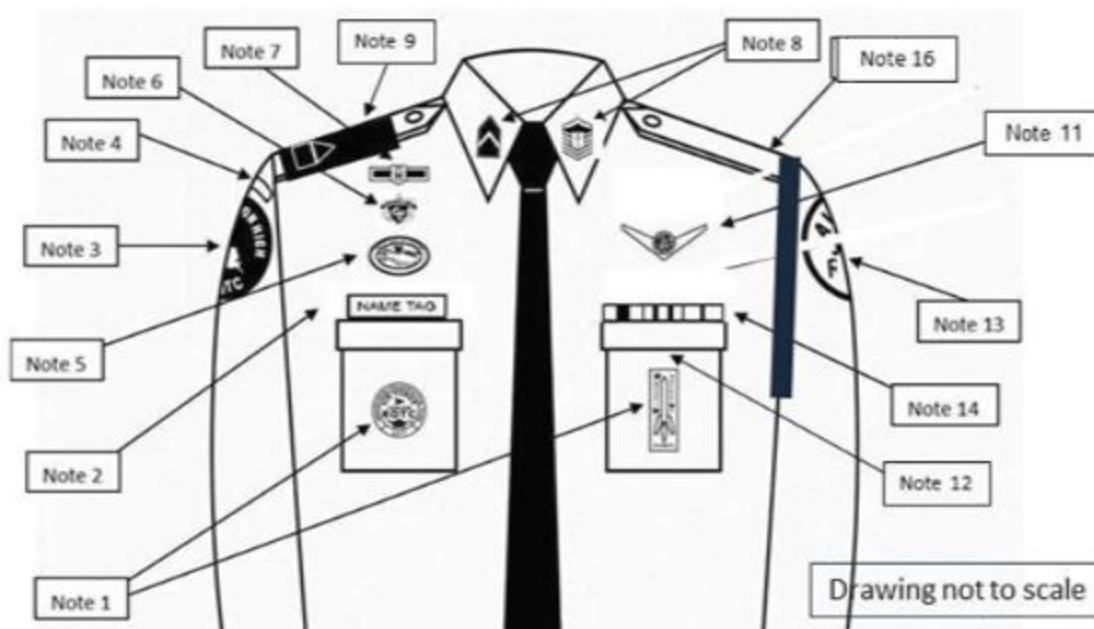


ATTACHMENT 12

Cadet Male Blue Shirt

Attachment 7-11

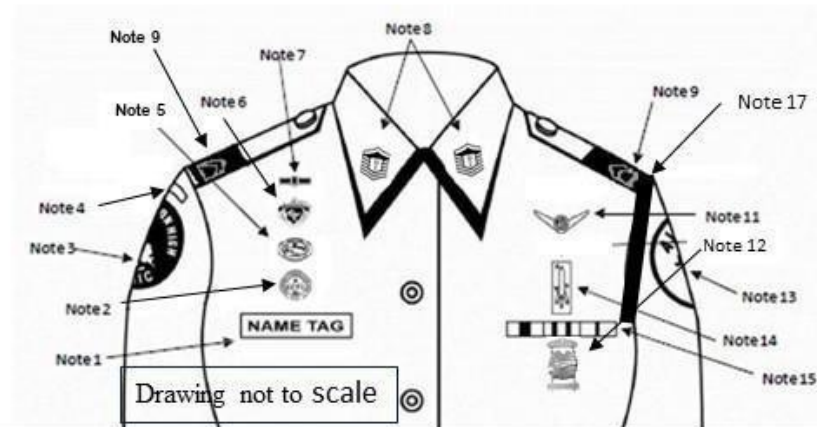
CADET MALE BLUE SHIRT



1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name Tag: Mandatory wear. Blue Plastic with white letters. Must be grounded and centered over wearer's right pocket.
3. Unit patch. Centered $\frac{1}{2}$ to 1 inch below the shoulder seam.
4. Shoulder tab. Centered between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge. See Note 15.
6. Aerospace Education Foundation (AEF) Badge. See Note 15.
7. Distinguished Cadet Badge. See Note 15.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar.
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use larger male epaulets only).
10. Deleted
11. Cadets will only wear one of the following badges, Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge and/or Flight Certificate Badge. See Note 15 below.
12. Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
14. Ribbons are optional. Wear all, some or no ribbons earned. If worn, ribbons will be centered, resting on, but not over the edge of the pleated pocket on the wearers left.
15. Except marksmanship badges. First badge placed $\frac{1}{2}$ inch above name tag or ribbons and is centered horizontally. Additional badges placed $\frac{1}{2}$ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then AEF Badge, then Kitty Hawk Badge, and finally the CyberPatriot National Finalist Badge. **No more than two Flight badges are authorized.**
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under epaulet. May be solid or multi-colored.
17. Medals (regardless of what type) are not authorized for wear on this uniform.

