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CHAPTER ONE
HISTORY, MISSION & OBJECTIVES

1. HISTORY.

Air Force Junior ROTC was founded under Public Law 88-647, called “The Revitalization Act of 1964.” The first AFJROTC units began operation in 1966 at just 20 high schools. Today there are over 870 AFJROTC units at high schools in the United States and at military bases around the world. Our unit, SC-934, was established at Beaufort High School on July 1, 2002. The designation SC-934 indicates that our unit was the fourth AFJROTC unit activated in South Carolina in 2002.

2. MISSION STATEMENT.

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

The mission of AFJROTC SC-934 is to help our cadets become better citizens in school, community and country, by providing opportunities for the development of teamwork, leadership, personal responsibility and self-discipline, and academic excellence.

3. GOALS/OBJECTIVES.

The goals of AFJROTC are:
- Instill values of citizenship.
- Service to the United States.
- Personal responsibility/sense of accomplishment.

The objectives of AFJROTC are to:
- Educate and train high school cadets in citizenship.
- Promote community service.
- Instill responsibility, character, and self-discipline.
- Provide instruction in air and space fundamentals.

The objectives of SC-934 are to:
- Encourage a high degree of personal honor, self-reliance, and leadership by example.
- Encourage the pursuit of excellence in academic studies.
- Promote patriotism and respect for flag and country.
- Promote habits of attention to detail, orderliness, and precision in all activities.
- Encourage appreciation and respect for constituted authority.
- Promote understanding of military command structures.
- Encourage appreciation for the traditions of the U.S. military, especially the USAF.
CHAPTER TWO

AY2017 – 2018 SYLLABUS

GENERAL. There are four courses of AFJROTC: AFJROTC-1, -2, -3, and -4. Each course is one semester long, except for a mixed AFJROTC-3/-4 Early Bird Honor’s class which is a full year. Each course consists of 40% Aerospace Science (AS), 40% Leadership Education (LE), and 20% Wellness/Fitness.

CREDIT. Students taking AFJROTC-1 receive 1 credit for Physical Education. Students taking AFJROTC-2, -3, or -4 receive 1 elective credit. Early Bird cadets receive honors credit.

AEROSPACE SCIENCE 100:
AS 100 – HISTORY OF FLIGHT

INSTRUCTOR: MSgt Bennett, MSgt Rawlins and Lieutenant Colonel Wichers

COURSE DESCRIPTIONS:

AFJROTC AS 1 and 2 History of Flight 1 unit each
Course Code: 375102CW
Prerequisite: Pass initial physical fitness test with physical exam along with an interview by Senior Aerospace Science Instructor and maintain a C average (subject to waiver by SASI). These courses provide an extensive introduction to the United States Air Force. Major emphasis is placed on citizenship, close order drill (COD), physical training (PT), Air Force customs and courtesies, personal growth and responsibilities, uniform clothing and equipment. Cadets will be required to wear the prescribed Air Force uniform while adhering to the proper Air Force grooming standards. In addition to normal class work, the ROTC program sponsors several after school programs throughout the year including Cadet Color Guard, Drill Teams, and Marksman Team that represent the school during numerous community events throughout the year. Cadets may also pursue co-curricular activities in Model Rocketry, flying Drones (Unmanned Aerial Vehicles), Raider and Orienteering Teams. These teams compete with other school JROTC programs. This course is accepted by the state of South Carolina as a replacement/substitute for the physical education requirement for graduation.

COURSE NAME: AFJROTC 1

The Mission of Air Force JROTC is to develop citizens of character dedicated to serving their nation and community.

CREDIT HOURS: 1 Physical Education OR Elective Credit for the entire year (must complete both semesters)

INSTRUCTOR’S NAMES: MSgt Bennet, MSgt Rawlins and Lt Col Wichers

REQUIRED TEXT AND MATERIALS: Aerospace Science 100: Journey into Aerospace History
Unit 1: Imagining Flight
Chapter 5: The Foundations of United States Citizenship

Chapter 3: Leadership Education I00: Traditions, Wellness, Foundations of Citizenship

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

AF Manual 36-2203, Personnel Drill and Ceremonies, V-2627

Chapters 1 – 3
- Student Workbooks
- Selected Video Tapes
- Cadet Guide

COURSE DESCRIPTION: AFJROTC I is the introductory course for all new cadets. The course consists of three components: Aerospace Science (40%), Leadership Education (40%), and Wellness/Physical Fitness (20%). The Aerospace Science I portion is an aviation history course focusing on the development of flight throughout the centuries. The emphasis is on civilian and military contributions to aviation; the development, modernization, and transformation of the Air Force; and a brief astronomical and space exploration history. It is interspersed with concise overviews of the principles of flight to include basic aeronautics, aircraft motion and control, flight power, and rockets. Leadership Education I introduces the student to the Air Force Junior Reserve Officer Training Corps (AFJROTC) program, while instilling elements of good citizenship, develops informed citizens; strengthens and develops character; develops study habits and time management; wear of the Air Force uniform; and Air Force customs, courtesies and drill skills are introduced. Additionally, cadets will be taught the fundamentals of Drill and Ceremonies. This portion of the course concentrates on the elements of military drill, and describes individual and group precision movements, procedures for saluting, drill, ceremonies, reviews, parades, and development of the command voice. Students are provided detailed instruction on ceremonial performances and protocol for civilian and military events and have the opportunity to personally learn drill. Most of the work is to be hands-on. The Wellness/Physical Fitness portion will incorporate the Cadet Health and Wellness Program (CHWP). The CHWP is an exercise program focused upon individual base line improvements with the goal of achieving a Presidential Physical Fitness standard calculated with age and gender. The goal of the CHWP is to motivate JROTC cadets to lead active, healthy lifestyles beyond program requirements and into their adult lives. Cadets will be given the opportunity to put into practice the wellness concepts that are taught in Leadership Education I. Students WILL wear the Air Force JROTC uniform weekly (Wednesday) and the issued PT uniform on Fridays.

COURSE OBJECTIVES AND GOALS:
Journey into Aerospace History:
1. Know the historical facts and impacts of the early attempts to fly.
2. Know the major historical contributions to the development of flight.
3. Know the contributions of the US Air Force to modern aviation.
4. Know the key events of space exploration history.
Leadership Education/Drill and Ceremonies:
1. Know the importance of AFJROTC history, mission, purpose, goals, and objectives.
2. Know military traditions and the importance of maintaining a high standard of dress and appearance.
3. Know the importance of attitude, discipline, and respect, and why values and ethics are so important.
4. Know the importance of individual self-control, common courtesies and etiquette.
5. Know that an effective stress management program improves the quality of life.
6. Know why courtesies are rendered to the United States flag and the National Anthem.
7. Know why it is important to be a good democratic citizen and to be familiar with the different forms of
governments.
8. Know the importance of keeping yourself well and helping others stay well.
9. Know the importance of drill and ceremonies.
10. Know basic commands and characteristics of command voice.
11. Apply and execute the concepts and principles of basic drill positions and movements.
12. Know when and how to salute.

Wellness and Physical Fitness
1. Motivate AFJROTC cadets to lead active, healthy lifestyles beyond program requirements and into their adult lives.
2. Create an individualized training program based on national standards by age and gender.
3. Identify areas of improvements for each cadet.
4. Incorporate a physical training program to reach goals.

UNIFORM DAY: WEDNESDAY and Special Events such District Pass-in-Review. Cadets are required to wear their Physical Training uniform on FRIDAYS.

GRADING PROCEDURES: Grades from the Aerospace Science portion of the course count 40% of the AFJROTC final grade and will be graded by the SASI. The Leadership Education portion of the grade counts 40% of the final grade and will be graded by the ASI. The wellness portion of the program counts for the remaining 20% of the final grade and will be graded by the SASI and/or ASI. Drill will be evaluated by the ASI and the SASI. HABITUAL NON-WEAR OF THE UNIFORM AND FAILURE TO MAINTAIN STANDARDS WILL RESULT IN A FAILING GRADE AND DISMISSAL FROM THE PROGRAM. Grades will be computed in accordance with standard district grading policy.

<table>
<thead>
<tr>
<th>MAJOR GRADES</th>
<th>DAILY GRADES</th>
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<tbody>
<tr>
<td>Uniform Wear</td>
<td>Class Attendance, Preparation &amp; Participation</td>
</tr>
<tr>
<td>Exams (Midterm &amp; Final)</td>
<td>Quizzes</td>
</tr>
<tr>
<td>Parades, Special Events (FBISD Pass &amp; Review, Retreat, etc)</td>
<td>Class work/Homework</td>
</tr>
</tbody>
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GRADING SCALE: As set by the Texas State Board of Education

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Required</th>
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<tbody>
<tr>
<td>A</td>
<td>90 and above</td>
</tr>
<tr>
<td>B</td>
<td>80 - 89</td>
</tr>
<tr>
<td>C</td>
<td>75 - 79</td>
</tr>
<tr>
<td>D</td>
<td>70 - 74</td>
</tr>
<tr>
<td>F</td>
<td>69 and below</td>
</tr>
</tbody>
</table>

UNIFORM WEAR (Major Grade): Uniform wear is a large part of the Air Force JROTC program. ALL cadets are required to wear the appropriate uniform each Wednesday, from the start of the school day until released. Make-up day for excused absences on uniform day is the following Thursday. There will be no uniform make-up for unexcused absences. Failing to wear the uniform all day will result in a “0” (zero) grade for that uniform day. Multiple failures to wear your uniform can lead to disenrollment from the course. Cadets are required to wear their issued Physical Fitness uniforms on Thursdays unless otherwise directed. Failure to turn in uniforms by the end of the course/year will result in an overall “I” incomplete grade for the course and the vice principal notified. Additionally, the student will be placed on the “Fines/Holds” list until the uniforms are paid for/returned.
EXAMS (Major Grade): Two types of major exams will be administered during the course: midterms and finals. Tests will be a comprehensive assessment of all material taught since the last test. These tests will cover the concepts taught in all portions (AS, LE, Wellness) of the AFJROTC I curriculum.

CLASS ATTENDANCE, PREPARATION AND PARTICIPATION (Daily Grade): Today's workforce does not earn a paycheck unless they show up ready for work. Cadets earn grades commensurate with their class participation and effort. Cadets who are not present or prepared cannot participate fully in class. This is especially key to drill and physical fitness. Class preparation includes cadet adherence to proper grooming standards daily as outlined in Air Force Instruction and school dress code.

QUizzes (Daily Grade): Daily quizzes will be administered throughout the course. Quizzes will cover all material taught since the last quiz or test.

HOMEWORK/CLASSWORK: Assignments are due at the beginning of the class period, unless otherwise directed or the cadet has an excused absence that day. For excused absences, the assignment will be due on the next class day that the cadet is present. Assignments not turned in on the due date because of an unexcused absence will receive a "0" (zero) grade for that assignment.

COMMUNITY SERVICE: Cadets will have multiple opportunities to perform Air Force JROTC sponsored community service during each semester.

CURRICULUM IN ACTION TRIPS (CIA)/FIELD TRIPS: Throughout the semester, the cadets will have opportunities to participate in school-sponsored activities that serve as an extension of the AFJROTC curriculum. These trips may include visits to major military installations, museums, aerospace manufacturing facilities, etc. Cadets must be in good academic and disciplinary standing to participate.

CLASS BEHAVIOR: The nature of the AFJROTC mission, as well as its high visibility within the school and community, requires it members to adhere to higher standards than might be found among the student population. Inappropriate behavior, in or out of uniform, is prohibited while in participating in AFJROTC. This behavior includes, but is not limited to, consuming alcohol, drug abuse, tobacco use, horseplay, public displays of affection, fighting, disparaging remarks, insubordination, disrespect, verbal threats and physical attacks.

CELL PHONES: Cell phone policy is in accordance with Beaufort County School district instructions. Cell phones must remain turned off and out of sight during the instructional day. Students who use the telecommunications device during the school day, will have the device confiscated. Parents may pick up the confiscated device from the assistant principal's office. Any student who refuses to turn over their cell phone will be considered insubordinate and will receive additional disciplinary consequences.

EXPECTATIONS FOR CADETS
2. Always use the titles sir/ma'am when addressing AFJROTC staff and senior ranking cadets.
3. Be on time. Don't be late to class, scheduled events, practices, etc.
4. Always bring your required items to class (notebook, pen/pencil, textbook, etc).
5. Wear the correct uniform on the appropriate day.
6. Place personal belongings under your desk – nothing in the aisle.
7. Raise your hand and wait to be acknowledged; do not talk without permission.
8. Listen respectively and attentively to the speaker/presenter or fellow cadets when they are speaking.
9. Treat others with mutual respect. Profanity, vulgar language, racial or ethnic slurs, derogatory comments, sexual harassment, or harassment of any fellow cadet or student will not be tolerated.
10. Remain in your seat unless given permission to move about the room
11. Remain professional; do not sit on desks, tables, trash cans, etc.
12. Unauthorized personnel are not allowed in the staff offices.
13. Always use the trash can to dispose of trash. If you see trash on the floor, clean it up.
14. No eating, drinking and ABSOLUTELY no CHEWING GUM in the classroom.
15. Wearing hats or sunglasses indoors is prohibited.
16. Maintain loyalty to the Corps, school, and your values.
17. No horseplay in the AFJROTC areas.
18. Maintain self-control and your self-respect at all times.
19. Do not disrespect instructors, higher-ranking cadet officers and NCOs.