Attachment 13 Cadet Female Blue Shirt

CADET FEMALE BLUE SHIRT

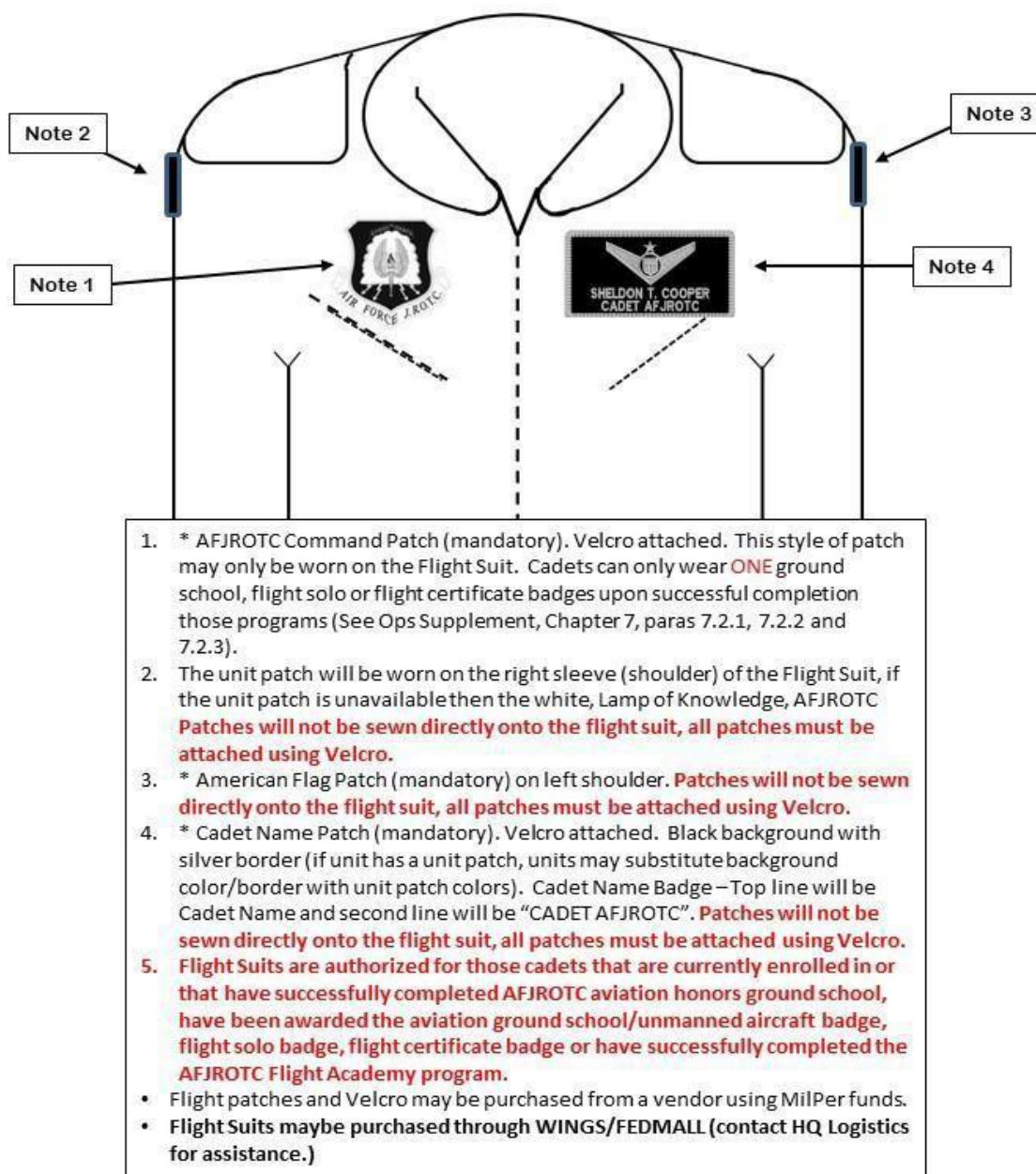


1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness Presentation Team (APT) Badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) Badge. See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use smaller female epaulets only)
10. Deleted.
11. Cadets will only wear one of the following badges, Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge and/or Flight Certificate Badge. See Note 16 below.
12. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam
14. Model Rocketry Badge. See Note 16.