CLASSROOM PROCEDURES:
1. Enter the classroom and proceed directly to your desk.
2. Place books and backpacks under your desk.
3. Stand at the position of "Parade Rest" at the rear of your desk.
4. The flight commander/flight sergeant will call the class to "Attention" when the instructor approaches the podium and salute the instructor and state "The Flight is Ready for Instruction".
5. After the instructor returns the salute, the flight commander will give the command "Parade Rest".
6. The SAS/ASI will take roll. When the cadet’s name is called, they will come to the position of "Attention" and answer "Here Sir". After answering roll, they will then return to the position of "Parade Rest".
7. After roll, the Flight Commander will call the flight to "Attention" and place the cadets in their seats with the command "Seats".
8. Approximately two minutes before the class dismissal bell rings, the instructor will direct the Flight Commander or Flight Sergeant to prepare the class for dismissal. state "PREPARE FOR DISMISESSAL". Cadets will stop class work and put books and classroom materials away. Cadets will clean up their desks, pick up any trash in the immediate vicinity of their desks, align their desks with others in their element, and prepare to stand for dismissal, and assume "PARADE REST".
9. When the bell rings or at the signal of the instructor, the Flight Commander/Sergeant will call the flight to "ATTENTION". Cadets will come to the position of ATTENTION at the side of their desk and wait for further instructions.
10. The Flight Commander/Sergeant will check that all trash is picked up and the desks are aligned. The Flight Commander/Sergeant will salute and report to the SAS/ASI "The Flight is Ready for Dismissal!". After the SAS/ASI states "Dismiss the Flight", the Flt Cc/Flt Sgt will "DISMISS" the flight. Cadets can then retrieve their personal belongings and depart the classroom.

ASSIGNMENTS:

1. Cadets will read chapters in the textbooks and answer associated questions in class.
2. Cadets will write their answers in their AFJROTC notebook. Notebooks will be reviewed and graded periodically.
3. Cadets will complete a project each 9-weeks according to the guidance in this handbook.
4. Tests and quizzes will be given periodically to assess mastery of the covered material.

AEROSPACE SCIENCE 400:
AS-400 - Management of the Cadet Corps (select 3rd and 4th year cadets only)

INSTRUCTOR(S): MSgt Bennett, MSgt Rawlins and Lieutenant Colonel Wichers

COURSE DESCRIPTION:

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

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

COURSE MATERIALS:

1. Textbook: *Leadership Education 400: Principles of Management*
2. SC-934 Cadet Handbook 2017 – 2018
3. Handouts provided by SASI and ASI.
4. Spiral notebook dedicated to AFJROTC to be used as a daily journal.

ASSIGNMENTS:

1. Cadets will plan, organize and execute Corps functions and activities to include, Corps Day, Field Day, Military Ball, Dining Out, Awards Program, fund raisers, community service activities, flag ceremonies, color guards, and other activities assigned by the SASI/ASI.
2. Cadets will complete a project each 9-weeks according to the guidance in this handbook.
3. Cadets will receive graded evaluations periodically to assess performance of assigned duties.
4. Cadets will maintain a Daily Journal in a standard 8 ½ x 11 spiral notebook. Cadets will record a summary of their corps activities each day in their journals and submit their journals to the SASI for a major grade each Friday or the last day of the week. Loose sheets of paper will not be accepted in lieu of the journal notebook. The journal notebook is to be used exclusively for AFJROTC journal entries and will not be used for assignments for any other class. The SASI reserves the right to remove and dispose of non-AFJROTC journal material from the journal notebook without prior notification to the cadet.

*Leadership Education AFJROTC I, LE100*

LE 100 – Citizenship, Character, & Air Force Tradition

INSTRUCTORS(S): MSgt Bennett, MSgt Rawlins and Lieutenant Colonel Wichers

COURSE DESCRIPTION:

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

COURSE OBJECTIVES:
1. Know the importance of AFJROTC history, mission, purpose, goals, and objectives.
2. Know military traditions and the importance of maintaining high standards of dress and personal appearance.
3. Know the importance of attitude, discipline, and respect, and why values and ethics are so important.
4. Know the importance of individual self-control and that an effective stress management program improves quality of life.
5. Know why courtesies are rendered to the United States flag and the National Anthem.
6. Know why it is important to be a good democratic citizen and be familiar with the different forms of government.
7. Know the importance of keeping yourself well and helping others stay well.

COURSE MATERIALS:

1. Textbook: Leadership Education I: Citizenship, Character, & Air Force Tradition
2. SC-934 Cadet Handbook 2017 - 2018
3. A spiral notebook dedicated only to AFJROTC for taking notes and writing the answers to questions associated with textbook readings.

ASSIGNMENTS:

1. Cadets will read chapters in the textbooks and answer associated questions in class. Cadets will write their answers in their AFJROTC notebook. Notebooks will be reviewed and graded periodically.
2. Tests and quizzes will be given periodically to assess mastery of the covered material.

Leadership Education AFJROTC II, LE200
LE 200 – Communication, Awareness, & Leadership

INSTRUCTOR: MSgt Bennett, MSgt Rawlins and Lieutenant Colonel Wichers

COURSE DESCRIPTION:

LE 200 stresses communications skills and Cadet Corps activities. Much information is provided on communicating effectively, understanding groups and teams, preparing for leadership, solving conflicts and problems, and personal development. Briefings and speeches complement the academic materials.

COURSE OBJECTIVES:

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

COURSE MATERIALS:

1. Textbook: Leadership Education II: Communication, Awareness, & Leadership
ASSIGNMENTS:

1. Cadets will read chapters in the textbooks and answer associated questions in class. Cadets will write their answers in their AFJROTC notebook. Notebooks will be reviewed and graded periodically.
2. Cadets will prepare and present a 2 – 4 minute speech on a topic to be determined.
3. Cadets will prepare and present a 3 – 5 minute military briefing with appropriate use of visual support on a topic to be determined.
4. Tests and quizzes will be given periodically to assess mastery of the covered material.

Leadership Education AFJROTC III, LE300
LE 300 – Life Skills & Career Opportunities

INSTRUCTOR(S): MSgt Bennett, MSgt Rawlins and Lieutenant Colonel Wichers

COURSE DESCRIPTION:
LE 300 is designed to help students decide which path to take after high school. Information on how to apply for admission to college or to a vocational or technical school is included. Information on how to begin the job search is available to students who decide not to go to college or vocational school. Available also is information about financial planning and how to save, invest, and spend money wisely, as well as how not to get caught in the credit trap. Students are informed about real life issues such as understanding contracts, leases, wills, warranties, legal notices, and personal bills. Citizen responsibilities such as registering to vote, jury duty, and draft registration will be helpful to. For those students who may be moving into an apartment of their own, information is presented on apartment shopping and grocery shopping skills. There is information on how to prepare a résumé and the importance of good interviewing skills. If there are students who are interested in a career in the military, with the federal government, or an aerospace career, information is also provided for them.

COURSE OBJECTIVES:

1. Know specific career options to pursue.
2. Know the elements of a personal budget and financial plan.
3. Know the requirements for applying to a college or university.
4. Know the essential process for pursuing a career.

COURSE MATERIALS:

1. Textbook: Leadership Education III: Life Skills & Career Opportunities
2. SC-934 Cadet Handbook 2017 – 2018
3. A spiral notebook dedicated only to AFJROTC for taking notes and writing the answers to questions associated with textbook readings.

ASSIGNMENTS:
1. Cadets will read chapters in the textbooks and answer associated questions in class. Cadets will write their answers in their AFJROTC notebook. Notebooks will be reviewed and graded periodically.

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

**Leadership Education AFJROTC IV, LE400**

LE 400 – Principles of Management

INSTRUCTOR(S): MSgt Bennett, MSgt Rawlins and Lieutenant Colonel Wichers

**COURSE DESCRIPTION:**

LE 400 provides a guide to understanding the fundamentals of management, managing yourself, and managing others. Emphasis is placed on allowing the student to see himself/herself as a manager. There are four building blocks of leadership considered in this course from the military and civilian perspective: Management Techniques, Management Decisions, Management Functions, and Managing Self and Others.

**COURSE OBJECTIVES:**

1. Comprehend the importance of management.
2. Comprehend the techniques and skills involved in making management decisions.
3. Comprehend the concepts and skills of problem solving, decision-making, and negotiating.
4. Comprehend the importance of managing yourself and others.

**COURSE MATERIALS:**

2. SC-934 Cadet Handbook 2017 – 2018
3. A spiral notebook dedicated only to AFJROTC for taking notes and writing the answers to questions associated with textbook readings.
4. A spiral notebook to be used as a Cadet Staff Journal.

**ASSIGNMENTS:**

1. Cadets will read chapters in the textbooks and answer associated questions in class. Cadets will write their answers in their AFJROTC notebook. Notebooks will be reviewed and graded periodically.
2. Tests and quizzes will be given periodically to assess mastery of the covered material.

**GRADING**

1. **GRADED MATERIAL.** The first 4 1/2-weeks of each semester cadets receive intensive leadership training to prepare them for AFJROTC activities for the remainder of the semester. During the remainder of the semester, cadets generally receive both Aerospace Science instruction and Leadership Education training each week. Wellness/Fitness Training is done each week. Testing is done in all areas of instruction to evaluate and reinforce course learning objectives. Each cadet will complete a quarterly cadet project.
to enhance knowledge of assigned or related subjects.

2. GRADING SYSTEM. A cadet’s nine-week grade is an average of accumulated scores as follows. Major Grades (Uniform Wear/Grooming Inspection, Tests, Projects, EB Weekly Journal, Community Service Hours) = 60%, Minor Grades (Wellness/Fitness (PT), Quizzes, Participation in Drill, Workbook Assignments, Weekly Readiness, Bearing & Behavior Grade) = 40%.

A. Aerospace Science. Tests, quizzes, homework, projects, etc. concerning Aviation History or Management of the Cadet Corps.

B. Leadership Education. Tests, quizzes, and evaluations to include:

   (1) Lessons from the Leadership Education textbook.

   (2) Wellness/Fitness participation and progress, including wearing proper shoes and issued PT clothing (T-shirt, shorts, sweatshirt and sweatpants as appropriate).

   (3) Weekly grooming standards and uniform wear and observance of Air Force customs and courtesies.

   (4) Drill participation and Drill Evaluations.

   (5) Community Service Hours. Each cadet is required to earn at least 12 community service hours per semester. Hours may be achieved by assisting in AFJROTC sponsored events and/or non AFJROTC sponsored events (church, local community, etc.). Cadets are provided a community service log at the beginning of each semester to log his/her hours and secure the sponsor signature to validate event participation. This log will be turned in two days before the semester ends to receive credit.

C. Grooming Standards and Uniform Wear. Cadets are expected to meet standards prescribed in AFJROTC Instructions and Chapters Seven and Eight of this handbook. Each cadet is responsible to themselves and to the flight, and each cadet’s performance affects his/her personal academic average and the flight’s average for flight competition.

   (1) Cadets are inspected weekly for compliance with the uniform and grooming standards. (Cadets serving an In-School Suspension, in the Reserve Program, or who come after school has started should be in uniform and come to the AFJROTC classroom prior to school or during the AFJROTC instructors’ planning period ((before 9:30 hrs.)) to be inspected.) It is the cadet’s responsibility to ensure they are inspected to avoid receiving a zero score and missed UWD.

   (2) Cadets not in uniform (unless excused) will receive a grade of "0" for that week. Cadets who make it up the very next day may receive a maximum score of a 75; cadets will continue to lose 25 points per day until the next uniform wear day. It is the cadet’s responsibility to notify the Flight Commander during AFJROTC class that he or she needs to be inspected. Cadets must make up all missed uniform wear regardless of grade by the end of each 9-weeks. Failure to do so will result in their grade being manually adjusted to a 60.
(3) Cadets not wearing the correct uniform combination will have 20 points deducted from their uniform wear grade. The uniform wear combination is posted Friday (Thursday if no school on Friday) for the next week’s wear. Cadets should check announcements, or check the bulletin board outside the AFJROTC classroom.

(4) All missed uniform wear days must be made up before the end of the 9-weeks grading period to avoid receiving a failing grade in AFJROTC for the grading period. At the end of each semester, uniform wear make-ups must be completed before the designated date to return uniform items.

(5) The SASI or ASI may designate a UWD day other than the normal UWD due to field trips, holidays, or special AFJROTC activities requiring wear of the uniform.

(6) Cadets absent from school for the UWD must wear the uniform on their next day in school to avoid penalty. Cadets absent from school for an extended time period must make up all uniform wear days missed upon return to school. The SASI/ASI may assign which days to wear the uniform.

D. Readiness & Behavior: Cadets receive a weekly subjective/objective grade for compliance with the parameters listed below:

(1) Readiness (50 points): Cadets will come prepared to learn and bring the following items to class every day:
   (i) Fully charged tablet and battery charger. Failure to bring the District issued tablet or charger to class will result in 10 points being deducted for each daily occurrence.
   (ii) Bringing a notebook or binder. Failure to bring a notebook or binder to class will result in 5 points being deducted for each daily occurrence.
   (iii) Bringing writing instrument(s) pencil/pen and paper. Failure to bring the required materials will result in 3 points being deducted for each daily occurrence.
   (iv) Wear of the Air Force blue uniform on uniform inspection days. Failure to wear the required uniform on designated days will result in 10 points being deducted for each occurrence.
   (v) Wear of the Physical Training (PT) Uniform on designated PT days.

(2) Behavior (50 points): Cadets will comply with the following items:
   (i) Classroom rules (compliance with Cadet Handbook and BHS Student Handbook).
   (ii) Tardy. Cadets are allowed two tardy entries per quarter without a deduction. Any tardy recording above two will result in a five point deduction for each occurrence.
   (iii) Military Customs & Courtesies

(3) Therefore, a cadet can easily obtain a 100 in Readiness and Behavior at the end of each week:

<table>
<thead>
<tr>
<th>Day</th>
<th>Readiness</th>
<th>Behavior</th>
<th>Daily Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>10 points</td>
<td>10 points</td>
<td>= 20 points</td>
</tr>
<tr>
<td>Tuesday</td>
<td>10 points</td>
<td>10 points</td>
<td>= 20 points</td>
</tr>
<tr>
<td>Wednesday</td>
<td>10 points</td>
<td>10 points</td>
<td>= 20 points</td>
</tr>
<tr>
<td>Thursday</td>
<td>10 points</td>
<td>10 points</td>
<td>= 20 points</td>
</tr>
<tr>
<td>Friday</td>
<td>10 points</td>
<td>10 points</td>
<td>= 20 points</td>
</tr>
<tr>
<td></td>
<td>50 points</td>
<td>50 points</td>
<td>100 points</td>
</tr>
</tbody>
</table>
3. SAMPLE GRADING REPORTS

Example A: Cadet did not miss any uniform wear days.

Average of quizzes, homework, project, grooming standards and uniform wear grades, drill evaluations, and bearing & behavior: 94

GRADE ACHIEVED: 94 (A)

Example B: Cadet had one or more missed uniform wear days and did not make up missed uniform wear within the grading period.

Average of quizzes, homework, project, grooming standards and uniform wear grades, drill evaluations, and bearing & behavior: 91<=60**

GRADE ACHIEVED: 60 (F)**

**FAILURE TO COMPLY WITH UNIFORM WEAR AND GROOMING REQUIREMENTS RESULTED IN A FAILING GRADE FOR THE GRADING PERIOD REGARDLESS OF ACTUAL AVERAGE.

QUARTERLY PROJECTS

1. GENERAL. Each cadet has an opportunity to expand his/her knowledge and that of his/her fellow cadets, while developing his/her communicative and research skills by completing a quarterly project. This project is triple weighted – failing to complete on time will significantly impact your grade. Projects will not be accepted late and must be typed – you have ample time to complete and turn in your projects before the suspense date listed below.

2. PROJECTS. Projects listed below are examples of projects that may be completed with the approval of the SASI. Some projects may be accomplished through group efforts, with SASI approval.

FIRST QUARTER:
ALL Cadets: Veterans of Foreign Wars (VFW) Voice of Democracy Essay Competition. Following the essay format and guidelines at http://www.vfw.org/Community/Voice-of-Democracy the cadet will submit a typed essay and audio tape recording (if selected to move forward in the competition) of their essay. This year’s topic is:

“Why Veterans are Important to our Nation's History and Future”

There should be enough content that your essay will last 3-5 minutes. These will be read out loud to your classmates.

SECOND QUARTER:
AS-I, AS-II, AS-III (non EB) & AS-IV (non EB) cadets will present a formal oral briefing/presentation (to include slides) to inform their audience about an aviation history person, aircraft or operation of relevance. Early-Bird third and fourth year cadet staff project for second quarter is planning and execution of the Military Ball.
THIRD QUARTER:
AS-I, AS-II, AS-III (non EB) & AS-IV (non EB) cadets will present a formal oral briefing/presentation (to include slides) to inform their audience about an aviation history person, aircraft or operation of relevance. Early-Bird third and fourth year cadet staff project for third quarter is planning and execution of the Field Day.

FOURTH QUARTER:
All cadets will present a formal briefing/presentation to inform or persuade their audience about a current military topic or world situation. All topics must be preapproved by the SASI or ASI. Use the attached rubric for your project. These will be presented to the class. Early-Bird third and fourth year cadet staff project for third quarter is planning and execution of the Dining Out.

3. PROJECT REQUIREMENTS: Presentations must be 3-5 minutes in length.

4. GRADING. A maximum of 100 points for the project is possible. Grades for projects are awarded in relation to effort expended, and the quality of the project. The project will be graded using the AFJROTC Speech and Writing Instrument. Project will count as a major grade for the nine-weeks grading period and is TRIPLE WEIGHTED. Project outlines will be due approximately 2 weeks prior to project submission (and will count as a grade).

PROJECT RUBRIC:

<table>
<thead>
<tr>
<th>PROJECT DUE DATES/SUSPENSES:</th>
<th>1st Semester</th>
<th>2nd Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turn in Project on:</td>
<td>1 October</td>
<td>12 December</td>
</tr>
<tr>
<td></td>
<td>13 March</td>
<td>15 May</td>
</tr>
</tbody>
</table>
CHAPTER THREE
CLASSROOM PROCEDURES AND CADET RESPONSIBILITY

1. GENERAL
Each class is designated as a “flight” and assigned a letter of the Phonetic Alphabet. For example, the first class during second block is designated as “A Flight”, pronounced “Alpha Flight.” Very large classes may be divided into two flights.

2. REQUIREMENTS.

A. Respect and promptness are objectives of this program. Cadets are expected to be in formation, standing at “Parade Rest” prior to the tardy bell ringing in the shop area. Tardiness will affect your AFJROTC grade, promotion eligibility, field trip consideration, and award nomination. Excessive tardiness will result in disciplinary action by the administration.

B. During class and for official corps business, cadets will address each other by title and surname, for example, “Cadet Smith” or “Cadet Sgt. Smith.” Cadets wishing to address the SASI/ASI during classroom instruction will raise their hands and wait to be called upon. Cadets wishing to address the SASI/ASI when outdoors will come to attention and request permission to speak. (e.g. "Sir, Cadet Smith requests permission to speak.") Cadets addressed by the SASI or ASI when outdoors (in or out of formation) will come to attention and remain at attention until given other instructions or the SASI/ASI departs. If in formation the cadet will return to the former position.

C. Cadets will not slouch in their seats, put their feet on other chairs, sit on the tops of tables nor be inattentive to instruction. Cadets, who feel sleepy, may at any time without asking permission, stand at “Parade Rest” in the rear or at the side of the classroom until they can remain awake. No disciplinary action will be taken. Cadets with their heads down on the table are considered asleep. This is your first warning! Upon the second incident, disciplinary action will be taken.

D. Cadets will not chew gum at any time while in the classroom or on the drill pad. This is a violation of class policy and will result in a lunch detention to clean gum stuck beneath tables and chairs or carpets. Cadets may use small breath mints such as Tic-Tac, lifesavers, etc.

E. Water is permitted in the classroom. Soft drinks and food will not be eaten in the classroom except on special occasions or when authorized by the SASI/ASI. School authorized drinks and food may be consumed in the shop area (as long as the area remains clean).

F. Classroom distractions will not be permitted. Cadets will have all cell phone; I-Pad; I-Pod devices and similar devices turned off and secured in your book bag or purse and out of sight when entering the AFJROTC classroom. Personal conversations are not permitted at any time during instruction. Cadets will not leave their seats without permission except to stand due to sleepiness. Conduct and attitude not meeting standards will result in disciplinary action and a loss of privileges (e.g., drinks in classroom, field trips, promotions, AFJROTC co-curricular participation, etc.). Cadets whose conduct and attitude adversely affect the class continuously will be recommended to the principal for disenrollment from AFJROTC. Disenrollment from AFJROTC will result in a grade of “F” for the course regardless of current average.
G. When outside in uniform, cadets will salute and address the SASI, the ASI, and all higher ranking cadet officers by rank. (See chapter on Saluting).

3. PROCEDURES.

A. Beginning of Class. When cadets arrive, they should immediately go to the shop area, place book bags/personal belongings neatly along the floor by the shop exterior doors, and prepare for flight formation. When the tardy bell rings, the Flight Commander/Sergeant will command “Fall In!” - Cadets will fall in facing the flight commander/sergeant attaining normal dress and cover at the position of Attention. The flight will then be given the command “Parade Rest.”

1. The flight sergeant (or designated flight leader) will face the flight, and take roll stating Cadet (Last Name). Cadets will come to “Attention” when their name is called and respond with “Here, Sir (or Ma’am),” then resume standing at the “Parade Rest” position. Once roll call is complete and absences noted, the flight sergeant (or flight leader) will report the status of the flight to the flight commander. The report format is executed with a salute and reporting “Sir Flight all present and accounted for” or “Sir, Flight has __ absent.”

2. The flight commander will return the salute, have the flight sergeant POST to his/her designated spot within the flight and then lead the flight in reciting the Air Force Core Values and BEAUFORT Alma Mater. The flight commander will read announcements and ensure all items of the flight commander checklist are completed. Once all actions are complete, the flight commander will dismiss the flight to the classroom for instruction or other activities as designated by the SASI/ASI. Cadets should get all necessary belongings and proceed to the classroom.

B. End of Class. When directed by the SASI/ASI, the flight commander (flight leader) will move sharply and by the most direct route to the front of the flight, face the flight, call the flight to attention, remind them of any announcements, and dismiss the flight. Cadets will look around their tables and pick up any trash, which they will deposit in the trashcan. They will then collect their book bags/personal items and wait for the dismissal bell for the next period. When the bell rings cadets should exit the class or shop area quickly and quietly.

C. Reporting to SASI’s or ASI’s Office. Cadets will NEVER enter the SASI’s or ASI’s office without permission! To do so is a violation of custom and courtesy and displays gross disrespect.

1. Any cadet told to report to (or see) the SASI or ASI, will report in a military manner, regardless of whether the cadet is in uniform or civilian clothing. The cadet will knock on the office door once, loudly, whether the door is open or closed. The cadet will wait until told to enter. The cadet will move in a military manner to within one pace (two feet) of the desk, halt at the position of attention, salute, and while holding the salute, state: Sir, Cadet (last name) reporting as ordered. The cadet will hold the salute until it is returned or acknowledged. The cadet will then stand at parade rest. If told to sit down, the cadet will not slouch in the chair. When the purpose of the meeting is concluded, the cadet will come to the position of attention, salute and state: Will that be all, Sir? When the cadet has been dismissed, the cadet will drop the salute and exit in a military manner.

2. Cadets wanting to speak to the SASI/ASI in their office will follow the above procedures, except the cadet will state: Sir, Cadet (last name) requests permission to speak.
CHAPTER FOUR

CADET CONDUCT

1. GENERAL.
Cadets will conduct themselves at all times so as to reflect credit upon themselves, their parents/guardians, BEAUFORT High School, and the United States Air Force.

2. MILITARY COURTESY.
In addition to saluting, cadets will address the SASI, ASI and cadet officers of higher rank by rank or by the terms Sir or Ma’am. This same courtesy should be extended to all teachers and administrators of BEAUFORT High School. Your actions inside and outside the classroom reflect upon the entire cadet corps. Disrespect toward any faculty member, administrator, or cadet officer will result in disciplinary action, which may include loss of rank or position within the corps.

3. THE CHAIN-OF-COMMAND.
The "Chain-of-Command" is established to accommodate all who desire to accomplish a task that is out-of-the-ordinary or to seek redress or a satisfactory termination of a grievance or an alleged miscarriage of justice. In other words, if you feel that you have not been given due consideration, have been treated unfairly, or somehow you feel that you were wronged and you have not gotten satisfactory responses from those that could correct the situation, then the correct procedure is to go "up the chain-of-command," one step at a time. For example, if you feel that you should have been promoted, received a staff position, or a national award, use the chain-of-command to get an answer and/or to correct the situation. In an organized society such as we have in the United States of America, there is an accepted procedure to follow when restitution or retribution is sought. For example, in your house, a parent is the final authority; in the AFJROTC program, the Aerospace Science Instructor (SASI) is the final authority; and in our judicial system the Supreme Court is the final authority. Naturally, the steps you go through to get to that final authority vary by each circumstance.