15. Ribbons are optional. Wear all, some or no ribbons earned. If worn, center ribbons on wearer's left, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.
16. Except marksmanship badge. Wear first badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge, then the Awareness Presentation Team Badge and lastly the CyberPatriot National Finalist Badge. **No more than two Flight badges are authorized.**
17. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under the epaulet. May be solid or multi-colored.
18. Medals (regardless of what type) are not authorized for wear on this uniform.

Attachment 14

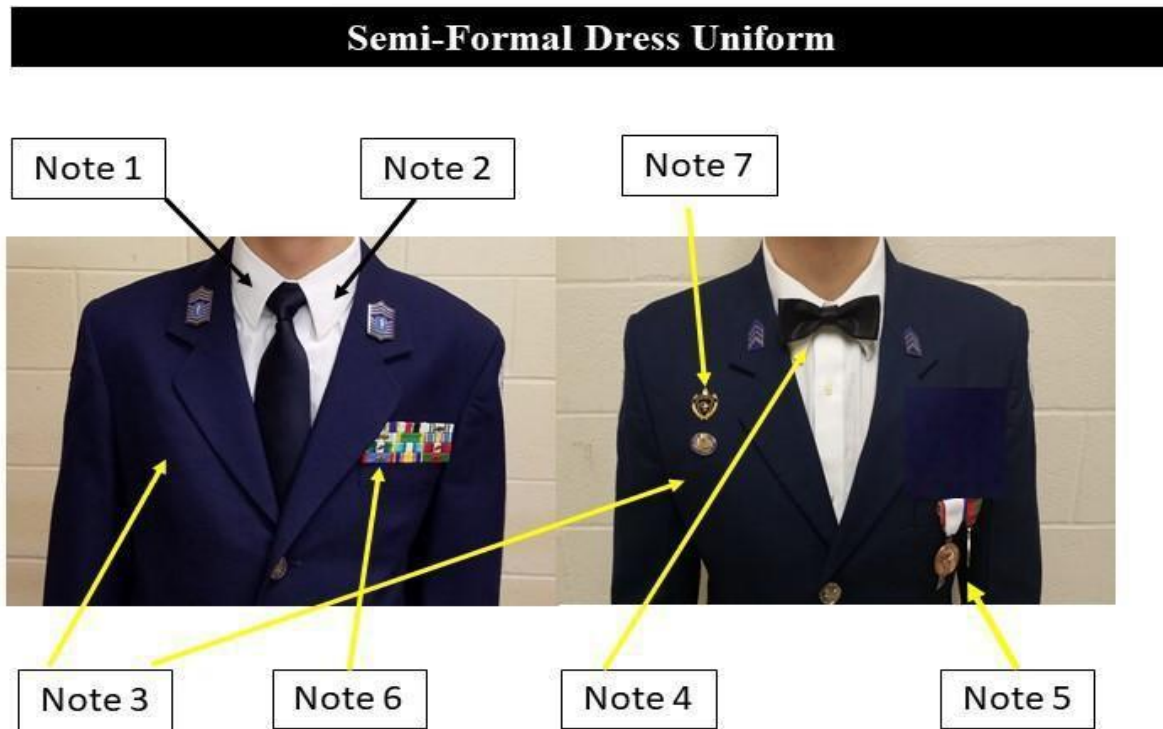
Flight Suit

FLIGHT SUIT (Male and Female)