Table 4.1. shows the steps to use if you desire to "right a perceived wrong". Start at the lowest echelon to address the situation, rather than "jumping over" a step in the chain of command. It is only good manners to let those at each step try to rectify the perceived wrong. Note that the subject matter will determine which route above the Principal you should take your problem. Note: Cadets may go directly to the SASI/ASI for matters that are not directly related to the operation of the corps.
Table 4.1. School Chain of Command

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

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

6. INAPPROPRIATE BEHAVIOR. Inappropriate behavior, in or out of uniform, is prohibited while
participating in AFJROTC and will result in disciplinary action by the SASI and/or the BHS administration. **This behavior includes, but is not limited to, consuming alcohol, drug abuse, tobacco use, horseplay, public display of affection, fighting, disparaging remarks, insubordination, disrespect, verbal threats, and physical attacks.** The initiation of a verbal threat or physical attack will be considered an assault, which is an illegal act and cause for disciplinary referral to the BHS administration and immediate disenrollment from the AFJROTC program. All inappropriate behavior is classified as “conduct unbecoming an AFJROTC Cadet.”

7. **HARASSMENT/BULLYING.** Harassment or bullying of any cadet by anyone of any rank is strictly forbidden. Examples of harassment or bullying are improper or abusive language (to include profanity, obscenity, “in your face” or screaming either face-to-face or electronically), gossip/rumor spreading, and unwanted physical contact (especially of a sexual nature).

8. **HAZING.** Hazing is, “the practice of directing someone of lesser rank to perform a humiliating action, which entails the surrender of dignity and self-respect, or a hazardous action which exposes one to physical injury or bodily harm.” **Hazing is strictly forbidden.**

9. **SECRET ORGANIZATIONS.** Cadets are prohibited from organizing or belonging to formal or informal secret organizations including cliques and gangs. Such organizations are frequently violent, devious, divisive, and/or discriminatory, and **will not be tolerated.** Participation in such groups will result in a recommendation to the principal for disenrollment from AFJROTC and a failing grade for the course.
CHAPTER FIVE

CADET MERIT AND DEMERIT SYSTEM

1. PURPOSE. The Merit and Demerit System is used to recognize service, promote observance of military customs and courtesies, and to reinforce positive behavior. It is comprised of a point system that directly affects the cadet's overall grade via the weekly bearing and behavior grade.

MERIT SYSTEM. Merits are awarded commensurate with the degree of expected performance but may not exceed five merits for any single occurrence. Failure to perform assigned tasks will negatively affect future selections for project assignment, promotions, awards, etc. In the event a performance is canceled due to weather or unforeseen reasons, cadets who were in place at the appropriate time will receive full credit for the performance/appearance. Merits and demerits will be used when determining the weekly bearing and behavior grade.

Merits may be awarded for exceptional performance in areas not listed below. These merits must be documented in detail by a cadet officer or NCO who outranks the recipient. All merits/demerits awarded are subject to review by the Squadron Command Chief and approval by the SASI/ASI.

MERIT VALUES

<table>
<thead>
<tr>
<th>PERFORMANCE</th>
<th>MAXIMUM POINT VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Exceptional performance of duties</td>
<td>5</td>
</tr>
<tr>
<td>2. Military parade or review</td>
<td></td>
</tr>
<tr>
<td>3. Color Guard (each performance except competitions)</td>
<td>2</td>
</tr>
<tr>
<td>4. Recruiting Team presentation</td>
<td>2</td>
</tr>
<tr>
<td>5. Fund raising (each $10.00 of profit)</td>
<td>1</td>
</tr>
<tr>
<td>6. CHS A or A-B Honor Roll (nine week grading period)</td>
<td>5</td>
</tr>
<tr>
<td>7. Project officer for minor event (penny war, canned food drive, etc.)</td>
<td>3</td>
</tr>
<tr>
<td>8. Project officer for major event (Dining Out, Field Day, etc.)</td>
<td>5</td>
</tr>
<tr>
<td>9. Member of AFJROTC activity committee</td>
<td>3</td>
</tr>
<tr>
<td>10. Flag detail (one week, 1 merit per day)</td>
<td>5</td>
</tr>
<tr>
<td>11. Community service project (6 hours)</td>
<td>2</td>
</tr>
<tr>
<td>12. Outstanding (Honor) Flight of the Quarter (each cadet)</td>
<td>5</td>
</tr>
<tr>
<td>13. Cadet of the Month or Quarter</td>
<td>5</td>
</tr>
<tr>
<td>14. Distinguished AFJROTC Cadet of the Year</td>
<td>10</td>
</tr>
<tr>
<td>15. Reserve Cadet uniform wear each week (ref. Chapter 27)</td>
<td>5 per week</td>
</tr>
</tbody>
</table>

DEMERITS. Attendance and conduct offenses will comply with the guidelines in the BHS Student Handbook. Offenses that would be equivalent of a “military” nature will be assessed according to the table below. Any cadet assessing demerits should first try counseling the cadet on the infraction/issue at hand (all counseling should be documented in counseling section of the personnel record). If counseling fails to correct the behavior, the issuing cadet should explain to the cadet receiving the demerits the nature of the offense and the number of demerits being assessed. Cadet receiving the demerit must sign the merit/demerit form prior to submission. Should counseling and demerits fail to modify the inappropriate behavior, other alternatives, up to and including disenrollment from the program may be taken. Demerits
will be used when determining the weekly bearing and behavior grade.

**DEMERIT VALUES**

<table>
<thead>
<tr>
<th>OFFENSE</th>
<th>MAXIMUM DEMERITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Uniform wear or grooming infraction (not during inspection)</td>
<td>1 (each)</td>
</tr>
<tr>
<td>2. Failure to perform assigned duties</td>
<td>3</td>
</tr>
<tr>
<td>3. Insubordination (i.e. disrespect to SASI, ASI or cadet superior)</td>
<td>5</td>
</tr>
<tr>
<td>4. Sleeping/disrupting class (e.g. talking without permission)</td>
<td>5</td>
</tr>
<tr>
<td>5. Disrespect for the flag (e.g. not standing for pledge or anthem)</td>
<td>3</td>
</tr>
<tr>
<td>6. Failure to report for duty or performance (e.g. flag detail)</td>
<td>5</td>
</tr>
<tr>
<td>7. Inappropriate behavior (e.g. PDA, horseplay)</td>
<td>1 (each)</td>
</tr>
<tr>
<td>8. Hazing or harassing other cadets</td>
<td>5 (and possible removal)</td>
</tr>
<tr>
<td>9. Other infractions approved by the SASI/ASI</td>
<td>1-5</td>
</tr>
</tbody>
</table>

**NOTE:** Cadets may appeal demerits through their chain of command (Squadron Command Chief owns this process). Demerits assessed against a cadet may be reduced by appeal; they cannot be increased. All demerits must be approved by the SASI or ASI.

**RECORDING PROCEDURES.** Flight commanders and other cadet officers/NCOs will document merits awarded and demerits assessed on a Cadet Merit/Demerit Slip and place the slip in the Squadron Command Chief distribution box as soon as possible. Demerit forms must be signed by the cadet receiving the demerit. If a cadet refuses to sign, communicate such action on the form. *(Note: initial offenses should be resolved using the counseling method and documented in the cadet personnel record).*

**Cadet Squadron Command Chief** submits all slips to the ASI on Friday of each school week. ASI reviews and returns slips to **Cadet Squadron Command Chief** by the following Monday.

**Cadet Squadron Command Chief** maintains a “living roster” listing of all merits/demerits for the quarter. This roster will show all merits and demerits received by each cadet and the reason for the merits/demerits. The code from this handbook may be used (e.g. M8 = Honor Roll, D5 = Disrespect for Flag). The roster will be updated weekly and posted on the bulletin board in the classroom NLT Wednesday of each week. Once logged the merit/demerit slip is given to the Personnel Officer to be added to the cadet’s personnel file.

**Cadet Personnel Officer** files all merits/demerits in the master merit and demerit personnel folder as required.
CHAPTER SIX
CORPS OF CADETS ORGANIZATION

1. CADET ORGANIZATION. The South Carolina SC-934 AFJROTC Unit is organized as specified in AFJROTC Instruction 36-2001. The Cadet Personnel Officer will keep current an organizational chart for SC-934, which will be posted on the bulletin board.

A. The following charts reflect the Cadet Wing organization. Organization charts break the functions of the group down to specialized tasks. The responsibilities associated with each task are found in the corresponding job description in another chapter in this guide. Each cadet should become familiar with all of the jobs descriptions to gain a more complete understanding of those jobs as they relate to the total group.

B. The organization charts reflect a CHAIN OF COMMAND by a solid line connecting the functions or positions. Information, guidance, and decisions flow down the chain of command in the form or oral and written instructions. Information and recommendations, which are used by cadet leaders in decision making also, flow up the chain of command. Information flow and coordination between lateral functions is also necessary for efficient staff functioning. Unless there is a free communications flow throughout the organization, the group will quickly become ineffective.

C. The appropriate chart in this chapter shows the relationship between staff officers and staff specialists. The solid line between the flight commander and each staff specialist represents direct supervision, while the dashed line connecting staff officers with flight staff specialists denotes coordination channels.

2. UNIT MANNING DOCUMENT. The Unit Manning Document (UMD) (Table 1) identifies the SC 934 Cadet Squadron structure. Changes to the UMD to enhance cadet operations are made in accordance with AFJROTC instructions and approved by the Senior Aerospace Science Instructor (SASI).

3. CADET APPOINTMENT AND DUTY Rotation. The SASI and ASI selects the Cadet Squadron Commander, subordinate commanders, and Squadron staff members IAW the UMD. The in-coming Wing Commander will provide a list of nominees for staff positions to the SASI.

Rotation of cadet position will normally occur at the end of each semester. Position assignments will be based upon each cadet’s performance in previous positions, recommendations by the Squadron Commander, and the SASI’s assessment of the cadet’s potential to perform in the new position. Due to experience limitations, it may be necessary to keep certain cadets in specific positions for longer periods.

ORGANIZATION OF SC-934 JROTC

Authorized leadership positions are shown in the Unit Manning Document (UMD) found in this chapter in this Handbook. Cadets must learn the duties and responsibilities of their own assigned positions and should learn as much as they can about the other positions in the group. Promotions will be based on job performance and potential for more responsible jobs.
Table 6-1: Wing Staff

![Wing Staff Organizational Chart]

Table 6-2: Operations Group

![Operations Group Organizational Chart]
Table 6-3: Mission Support Group

### SC-934 CADET SQUADRON UNIT MANNING DOCUMENT

REFERENCE AFJROTCI 36-2001

NOTE: The normal year group and maximum grade is authorized as shown. The SASI will approve any exceptions.

<table>
<thead>
<tr>
<th>Function</th>
<th>Position Title</th>
<th>Year</th>
<th>Highest Rank</th>
<th>Auth.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Staff</td>
<td>Group Commander</td>
<td>AS3/4</td>
<td>C/Col.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Deputy Group Commander</td>
<td>AS3/4</td>
<td>C/Col.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Command Chief</td>
<td>AS2-4</td>
<td>C/CMSgt.</td>
<td>1</td>
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<td>C/Lt/Col.</td>
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<td>C/Lt/Col.</td>
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<td>Inspector General (Stand &amp; Eval.)</td>
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<td>C/Maj.</td>
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<td>Flight Commander</td>
<td>AS3/4</td>
<td>C/Capt.</td>
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<tr>
<td>Command</td>
<td>AS/Grade</td>
<td>Rank</td>
<td>Term</td>
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<td>Team Squadron Commander</td>
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<td>C/Maj.</td>
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<td>C/Capt.</td>
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<td>Color Guard Commander</td>
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<td>C/Capt.</td>
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<td>Raider Team Commander</td>
<td>AS2/3</td>
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<td>RC Club Commander</td>
<td>AS2/3</td>
<td>C/1st Lt.</td>
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Mission Support Group

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<tr>
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<td>C/1st Lt.</td>
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<td>Bulletin Boards Commander</td>
<td>AS2/3</td>
<td>C/1st Lt.</td>
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<td>Planning Commander</td>
<td>AS3/4</td>
<td>C/1st Lt.</td>
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<tr>
<td>Athletics Commander</td>
<td>AS2/3</td>
<td>C/1st Lt.</td>
<td>2</td>
</tr>
<tr>
<td>Finance Commander</td>
<td>AS2/3</td>
<td>C/1st Lt.</td>
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<td>Admin Commander</td>
<td>AS2/3</td>
<td>C/1st Lt.</td>
<td>2</td>
</tr>
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<td>Personnel Commander</td>
<td>AS2/3</td>
<td>C/1st Lt.</td>
<td>2</td>
</tr>
<tr>
<td>Logistic Commander (Supply)</td>
<td>AS3/4</td>
<td>C/1st Lt.</td>
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<td>Awareness Presentation Team</td>
<td>AS2/3</td>
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<tr>
<td>Communications</td>
<td>AS2/3</td>
<td>C/1st Lt.</td>
<td>2</td>
</tr>
</tbody>
</table>

*NOTE: Unless the cadet has attended cadet leadership school or has achieved permanent cadet officer status, cadets will be temporarily promoted to the minimum enlisted rank in Table 1. Information Management should cut all applicable orders. All other promotions should be executed in accordance with procedures found in the Cadet Handbook Promotions Section. Once a cadet no longer holds that particular staff job, he/she reverts back to their original rank.*
DUTY DESCRIPTIONS

GROUP COMMANDER (GP/CC)
1. Chairman of the Squadron Staff; reports to the SASI/ASI.
2. Responsible for the appearance, discipline, efficiency, training, and conduct of the Corps of Cadets.
3. Supervises the Vice Commander, Executive Officer, Group Command Chief, Operations Branch Commander and Support Branch Commander.
4. Administers cadet corps activities according to Air Force principles and procedures.
5. Responsible for command and control of the Group.
6. Conducts regular Group staff meetings to plan and organize the Group activities. A head staff meeting should be held each Monday. A Group staff meeting should be held each Tuesday.
7. Evaluates the progress of subordinate commanders to ensure their effectiveness.
8. Visits committee and club meetings (Kitty Hawk Air Society, Drill Team, etc.).
9. Chairs Cadet of the Month, Cadet of the Semester, and Honor Code Boards.
11. Performs other duties assigned by the SASI/ASI.

GROUP COMMAND CHIEF (SQ/CCC)
1. Member of the Group Staff; reports directly to the Group Commander.
2. Responsible for the appearance, discipline, efficiency, training, and conduct of the Group.
3. Manages cadet merit/demerit system appeals process.
4. Maintains & publishes merit/demerit table with established values.
5. Maintains database of issued merit/demerits. Post weekly roster on bulletin board.
6. In coordination with the Group Commander, establishes and maintains written Group policies that provide standard guidance in Group operations, including managing the cadet promotion system.
7. Assists other staff officers/positions in their duties.
8. Keeps Group Commander informed of all cadet activities.
10. Performs other duties assigned by the Group Commander or SASI/ASI.

VICE GROUP COMMANDER (SQ/CV)
1. Member of the Group Staff, reports directly to the Group Commander.
2. Assumes command of the unit in the absence of the Commander.
3. Prepares and coordinates the unit staff meeting agenda.
4. Supervises Special Teams Commander.
5. Trains Group Staff on position functions/responsibilities.
6. Keeps Group Commander informed of all cadet activities.
7. Assists other staff officers in their duties.
8. Assists the Group Commander in preparing monthly evaluations of Group Staff officers.
9. Unit lead for self-inspections and external assessments. At a minimum, leads a self-inspection each quarter.
10. Performs other duties assigned by the Group Commander or SASI/ASI.
SPECIAL TEAMS COMMANDER (SQ/ST)
1. Member of the Squadron Staff, reports to the Operations Squadron Commander.
2. Assumes command of the unit in the absence of the Commander and the Vice Commander.
3. Prepares and coordinates the Special Teams staff meeting agenda and provides input for the weekly Squadron staff meeting.
4. Supervises APT/Recruiting Commander, Marksmanship Commander, Drill Team Commander, KHAS Commander and Color Guard Commander.
5. Trains Special Teams Commanders on position functions/responsibilities.
6. Keeps Squadron Commander informed of all Special Teams activities.
7. Assists other staff officers in their duties.
8. Assists the Squadron Commander in preparing monthly evaluations of Squadron Staff officers.
10. Performs other duties assigned by the Squadron Commander or SASI/ASI.

INSPECTOR GENERAL (SQ/IG)
1. Member of the Group Staff, reports directly to the Group Commander.
2. Fields complaints from cadets concerning issues within the corps or with other cadets and resolves them/passes them to the Cadet Group Commander or the SASI/ASI.
3. Advises the Group Commander on problems within the corps and suggesting possible solutions.
4. Develops training plans and assists with training cadet staff on the duties of their positions.
5. Attends staff meetings and performs duties assigned by the Group Commander.
6. Inspects, records, and monitors Reserve Program Cadet grooming and uniform wear.
7. Performs other duties assigned by the Group CC or SASI/ASI.

DRILL TEAM COMMANDER (SQ/DT)
1. Reports to the Special Teams Commander; supervises the Drill Team NCOIC if applicable.
2. Supervises all Drill Team activities; maintains/submits records for Drill Team performances.
3. Responsible for Drill Team equipment; inventories equipment weekly and passes discrepancies to ASI.
4. Coordinates with ASI for all Drill Team events and practices.
5. Provides instruction and supervision for all flag raising (reveille) and lowering (retreat) ceremonies; assists as required with flag ceremonies and details.
6. Forwards applicable cadet information to Information Management ref Drill Team Awards and Decorations.
7. Maintains database of Drill Team members, meets and events participated. Include any awards.
8. Drafts public affairs articles on completed drill team events.
9. Perform other duties assigned by the Special Teams Commander or SASI/ASI.

KHAS COMMANDER (SQ/KH)
1. Reports to the Special Teams Commander.
2. Manages KHAS Pledge Program.
3. Chairs monthly KHAS meetings.
4. Advertises/recruits new members for KHAS.
5. Organizes/leads at least one community service project per quarter.
6. Provides contact listing of KHAS cadets willing to assist other cadet as tutors. Advertises this service to cadet corps.
7. Organizes bi-annual KHAS induction ceremony.
8. Drafts public affairs articles on completed community service events.
9. Tracks number of hours of community service completed by each cadet in KHAS.
8. Perform other duties assigned by the Special Teams Commander or SASI/ASI.
COLOR GUARD COMMANDER (SQ/CG)
1. Manages Group Color Guard Program.
2. Supervises/schedules all Color Guard activities; maintains/submits/records Color Guard performances in database.
3. Submits names of Color Guard Ribbon recipients to Information Management as required.
4. Advertises/holds Color Guard Team tryout (twice per year).
5. Trains Color Guard team members. Training should be held at least once per week.
6. Responsible for Color Guard equipment; controls team equipment during color guard activities; inventories equipment weekly and passes discrepancies to ASI.
7. Pulls Color Guard equipment prior to each detail. Inventories road kit to ensure complete.
8. Drafts public affairs articles on completed Color Guard events.
9. Perform other duties assigned by the Special Commander or SASI/ASI.

MARKSMANSHIP TEAM COMMANDER (SQ/MT)
1. Reports to the Special Teams Commander; supervises the Marksmanship Team NCOIC if applicable.
2. Supervises all Marksmanship Team activities; maintains/submits records for Marksmanship Team performances.
3. Responsible for Marksmanship Team equipment; inventories equipment weekly and passes discrepancies to ASI.
4. Coordinates with ASI for all Marksmanship Team events and practices.
6. Forwards applicable cadet information to Information Management ref Marksmanship Team Awards and Decorations.
7. Maintains database of Marksmanship Team members, meets and events participated. Include any awards.
8. Drafts public affairs articles on completed Marksmanship Team events.
8. Perform other duties assigned by the Special Teams Commander or SASI/ASI.

RECRUITING/APT COMMANDER/NCO (SQ/RA)
1. Organizes a recruiting team to visit the middle schools during the second semester.
2. Develops an annual recruiting plan and schedule by the start of the 2nd quarter for the SASI.
3. Creates and posts recruiting posters in CHS and the middle schools by January 15th.
4. Creates and maintains a recruiting video to show at the middle schools.
5. Coordinates with the ASI and drill team commander for recruiting demonstrations.
6. Coordinates with the middle school principals to arrange recruiting team visits.
7. Develops, maintains, and submits to the SASI and ASI rosters of returning cadets and rising 8th graders who are interested in taking AFJROTC. Compile metrics and highlight any noted trends.
8. Develops and maintains continuity items/briefings for Awareness Presentation Team visits.
9. Maintains pool of qualified APT briefers; makes recommendations to the SASI/ASI on briefer proficiency.
10. Perform other duties assigned by the Special Teams Commander or SASI/ASI.

OPERATIONS BRANCH COMMANDER (OB/CC)
1. Member of the Group Staff; reports directly to the Group Commander.
2. Supervises Squadron #1, #2 and Squadron #3 Commanders and Deputy Commanders.
4. Initiates and supervises Branch/squadron self-inspections.
4. Ensures local directives are current.
5. Responsible for daily Branch operations.
6. Responsible for planning and coordinating AFJROTC co-curricular activities, field trips, and other events.
7. Preparing and posting cadet detail rosters (e.g. flag detail).
8. Assists the SASI/ASI in scheduling cadets for base visits, curriculum in action trips, and similar activities.
9. Develops and posts contingency plans for all operations of the cadet Squadron.
10. Plans and organizes fundraisers as directed by the ASI.
11. Oversees training, standardization, and drill and ceremonies to ensure they are conducted properly, to include training and evaluating subordinate squadron/flight commanders.
12. Performs other duties assigned by the Squadron Commander, Vice Commander or SASI/ASI.

OPERATIONS BRANCH DEPUTY COMMANDER (OB/CD)
1. Reports directly to the Operations Commander.
2. Assumes command of the Branch in the absence of the Operations Commander.
3. Initiates and supervises Branch/squadron self-inspections.
4. Ensures local directives are current.
5. Responsible for daily Branch/squadron operations.
6. Responsible for planning and coordinating AFJROTC co-curricular activities, field trips, and other events.
7. Preparing and posting cadet detail rosters (e.g. flag detail).
8. Assists the SASI/ASI in scheduling cadets for base visits, curriculum in action trips, and similar activities.
9. Develops and posts contingency plans for all operations of the cadet Squadron.
10. Plans and organizes fundraisers as directed by the ASI.
11. Oversees training, standardization, and drill and ceremonies to ensure they are conducted properly, to include training and evaluating subordinate flight commanders.
12. Performs other duties assigned by the Operations Commander.
13. Supervises Flag Detail Officer.

OPERATIONS FLAG DETAIL OFFICER (OB/DO)
1. Reports directly to the Operations Branch Deputy Commander.
2. Manages Squadron flag detail program.
4. Provides each assigned cadet an appointment slip NLT the Thursday prior to flag detail.
5. Provides the SASI or ASI a list of those assigned flag detail on the upcoming week NLT Thursday prior to flag detail week.
7. Creates accountability system for flag raising.

FLIGHT COMMANDER (OB/FC)
1. Reports directly to the Operations Squadron Commander.
2. Manages and supervises the mission of the flight, and keeps the Squadron Commander informed on flight status.
3. Performs the following specific duties:
   a. Acts as liaison/advisor to the SASI/ASI on matters pertaining to the flight.
   b. Ensures flight compliance with AFJROTC and flight policies.
   c. Leads and directs the flight at all unit functions.
   d. Drills the flight, and instructs the flight in individual drill.
   e. Promotes enthusiasm, and support of flight activities.
   f. Calls flight to attention & oversees roll call at the beginning of class; dismisses flight at the end of class.
   g. Tracks all flight promotion actions. Should establish a flight spreadsheet with milestones/promotion eligibility dates.
   h. Coordinates/communicates procedures for missed uniform wear and missed Health and Wellness to flight members.
4. Performs other duties assigned by the Operations Squadron Commander.
5. Completes quarterly evaluations on subordinate flight members.

**FLIGHT SERGEANT (OS/FS)**
1. Reports to the Flight Commander.
2. Prepares the flight for inspection.
3. Maintains a current flight roster.
4. Maintains flight order and discipline at all times.
5. Drill and inspect the flight, as required.
6. Performs other duties assigned by the Flight Commander.

**ELEMENT LEADER (OS/EL)**
1. Reports to the Flight Sergeant.
2. The first element leader assumes the duties of the Flight Sergeant in his/her absence.
3. Leads the element in the classroom during Aerospace Science/Leadership Education.
4. Assist the Flight Commander and Flight Sergeant during roll call and keeping track of individual cadets.
5. Performs other duties assigned by the Flight Commander.

**GUIDON BEARER (OS/GB)**
1. Reports to the Flight Sergeant.
2. The Guidon Bearer assumes the duties of the Flight Sergeant in the event there are no Element Leader(s) to fill in his/her absence.
3. Serves as the rallying point for the flight in the classroom during Aerospace Science/Leadership Education.
4. Assist the Flight Commander and Flight Sergeant in keeping the flight organized during drill and formations.
5. Performs other duties assigned by the Flight Commander.

**MISSION SUPPORT COMMANDER (MS/CC)**
1. Member of the Group Staff; reports directly to the Group Commander.
2. Directly supervises the Mission Support Deputy Commander.
3. Ensures professional appearance, discipline, training and conduct of the Mission Branch.
4. Ensures all Mission Support Branch activities are conducted IAW with current regulations, directives, policies, and procedures.
5. Establishes goals to be attained by subordinate staff members.
6. Inspects subordinate staff functions and activities as scheduled and discuss results at staff meetings.
7. Performs other duties as assigned by the Group Commander, Vice Commander, or SASI/ASI.

**MISSION SUPPORT DEPUTY COMMANDER (MS/CD)**
1. Reports directly to the Mission Support Commander.
3. Ensures professional appearance, discipline, training and conduct of the Mission Support Branch.
4. Ensures all Mission Support Branch activities are conducted IAW with current regulations, directives, policies, and procedures.
5. Establishes goals to be attained by subordinate staff members.
6. Inspects subordinate staff functions and activities as scheduled and discuss results at staff meetings.
7. Performs other duties as assigned by the Mission Support Commander.