Attachment 15

Semi-Formal Dress Uniform



1. The blue or white long-sleeve shirt will be plain, knit or woven, commercial type with a short or medium point collar, with button or French cuffs.
2. Enlisted members do not need to wear two sets of ranks on the semi-formal uniform.
3. The Silver Name Tag will not be worn on the semi-formal dress uniform.
4. Black or Blue bow tie may be worn with the semi-formal uniform (white shirt only).
5. Large medals will be worn on the semi-formal uniform coat ½ inch below the top of the welt of the pocket, centered on the pocket. If medals are worn, ribbons will not be worn (no mixing).
6. AFJROTC ribbons may be worn on the semi-formal uniform. If ribbons are worn, medals will not be worn (no mixing).
7. Authorized badges may be worn on the semi-form dress uniform. If medals are worn, badges that are normally worn directly under the ribbon rack will not be worn.
8. Headgear is not worn with the semi-formal dress uniform.
9. Per Chapter 7 para 7.8.4.8. **Mess Dress Uniforms are not authorized for wear by AFJROTC cadets.**

Attachment 16

The Air Force Song & Airman's Creed

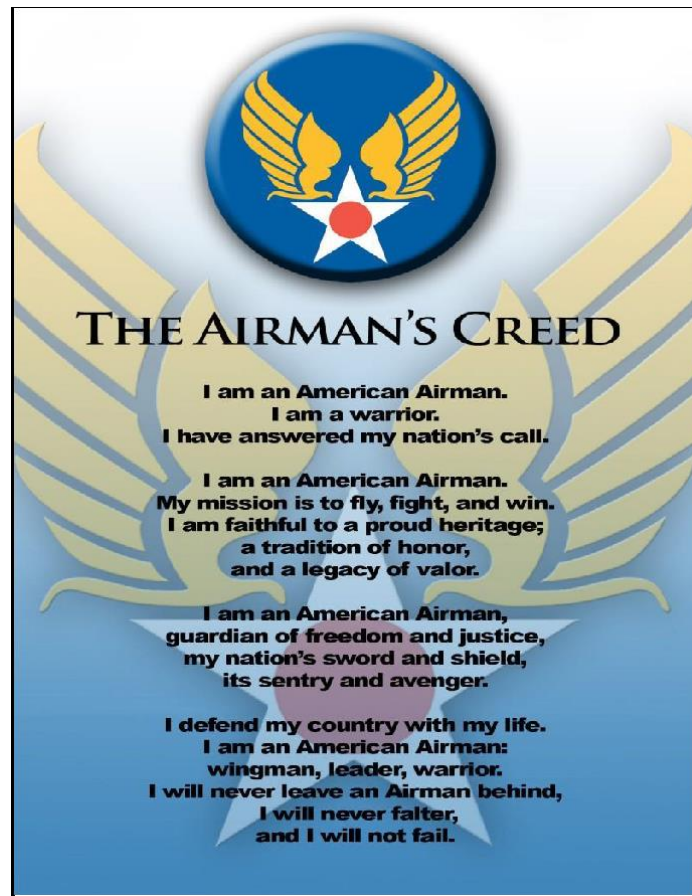
The Air Force Song

Verse I

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

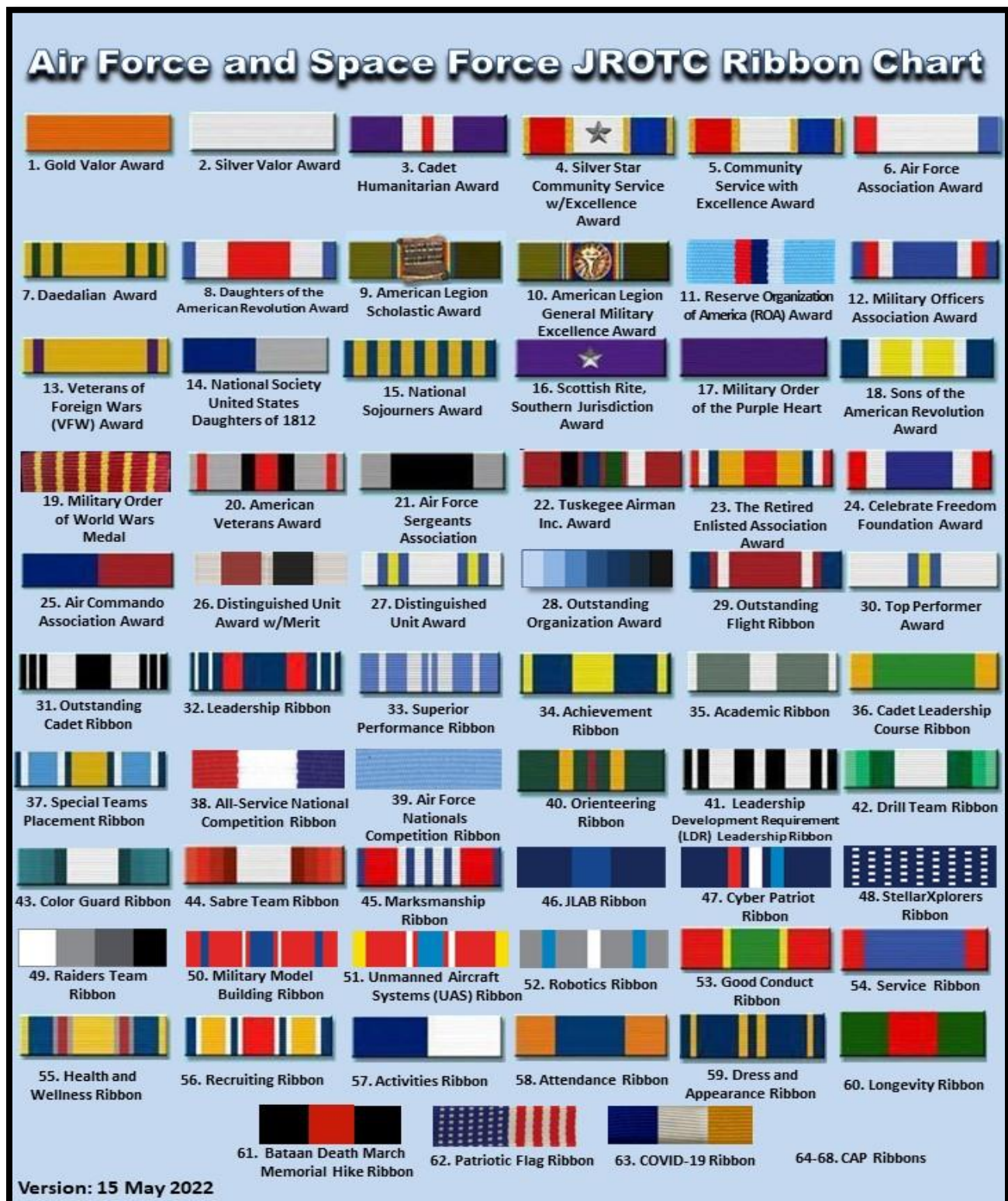
Verse II

Brilliant minds fashioned a crate of thunder,
Sent it high into the blue;
Valiant hands blazed the world asunder;
How they lived God only knew!
Boundless souls dreaming of skies to conquer
With scouts before and bombers galore. Hey!
Nothing'll stop the U.S. Air Force!



Attachment 17

Air Force JROTC Ribbon Chart



Attachment 18

Unit Manning Document

POSITION	Min. RANK	Max RANK	#AUTH	#ASSG
Corps Commander	C/Lt Col	C/Col	1	1
Vice Corps Commander	C/Maj	C/Lt Col	1	1
Executive Officer	C/Capt	C/Maj	1	1
Inspector General	C/Capt	C/Maj	1	1
Operations Officer	C/Capt	C/Maj	1	1
Mission Support Officer	C/Capt	C/Maj	1	1
Plans & Programs Officer	C/Capt	C/Major	1	1
Information Mgt.	C/1st Lt	C/Capt	1	1
Awards & Promotions	C/2 nd Lt	C/1 st Lt	1	1
Info Mgt. Data Entry	C/2 nd Lt	C/1 st Lt	1	1
Logistics Officer	C/1 st Lt	C/Capt	1	1
Special Operations	C/1 st Lt	C/Capt	1	1
Recruiting & Retention	C/2 nd Lt	C/1 st Lt	1	1
Public Affairs Officer	C/2 nd Lt	C/1 st Lt	1	1
Wellness Officer	C/2 nd Lt	C/1 st Lt	1	1
Flight Commander	C/2 nd Lt	C/1 st Lt	3	3
Commander	C/2 nd Lt	C/1 st Lt	3	3
Flight Sergeant	C/TSgt	C/CMSt	3	3
C/Students	C/AB	C/TSgt	100	100
Total Cadets	----	----		124