**PUBLIC AFFAIRS OFFICER/NCO (MSS/PA)**
1. Reports to the Mission Support Squadron Commander.
2. Prepares a monthly cadet Squadron newsletter which will be published NLT than one week after the end of
the month.
4. Provides all photographic services for the Squadron (including Drill Competition, Field Trips, etc).
5. Ensures advance publicity is provided to the media as appropriate for cadet activities.
6. Assists cadet briefers with graphic support.
7. Posts news stories about cadets and former cadets on the bulletin board.
8. Maintains monthly Recognition Board in classroom (Cadet of Month/Semester, awards, promotions).
9. Provides input for Cadet Squadron social media outlets.

INFORMATION MANAGEMENT OFFICER/NCO (MSS/IM)
1. Reports to the Mission Support Branch Commander.
2. Supervises Administrative NCOs if applicable.
3. Manages and supervises the administrative functions of the Squadron.
4. Performs the following specific duties:
   a. Publishes, distributes, posts, and files all unit publications.
   b. Publishes and maintains files for Special Orders, club activities, meeting minutes, etc.
   c. Writes, publishes, and distributes unit staff meeting agenda and minutes.
   d. Responsible for creating database of cadet participation in community service events. Hours should be posted on the bulletin board on a weekly basis.
   e. When provided applicable cadet memos/rosters, cut promotion orders and decoration orders. Distribute copies to Special Orders Binder, Announcement Binder and Personnel Officer. All Special Orders must be reviewed by the Squadron Commander and SASI/ASI prior to being published.
   f. Maintain hardcopy binder of all Special Orders.
   g. Maintains all Squadron continuity files to ensure neatness, accuracy, and completeness.
5. Assists the SASI in maintaining and updating all cadet instructions, including the Cadet Handbook.
6. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

SAFETY & WEATHER OFFICER/NCO (MSS/SE&WX)
1. Reports to the Mission Support Squadron Commander.
2. Inspects cadet facilities weekly for safety hazards and checks the fire extinguisher monthly.
3. Reports safety hazards to the WG/CC or the ASI and provides recommendations for correction of safety-related problems.
4. Trains and relays safety information to flight safety NCOs.
5. Provides seasonal, holiday, and event safety briefings or safety videos to the cadet Squadron.
6. Posts safety updates on the bulletin board the first school day of each week.
7. Posts daily weather observations and forecast on classroom bulletin board and announcement binder by 0800.
8. Prepares weather outlook and 5-7 day forecasts for the high school principal upon request.
9. Briefs weather at staff meetings with 5-7 day forecast and possible impact on corps activities.
11. Performs other duties assigned by the MSS/CC.
PERSONNEL OFFICER/NCO (MSS/PO)
1. Reports to the Mission Support Squadron Commander.
2. Maintains cadet personnel records following guidelines established by the SASI and ASI.
3. Creates and keeps current the Squadron staff organizational chart.
4. Files all documentation in corps or cadet records (paper or electronic) as appropriate.
5. Annotates awards and decorations, promotions, staff jobs and academic history in applicable section of the cadet personnel record.
6. Files special orders for promotions, awards, etc. in corps and cadet files.
7. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

HEALTH AND WELLNESS TRAINING OFFICER/NCO (MSS/HW)
1. Reports to the Mission Support Squadron Commander.
2. Responsible for developing and managing unit Physical Fitness Program /Wellness Program.
3. Works closely with Flight Commanders to ensure compliance with unit physical fitness standards.
4. Coordinates all Cadet Corps athletic activities, such as intra-flight competitions.
5.coordinates Cadet Corps involvement with school field day competitions.
6. Conducts monthly inventory of athletic equipment and informs the ASI of any discrepancies.
7. Performs other duties assigned by the Squadron Commander or SASI/ASI.
8. Conduct Presidential Physical Fitness Initial/Final Assessments; document results.
9. Maintains database of fitness permission slips.
10. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

HISTORIAN OFFICER/NCO (MSS/HO)
1. Reports to the Mission Support Squadron Commander.
2. Records and recovers historical information and data pertaining to corps activities, to include photographs, newspaper articles, etc.
3. Documents historical information and data using electronic media, e.g. computer databases, word processors, etc.
4. Maintains the DVD/video cassette record of cadet activities.
5. Maintains a Squadron scrapbook, year book/photo album chronicling Squadron activities during the year. This may be done by compiling a “Year in Review” DVD.
6. Cleans, organizes and maintains the Cadet library/video production area.
7. Creates a yearly corps photo display board.
8. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

CYBER OFFICER/NCO (MSS/CO)
1. Reports to the Mission Support Squadron Commander.
2. Coordinates Cyber Patriot issues.
3. POC for unit website (if applicable).
4. Provides information security for unit information systems.
5. Conducts quarterly ADPE inventory.
6. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

RESOURCES SQUADRON COMMANDER (RS/CC)
1. Member of the Mission Support Branch Staff; reports directly to the Branch Commander.
2. Supervises and oversees the duties of the Finance and Logistics Flights.
3. Ensures professional appearance, discipline, training and conduct of the Resources Squadron.
4. Ensures all Resource Support Squadron activities are conducted IAW with current regulations, directives, policies and procedures.
5. Establishes goals to be attained by subordinate staff members.
6. Inspects subordinate staff functions and activities as scheduled and discuss results at staff meetings.
7. Conducts random/monthly inspections/inventories of logistics area (uniform items/accountable equipment).
8. Perform other duties as assigned by the Branch Commander, Deputy Commander, or SASI/ASI.

**LOGISTICS OFFICER/NCO (RS/LG)**
1. Reports to the Resources Squadron Commander.
2. Performs the following specific duties:
   a. Assists the ASI in maintaining supply records in accordance with AFJROTC Regulation 67-2.
   b. Assists the ASI in the issue, receipt, and accounting of all items of uniforms, textbooks, equipment, and supplies related to the operation of the unit.
   c. Ensures squadron storage facilities are maintained in a clean and orderly manner.
   d. Assists the SASI/ASI in inventories as required.
   e. Maintains the logistics computer database under the direct supervision of the SASI/ASI.
   f. Provides guidance to the Unit Staff on proper supply discipline.
3. Conducts monthly inventories of uniforms (selected) and accountable equipment.
4. Performs other duties assigned by the Resources Squadron Commander or SASI/ASI.

**FINANCE OFFICER/NCO (RS/FO)**
1. Reports to the Resource Squadron Commander.
2. Supervises, controls, and coordinates the financial aspect of unit fund raising activities (if applicable).
3. Manages and supervises the finance function of the Squadron and keeps the Squadron Commander and Resource Squadron Commander informed on financial matters.
4. Performs the following specific duties:
   a. Ensures that cadet funds are accounted for properly and that funds are not misused.
   b. With SASI/ASI, counts money from fund raising activities, & prepares paperwork to deposit money.
   c. Prepares and coordinates a Squadron budget.
   d. Maintains an up-to-date record of all cadets who owe money to the unit.
   e. Assists the SASI/ASI and cadet staff in planning/coordinating fund raising activities.
   f. Ensures requests for checks are completed accurately and coordinated with the SASI/ASI before submitting them to the principal.
   g. Presents a financial report at Squadron staff meetings or as required by the Squadron/CC or SASI/ASI.
5. Performs other duties assigned by the Resources Squadron Commander or SASI/ASI
CHAPTER SEVEN

PROMOTIONS

1. PURPOSE.
The purpose is to establish cadet promotion criteria and procedures. As a general rule, promotions are based on the most qualified individual for a position, as determined by the SASI. There are no racial or gender quotas for AFJROTC officer and noncommissioned officer positions.

2. MINIMUM RANKS.
All cadets are assigned a minimum (or permanent) cadet enlisted rank based on the amount of time they have satisfactorily participated in AFJROTC. Upon first enrollment all cadets have the rank of Cadet Airman Basic. The minimum ranks* for cadets to be awarded at the start of the second quarter of each semester are as follows.

<table>
<thead>
<tr>
<th>First year Cadets</th>
<th>Second year Cadets</th>
<th>Third year Cadets</th>
<th>Fourth year Cadets</th>
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<tbody>
<tr>
<td>Cadet Airman Basic</td>
<td>Cadet Airman First Class</td>
<td>Cadet Senior Airman</td>
<td>Cadet Staff Sergeant</td>
</tr>
</tbody>
</table>

For more information, refer to Attachment 2B: Career Progression Cycle

*NOTE: Cadets who have not attended cadet leadership school and have successfully completed two AFJROTC courses while holding temporary officer status may (with SASI approval) remain in officer status for the remainder of their time spent in AFJROTC. Cadets who complete one AFJROTC course while holding officer status will revert back to their previous permanent rank. Successful completion of a course requires receiving an AFJROTC grade average of C or higher for each nine week grading period of the course.

3. PROMOTIONS.
Promotions require excellent attitude and performance as determined by the SASI. Promotions recognize achievement in AFJROTC and the potential to perform in a position with greater authority and responsibility. Enlisted cadets are considered for promotion once per month, except for promotions to Cadet Airman and Cadet Airman First Class. Cadets are required to have the requisite Time in Grade (TIG) prior to promotion eligibility. TIG is calculated by counting forward from the date on the previous promotion order. Cadet Officers are considered for promotion once per semester. Out-of-cycle promotions may be made at any time by the SASI to fill vacant positions or to recognize special merit. Eligibility requirements for promotion are as follows.

A. Cadet Airman Basic -- Join AFJROTC

B. Cadet Airman.

(1) Correctly execute basic drill in-place movements: Attention, Parade Rest, Right and Left Face, About Face, At Ease, Rest, Present Arms and Order Arms.

(2) Know the three Air Force Core Values and their meanings.

(3) If issued the uniform, have no missed, unexcused uniform wear days, and correctly wear the uniform (no more than 2 major errors per inspection).
C. Cadet Airman First Class.

(1) Be a Cadet Airman for at least two weeks (TIG).

(2) Correctly execute all the in-place movements and the following marching movements:
   Forward March, Halt, Right and Left Flank, and To the Rear March.

(3) Score at least 80% on the uniform test and a score of 80% or better on the Cadet Rank Identification Test.

(4) If issued the uniform, have no missed, unexcused uniform wear days, and no more than 2 major errors per inspection.

D. Cadet Senior Airman.

(1) Be a Cadet Airman First Class for one month (TIG).

(2) First time eligible: Must be maintaining an AFJROTC average of A or B.

(3) Other than first time eligible: Must be maintaining an AFJROTC average of C or better.

(4) Correctly identify 90% of all Cadet Enlisted and Officer Rank Insignia, and 70% of Active Air Force Insignia. This includes abbreviations and spelling.

(3) Have no missed, unexcused uniform wear days, and no more than 2 major errors per inspection.

(4) Complete at least 8 hours of community service since joining ROTC.

E. Cadet Staff Sergeant.

(1) Be a Cadet Senior Airman for one month (TIG).

(2) First time eligible: Maintaining AFJROTC grade of A or B. Otherwise, AFJROTC grade of C.

(3) Command flight in 30-Sequence Drill Routine with no more than three missed commands.

(4) Have no missed, unexcused uniform wear days, and no more than two major errors per inspection.

(5) Obtain a score of at least 75 percent on the C/SSgt Promotion Fitness Exam (PFE).

(5) Complete at least 12 hours of community service since joining ROTC.

(6) Participate in at least one Color Guard in current year.

(7) Score at least a 90 percent on the Cadet and Active Air Force Rank Insignia exam.
**NOTE: Regardless of status (active or reserves), first year cadet promotions are capped at Cadet Staff Sergeant**

F. Cadet Technical Sergeant.

(1) Be a Cadet Staff Sergeant for at least one month (TIG).

(2) First time eligible: Prior quarter AFJROTC grade of A or B. Otherwise, AFJROTC grade of C.

(3) Command flight in 30-Sequence Drill Routine with no more than two missed commands.

(4) Have no missed, unexcused uniform wear days, and no more than one major error per inspection.

(5) Obtain a score of at least 80 percent on the C/TSgt PFE.

(6) Complete at least 20 hours of community service since joining ROTC.

(7) Participate in at least two Color Guards in current year.

G. Cadet Master Sergeant.

(1) Be a Cadet Technical Sergeant for at least one month (TIG).

(2) First time eligible: Prior quarter AFJROTC grade of A or B. Otherwise, AFJROTC grade of C.

(3) Command flight in 30-Sequence Drill Routine with no more than two missed commands.

(4) Have no missed, unexcused uniform wear days, and no more than one major error per inspection during the current quarter.

(5) Obtain a score of at least 85 percent on the C/MSgt PFE.

(6) Complete at least 24 hours of community service since joining ROTC.

(7) Participate in at least three Color Guards in current year.

H. Cadet Senior Master Sergeant and Chief Master Sergeant.

(1) Be a Cadet Master Sergeant or Senior Master Sergeant for at least one month (TIG).

(2) First time eligible: Prior quarter AFJROTC grade of A. Otherwise, AFJROTC grade of B.

(3) Command flight in 30-Sequence Drill Routine with no missed commands.
(4) Have no missed, unexcused uniform wear days, and no major errors on inspections.

(5) Obtain a score of at least 90 percent on the Senior NCO PFE

(6) Complete at least 30 hours of community service since joining ROTC.

(7) Be the primary OPR for a flight-level or higher special project (e.g. Special Olympics, fundraiser, food-drive, carnival OPR, etc).

I. Cadet Officers.

Cadet Officers are appointed and promoted by the SASI based upon completion of Cadet Leadership Course or Boys State, seniority in AFJROTC, attitude, demonstrated excellence in previous positions, and potential for satisfactory performance in the new rank and position. Cadets who have not attended leadership school may hold a maximum rank of Cadet 2Lt until they become AFJROTC-4 Cadets, unless waived by the SASI. Cadet Officer selectees set the example for all other cadets. Therefore, in order to maintain officer status, cadet officers must command the flight in the 30-Sequence Drill Routine once per quarter with no missed commands, have no missed uniform wear days, and pass the cadet rank and spelling test with a grade of 100%

J. Oath of Office.

All new cadet officers and NCOs will take the following oath of office:

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

Further, I do declare that:

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

I will support the cadet officers appointed over me.

I will use good manners in my dealings with others, both in and outside the Cadet Corps. I will ensure that my personal appearance is consistent with my commitment to the AFJROTC Organization. I will strive to develop habits of orderliness, precision, self-reliance, self-discipline, and above all, Honor.

K. Reserve Cadets.

Reserve Cadets must meet all the promotion criteria as stated above, except for the requirement to achieve a specific grade in AFJROTC. Instead, reserve Cadets must have an overall average for all classes of 'C' at the time they become eligible for promotion. Cadets who have attained the rank of Cadet Staff Sergeant are eligible for only one promotion per quarter while they are in reserve status. First year cadet promotions are capped at Cadet Staff Sergeant regardless of status (active or reserves).
4. PROMOTION BOARDS.
The Promotion Board will consider the Cadet Performance Report and participation/involvement as listed on the promotion evaluation sheet. The SASI/ASI will attend each Board as advisors. Supervisors will evaluate their cadets who are eligible for promotion using the Cadet Performance Report. Figure 7.1 describes the member(s) of various promotion boards

**Figure 7.1 member(s) of various promotion boards**

<table>
<thead>
<tr>
<th>If cadet being considered for promotion is:</th>
<th>Then the board will consist of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Squadron or Deputy Squadron Commander</td>
<td>SASI/ ASI</td>
</tr>
<tr>
<td>An Officer</td>
<td>Squadron and Deputy Squadron Commanders</td>
</tr>
<tr>
<td>The First Sergeant</td>
<td>Squadron and Deputy Squadron Commanders</td>
</tr>
<tr>
<td>A Flight Commander</td>
<td>Squadron and Deputy Squadron Commanders</td>
</tr>
<tr>
<td>A Non-Commissioned Officer In Charge</td>
<td>Squadron, Deputy, Flight Commanders and Sergeant</td>
</tr>
<tr>
<td>Enlisted</td>
<td>Deputy, Flight Commanders and First Sergeant</td>
</tr>
</tbody>
</table>

When scoring a cadet, board members’ total scores must be within 5 points of each other's score. Board members use the Cadet Performance Report and service point records to make decisions on the Promotion Evaluation Sheet. Figure 7.2 shows the Promotion Board Evaluation Sheet.

**Figure 7.2 Promotion Board Evaluation Sheet**

<table>
<thead>
<tr>
<th>PROMOTION BOARD EVALUATION SHEET</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEADERSHIP POTENTIAL: Consider ratee's leadership ability</td>
</tr>
<tr>
<td>CO-CURRICULAR ACTIVITIES: Consider the ratee's participation in AFJROTC events, committees, and other activities</td>
</tr>
<tr>
<td>HUMAN RELATIONS: Consider how well the ratee gets along with peers, officers, and teachers</td>
</tr>
<tr>
<td>BEARING AND BEHAVIOR: Consider the ratee’s bearing and behavior in and out of the uniform</td>
</tr>
</tbody>
</table>

OVERALL SCORE: Maximum of 100 points

5. PROMOTION TEST:
Questions are based on general knowledge of the AFJROTC program and leadership skills as outlined in this handbook. Revealing answers to the promotion test is the same as cheating on an academic test and will be dealt with severely.
6. WEIGHTED FACTORS FOR PROMOTION.
These point values are set at absolutes and you earn points in each category based on your participation and effort. Table 7.3. outlines the points available in the weighted factors.

Table 7.3. Weighted Factors

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academics</td>
<td>Grade Point Average X 10</td>
<td>40</td>
</tr>
<tr>
<td>Uniform Wear and Appearance</td>
<td>SASI/ASI evaluation</td>
<td>5</td>
</tr>
<tr>
<td>Decorations:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Awards</td>
<td>5 points per award</td>
<td>20</td>
</tr>
<tr>
<td>AFJROTC Ribbons</td>
<td>1 point per ribbon (include clusters)</td>
<td>13</td>
</tr>
<tr>
<td>Time In Grade</td>
<td>3 points per semester including current semester</td>
<td>6</td>
</tr>
<tr>
<td>Time in Corps</td>
<td>2 points per semester including current semester</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100 points</td>
</tr>
</tbody>
</table>

7. CADET PERFORMANCE REPORTS.
Cadet performance for cadets eligible for promotion to SSgt and above will be evaluated at the next level by the NCOIC, OIC, Squadron Commander, or Branch Commander on a Cadet Performance Report. Cadets who do not come under one of the above will be evaluated at the next level by the element leader, flight sergeant, or flight commander.

A. The cadet whom the report is about is called the ratee. The individual writing the report is the reporting official or rater. The last individual to sign the performance report is known as the indorsing official or the rater’s rater.

B. The Personnel Officer is responsible for distributing, collecting and maintaining reports in cadet’s personnel folder in a timely manner.

C. Cadets will be evaluated no later than 3 workdays before the end of the 1st and 3rd quarters.

D. Reports will be filed in personnel folder prior to convening promotion board.

E. Cadets who are reassigned positions after the 1st and 3rd quarters, may be given a change of reporting official evaluation.

F. Personnel records are confidential. Therefore, only authorized cadets shall have access to these records.

G. Reporting officials will discuss ratings with ratees, and obtain a signature. If the ratee disagrees with ratings, he/she will check the appropriate block and sign the form.

H. In cases of a non-concurrence, the ratee will provide written justification to the rater’s rater. This official will review the report and letter, and approve/disapprove the recommendation. If the ratee is still dissatisfied, he/she will follow the chain of command to the IG for resolution. The Branch Commander is the final approval/disapproval official.
I. Raters will not inflate evaluation reports or give rating higher than a cadet deserves. If inflation is proven, the IG will make a recommendation to the Branch Commander for necessary action.

7.7.10. Table 7.4 describes the ratee, rater, and endorser relationship.

Table 7.4. Reporting Officials and Endorsers

<table>
<thead>
<tr>
<th>If the ratee is . . .</th>
<th>Then the rater is their . . .</th>
<th>And the Endorser is their . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td>A cadet in an element</td>
<td>Element Leader</td>
<td>Flight Commander</td>
</tr>
<tr>
<td>An element leader</td>
<td>Flight Sergeant</td>
<td>Flight Commander</td>
</tr>
<tr>
<td>A flight sergeant</td>
<td>Flight Commander</td>
<td>Squadron Commander</td>
</tr>
<tr>
<td>A flight commander</td>
<td>Squadron Commander</td>
<td>Group Commander</td>
</tr>
<tr>
<td>An area specialist</td>
<td>NCOIC</td>
<td>OIC</td>
</tr>
<tr>
<td>An NCOIC</td>
<td>OIC</td>
<td>Squadron Commander</td>
</tr>
<tr>
<td>The First Sergeant</td>
<td>Squadron Commander</td>
<td>SASI/ASI</td>
</tr>
<tr>
<td>The Deputy Commander</td>
<td>Squadron Commander</td>
<td>SASI/ASI</td>
</tr>
<tr>
<td>The Squadron Commander</td>
<td>ASI</td>
<td>SASI</td>
</tr>
</tbody>
</table>

J. Raters will not inflate evaluation reports or give rating higher than a cadet deserves. If inflation is proven, the IG will make a recommendation to the Branch Commander for necessary action.

K. The report is a self-explanatory form. The rater should not wait until the day before the report is due to write it. This is neither fair to the ratee nor to the promotion system itself.

L. In all cases if you are having difficulty writing the report use your chain of command, if they can’t help consult with the SASI/ASI. Figure 6.2 is a sample of the cadet performance report.

8. STRIPES FOR EXCEPTIONAL PERFORMERS (STEP)
Any cadet, at the SASI’s discretion, can be promoted through the Stripes for Exceptional Performers Program. The criteria used for selection is not based on the standard cadet promotion system. The promotions though this program are based solely on the SASI observance of exceptional performance by a cadet. This performance is not a onetime event, but a consistent display of the core values, diligence and hard work focused on supporting or improving the unit.

A. Over the course of an academic year, the SASI may promote up to 5% of the current cadet corps through this program.

B. STEP promotions are not asked for by a cadet seeking to be promoted. However, a cadet officer or the First Sergeant may recommend a particular cadet to the SASI for a STEP promotion.

C. Step promotions usually coincide with the traditional promotion cycle.
# Figure 7.1 Cadet Performance Report

**CADET PERFORMANCE REPORT**

**NAME:** _______________________

**FLIGHT:** _________  **RANK:** _____________

**Period of Supervision**

**FROM:** _________________________  **TO:** ______________________________

**EVALUATION OF PERFORMANCE**

<table>
<thead>
<tr>
<th>EVALUATION</th>
<th>Rater</th>
<th>Endorser</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>UNIFORM:</strong> Consider # of uniform wears versus # of possible; pride in uniform; general appearance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. <strong>DRILL:</strong> Consider ability to execute all drill movements; proficiency and knowledge of drill; participation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. <strong>PREPARATION:</strong> Consider if cadet is ready for class (i.e. books, homework, paper, pens, and other requirements.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. <strong>ATTENDANCE:</strong> Consider attendance habits – on time; unexcused absences; tardies; etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. <strong>HUMAN RELATIONS:</strong> How well does ratee get along with superiors, peers, subordinates, instructors, etc.?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. <strong>BEARING (attitude):</strong> Consider the ratee’s daily military bearing in and out of uniform, letters of counseling/reprimand, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. <strong>BEHAVIOR:</strong> How well ratee follows directions of superiors; obeys rules; projects positive image at all times?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. <strong>COCURRICULAR ACTIVITIES:</strong> Is ratee involved in outside-of-classroom JROTC activities (i.e. drill team, color guard, community service, clubs, etc.)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. <strong>UNIT GOALS:</strong> Has the ratee contributed actively and positively to the achievement of unit goals.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. <strong>OVERALL:</strong> How does this cadet compare with others of the same grade level, rank and experience in the corps?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**11. Rater:** List three significant contributions (Positive/Negative) ratee has made to the corps this reporting period.

<table>
<thead>
<tr>
<th>Ratee Signature</th>
<th>Rater Signature</th>
<th>Indorsing Official Signature</th>
</tr>
</thead>
</table>

SC-934 Form 900, August 2012
CADET PROMOTION BOARD EVALUATION SHEET

<table>
<thead>
<tr>
<th>RATER’S NAME (Print LAST, FIRST, MI)</th>
<th>Flight</th>
<th>Temp Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position(s)</th>
<th>AS Year</th>
<th>Period of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rating Factors: Rate the cadet’s performance in the following areas using a scale from one (lowest) to five (highest). Mark an “X” in the appropriate box. Only 25% of the cadets you rate can receive an overall “100” rating. If you are reviewing the report and disagree with a rating, initial the box where you think the rating should be.

<table>
<thead>
<tr>
<th>5</th>
<th>10</th>
<th>15</th>
<th>20</th>
<th>25</th>
</tr>
</thead>
</table>

LEADERSHIP POTENTIAL:
Consider ratee’s leadership ability

CO-CURRICULAR ACTIVITIES:
Consider the ratee’s participation in AFJROTC events, committees, and other activities

HUMAN RELATIONS:
Consider how well the ratee gets along with peers, officers, and teachers

BEARING AND BEHAVIOR:
Consider the ratee’s bearing and behavior in and out of the uniform

OVERALL SCORE: Maximum of 100 points

Promotion Recommendation: Consider your ratings and comments; make a recommendation for promotion. Compare the cadet to others with the same temporary rank. Only 25% can receive the highest promotion recommendation.

Do Not Promote This Time [ ]
Promote Now [ ]
Consider for Promotion [ ]
Definitely [ ]

RATING CADET: INDORSING CADET

<table>
<thead>
<tr>
<th>Printed Name &amp; Position</th>
<th>Printed Name &amp; Position</th>
<th>C/CC</th>
<th>ASI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signature/Date</th>
<th>Signature/Date</th>
<th>ASI</th>
<th>SASI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SC-934 AFJROTC Form (Sept 2012) Appendix B-1
9. DEMOTIONS.
Cadets promoted/appointed to a new rank/position will be given a maximum of four weeks to learn the responsibilities of the rank/position. Following the training period, the cadet is expected to satisfactorily carry out the responsibilities of the rank/position. Individuals unwilling or unable to perform required duties, or who clearly show they do not accept all the responsibilities of the rank/position, may be demoted to their minimum (permanent) enlisted rank or to Cadet 2Lt as appropriate. Cadets will be demoted a minimum of one rank if they:

A. Consistently fail to comply with cadet rules and regulations, including uniform wear and grooming, and accomplishment of assigned duties and responsibilities.