Attachment 19 Officer Evaluation Form

OFFICER & STAFF PROMOTION/EVALUATION GRADING RUBRIC

SCALE = 100 POINTS 90+ POINTS = PROMOTION 70—89 POINTS = SATISFACTORY PERFORMANCE

69 & BELOW—UNSATISFACTORY PERFORMANCE; EVALUATE FOR REASSIGNMENT & REALIGNMENT OF RANK COMMENSURATE W/ DUTIES.

Criteria	10	9	8	7	6	5	4	3	2	1	0	Teacher Comments
Academic Leadership How well does the cadet perform on quizzes and examinations, class projects and presentations? Are assignments completed on time?	Exceptional! A leader in academics with ALL assignments completed on time or early.										Consistently fails to complete assignments, quizzes, class projects and presentations.	
Organizational Leadership How well does the cadet function in positions of leadership? Does the cadet command respect? Does the cadet give proper consideration to subordinates?	Outstanding! Sets a perfect example for all cadets to follow. Leads by example and inspires others.										Sets a poor example and causes discredit and/or dissension to the cadet corps.	
Co-Curricular Activities To what degree does the cadet carry interest and enthusiasm beyond the classroom? Does the cadet participate and demonstrate excellence in all cadet activities?	Always involved in virtually every activity outside the classroom. Quality of work is superior.										Not involved whatsoever with any activity or function outside the classroom.	
Responsibility How does the cadet accept job assignments and responsibilities? Does the cadet volunteer for additional duties? Does the cadet accept responsibility for the proper care of the uniform? IS the cadet always on time? Is the cadet always prepared for class?	Very responsible and reliable - all tasks have been completed. Cadet willingly accepts and embraces additional duties. Always on time and prepared.										Not responsible. Cannot be depended upon to accomplish any assignments or fulfill any responsibilities. Never on time and never prepared.	
Service To what degree does the cadet serve the school, church, community, and the cadet corps?	Participates in ALL community service activities and ALWAYS represents the corps in a professional manner.										Does not participate in any community service events.	

Organizational Support Does the cadet perform above and beyond normal duties? To what extent does the cadet participate in flag detail, Color Guard, parades, fundraisers, etc.?	Extraordinary performer! Always present to support the corps with flag detail, Color Guard, parades, fundraisers, etc.												Does not participate in any support functions as identified.	
Military Appearance Does the cadet wear the uniform weekly as required?	Wears the military uniform on each and every designated day. Sets the ideal example on professional appearance with NO discrepancies.												Fails to wear the uniform on a weekly basis as required and/or consistently fails uniform inspections.	
Program Impact What is the impact this cadet has on the future of our program? Has the cadet participated on a team, initiated any new process or procedure that has elevated or significantly improved our program?	Initiated a new program or improved a process that made a permanent and significant impact on our program.												Did not initiate or make any improvements to any program area of our program.	
Total Points													_____	

NOTE: Evaluations may be completed at 4 ½ week intervals and during initial feedback session during officer promotions, following completion of CLCs and/or equivalent involvement/coursework. Promotions are earned and not simply given as a reward for time served in the AFJROTC program.

A favorite quote is "You are green and growing or ripe and rotten." Dr. John Maxwell.

Name of Rater: (Print) _____

Signature of Rater: _____

Comments:

Name of Cadet: (Print) _____

Signature of Cadet: (Print) _____

- ✓ My signature certifies I was briefed on my performance.
- ✓ My signature does not mean I agree or disagree with the rating.

(Cadet Signature)

Attachment 20

Basic Cadet Evaluation Form

Name: _____ Position: _____

Flight: _____ Rank: _____ Date: _____

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

Name of Rater: _____ ✓
(Print)

Signature of Rater: _____ ✓

Comments:

My signature certifies I was briefed on my performance.

My signature does not mean I agree or disagree with the rating.

(Cadet Signature)

Attachment 21

AFJROTC 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.