B. Commit a major infraction of school rules resulting in out-of-school suspension.

C. Consistently display disrespect toward the SASI, ASI, or cadet officers and NCOs of higher rank. This includes persistent or intentional failure to use the individual’s rank or the words “Sir” or “Ma’am” when addressing them.

D. Have missed any uniform wear days during the quarter without a valid excuse.

E. Consistently display a negative attitude toward AFJROTC, the Cadet Corps, or flight (class) activities, honor code violations, discipline referrals, cadet evaluations, and consistent failure on the cadet and/or active Air Force rank and spelling tests.
CHAPTER EIGHT

CLOTHING AND EQUIPMENT

1. ACCOUNTABILITY. AFJROTC uniforms and equipment are the property of the United States government and are loaned to the cadets. Each cadet is accountable for the clothing and equipment assigned to his or her care and will be held financially liable for the cost of replacing items lost or damaged.

2. CLEANING FEE. Each cadet will pay a cleaning fee of $25 ($20 for first year cadets) at the start of the semester they are enrolled in AFJROTC or join the reserve program. This fee covers the costs of cleaning uniforms items at the end of the semester. Periodic cleaning of uniform items throughout the semester is the cadet’s responsibility. Specifically, the shirt or blouse should be laundered or dry-cleaned weekly. End of year student report cards will be withheld until cleaning fees are paid or all uniform items are returned cleaned.

3. RECEIPT FORM. Each cadet will sign a Receipt Form at the time clothing and equipment is issued acknowledging receipt of uniform items and accepting responsibility for the care and maintenance of these items. One complete set of uniforms is issued to each cadet. Attachment 1 lists authorized uniform items and costs for male and female cadets.

4. REPLACEMENT OF CLOTHING/EQUIPMENT. Uniforms items that become unserviceable through normal use will be replaced free of charge. Items of clothing that no longer fit properly (due to growth) should be exchanged as soon as possible. Each Thursday is designated as Uniform Exchange Day; please bring in items needing exchange on Thursday. Items brought in for exchange must be clean or you will be charged a nominal fee for cleaning of the item(s). Clothing or equipment lost or damaged due to neglect or theft must be paid for before a replacement will be issued. Payment for items may be made by cash or check to the AFJROTC Department. Make checks payable to BEAUFORT High School. Failure to pay for damaged or missing uniform items will result in report cards and/or transcripts being withheld.

5. LATE RETURN FEE. Cadets completing the semester but not remaining in the Reserve program have 5 school days from the designated return date to return all uniform items (except PT shirt, ribbons, shoes, and socks) without penalty. Cadets who fail to return all uniform items on time will incur a late fee of $2.00 per week until all items are returned or replacement cost is paid for lost or damaged items. Return of uniform items also counts as a homework grade. Cadets returning all items on the designated date will receive a grade of 100%. Cadets will lose 7 points per day until all items are returned. After the 5-day period, the cadet will receive a score of zero. Cadets removed from the AFJROTC program have 5 school days from their date of removal in which to return their uniform items without penalty.
CHAPTER NINE
WEAR OF THE UNIFORM

1. GENERAL.
The uniform worn by the cadet is the same uniform worn by the United States Air Force except for the insignia.
Each cadet must take care to wear the uniform properly and avoid bringing disgrace or discredit to the uniform.
The uniform is the symbol of a proud and honorable service -- wear the uniform with pride! Conduct while in
uniform and in civilian attire must reflect a positive attitude towards the AFJROTC program, BEAUFORT
High, and your fellow cadets.

2. UNIFORM WEAR DAY.
One day each week (normally Wednesday) is designated as "Uniform Wear Day." Uniform wear day (UWD)
provides practical experience in military grooming, behavior, and appearance standards. Each cadet must meet
the standards for uniform wear and grooming each week to receive a passing grade in AFJROTC. On
UWD cadets are required to wear the uniform and are evaluated and graded on uniform wear requirements and
grooming standards. Cadets absent or not in uniform on UWD are expected to wear the uniform the next
school day. Cadets who are not in uniform on UWD must have a valid written excuse from their
parent/guardian to avoid receiving a uniform wear grade of 0. The SASI will determine the validity of all
excuses. Verbal excuses are never acceptable. Cadets who fail to meet these requirements will receive a
failing grade for the term regardless of academic average and possible removal from the program.

3. WEAR PROCEDURES.
On UWD the uniform must be worn from home to school, all day at school, and back home again to receive
credit for wear. Cadets changing out of uniform without permission of the SASI or the ASI will receive a
grade of zero for the week and will not receive uniform wear credit until it is made up. If a cadet must
change out of uniform (except for participation in physical education activities) permission must be received in
advance from the SASI or ASI. Cadets may change into appropriate clothing for after-school extracurricular
activities (e.g. sports, clubs) and do not have to change back into uniform before going home. Cadets attending
before-school activities where wear of the uniform is inappropriate will change into the uniform before 1st
block begins. Cadets who consistently fail to meet appropriate uniform and grooming standards will not
be permitted to participate in out of classroom activities (Military Ball, Dining Out, field trips, color
guards, field days, etc).

4. MALE CADET UNIFORM REQUIREMENTS.
Cadets must wear appropriate undergarments, including a white V-neck T-shirt when wearing a uniform
without a tie. A white crew-neck T-shirt may be worn under the uniform shirt when the tie is worn. Athletic or
"tank" style undershirts are not permitted. General guidance for wear of uniform items:

A. Flight Cap. 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 one inch from the eyebrows in
front. When not worn, tuck under the belt on either side between the 1st and 2nd belt loops; cap will not fold
over the belt.

Note: Cadets are required to wear flight caps anytime they are outside of the BEAUFORT High School
Building. This includes the courtyard, all parking lots, all sport fields and under the patios when waiting for
the school busses or transportation pick up areas, and while off campus on a school field trip. Students will
not wear flight caps inside a building or when riding on a bus.

**B. Belt.** The belt is adjusted to length so that only the belt’s silver tip shows past the end of the buckle. Do not cut the belt unless told to do so by the ASI.

**C. Shoes.** Shoes will be laced and highly polished. Only authorized black shoes are worn.

**D. Socks.** Socks must be black. No other color is authorized. Ankle length socks are not permitted.

**E. Shirt:** The shirt will be clean and wrinkle free. The short sleeve shirt is machine washable. Special attention should be given to the shirt collar when laundering. The shirt is buttoned all the way down the front with the shirt tucked inside the trousers. The only creases on the shirt are down the sleeves. Pockets must be buttoned. Pens and pencils may be carried in the shirt pocket if they do not show or interfere with the flap being buttoned and laying flat against the chest. Bulky items, such as eyeglasses, will not be placed in the pockets. The short sleeve shirt is normally worn with an open collar and a white, V-neck undershirt. The necktie may be worn with the short sleeve shirt. Refer to Attachment 9 for insignia placement.

**F. Trousers.** The trousers will be dry cleaned when necessary. **DO NOT WASH!** Washing will ruin the trousers and you will be responsible for buying a new pair. The trousers are worn on the hips not below the hips exposing underclothes. The bottom of the trouser legs will touch the shoes in such a manner to slightly break the crease. Cuffs are not worn on the military uniform trousers. The trousers length will be adjusted to fit, but the excess material (up to 3 inches) will not be cut off. The rear pocket is buttoned at all times; lost buttons will be replaced as soon as possible.

**G. Coat.** The service coat requires the same laundry care as the trousers. **DO NOT WASH!** The outside pockets are decorative only and are not used for carrying items. The inside pockets may be used to carry small, flat objects. The service coat may be removed in the classroom when it becomes uncomfortably warm. It will never be removed or unbuttoned while in the school hallways. When the coat is removed in the classroom, it is carefully draped over the chair back - the necktie will not be removed or loosened. If the service coat is removed, the cadet name tag and rank insignia will be on the shirt. See the ASI right away if coat buttons become loose or come off. Refer to Attachment 7 for insignia placement.

**H. Tie.** The tie is worn with the short-sleeve or long-sleeve blue shirt (long-sleeve shirts may be purchased from a local Army/Navy-type store at the Cadet’s expense). The tie is tied in the four-in-hand, 1/2 Windsor, or full Windsor style. The tie is required whenever the service coat or the long-sleeve shirt is worn.

**I. Lightweight Jacket.** The jacket and liner are a set; do not lose the liner or you will have to pay for a new jacket. Keep the jacket zipped at least halfway at all times. **Do not place the lightweight jacket or other uniform items in your locker unless they are protected by a plastic bag. Paint transfer from the locker to the uniform item will not come out and you will be charged for new clothing items.** Refer to Attachment 6 for insignia placement.
5. FEMALE CADET UNIFORM REQUIREMENTS.
Female cadets will wear appropriate undergarments, including a white V-neck T-shirt, to present a conservative, feminine appearance. Undergarments will not be exposed to view. General guidance for wear of uniform items is as follows.

A. Flight Cap. Worn in the same manner as male cadets; hairstyle must not interfere with proper wear of the cap.

B. Slacks. See male cadet guidelines.

C. Shoes. Black, plain toe oxford shoes, or black pumps with heels up to 2½ inches may be worn. Shoes will be fully laced. Shoes and pumps will be highly polished. Black socks or hose will be worn with shoes; hose will be worn with pumps. (See G below)

D. Coat. See male cadet guidelines, paragraph 4G. Refer to Attachment 8 for insignia placement.

E. Blouse: See male cadet guidelines, paragraph 4E. Refer to Attachment 10 for insignia placement.

E. Lightweight Jacket. See male guidelines, paragraph 4I. Refer to Attachment 6 for insignia placement.

F. Tie Tab. The tie tab is worn with the short-sleeve or long-sleeve blouse (long sleeve blouses may be purchased at the cadet’s expense) and is required when the service coat or the long-sleeve shirt is worn.

G. Hose. Nylon hose (non-patterned), in neutral, flesh, dark brown, black or dark blue shades may be worn that complement the uniform and the Airman’s skin tone.

6. UNIFORM WEAR RULES

A. Each UWD, wear the correct uniform combination as directed by the ASI. See Table 2.

B. Do not mix uniform items and only wear uniform items you’ve been issued. Civilian attire, including jackets, baseball caps, etc., will not be worn with the uniform.

C. Always wear your flight cap when you are outdoors (except for authorized “no hat areas.”)

D. Place insignia on the uniform properly and only wear AFJROTC authorized insignia.

E. Keep your hands out of your pockets. All pockets with buttons will be kept buttoned.

NOTE: Hands may be placed in the pockets of the lightweight jacket for warmth when outdoors and not in formation.

F. Your "GIG" line is the line formed by the shirt, the edge of the belt buckle, and the fly on your slacks/trousers. The gig line should always make a straight line.

G. Trim off loose strings and frayed seams on the uniform. Fingernail clippers work well.

H. Keep shirttail and the sides of the shirt tucked in without excessive blousing.
I. Keep shoes highly polished. Heels and sole edges should be kept clean of dirt and scuffs.

J. **Men WILL NOT wear earrings when in uniform.** Women may wear a single small, conservative, diamond, gold, white pearl, or silver pierced, or clip earring in each ear. The earrings in the two ears must match. Earrings must be stud-type; dangling earrings are not permitted. Earrings should fit snugly without extending below the earlobe. Earrings **may not be worn in any part of the ear except the earlobe.** No other exposed body piercings are permitted while in uniform; remove them or cover them with a flesh-colored Band-Aid type bandage or clear post. Coverage of piercing must be done for the entire day while in uniform, not just in the JROTC classroom. Failure to comply with piercing standards will result in removal from the program.

K. A maximum of three rings (on both hands combined) may be worn. Thumb rings are not permitted.

L. A **single bracelet** on each wrist is permitted. Bracelets must be conservative, no wider than 1/2 inch, and fit closely to the wrist. Ankle bracelets are not permitted. Bracelets promoting a cause (other than POW/MIA) are not permitted. Medical alert bracelets are permitted. A single, conservative wristwatch may be worn on one wrist or the other in addition to a bracelet.

M. Necklaces will be completely concealed under the collar or undershirt.

N. When wearing the lightweight jacket, keep it zipped up at least halfway.

O. Handheld electronic devices are small electronic equipment such as cellular phones (personal or official), MP3 or similar players, radio, or hands-free devices (e.g. Bluetooth). Handheld electronic devices will be plain black, silver, dark blue, or gray. Holster and other storage devices used to carry handheld electronic devices will be plain black, silver, dark blue, or gray. One handheld electronic device may be attached to a belt/waistband on either side, clipped to a purse, or carried in the left hand. Wear/use of an earpiece, any blue tooth technology or headphones, while in uniform, indoors or outdoors, is prohibited. While walking in uniform use of personal electronic media devices, including ear pieces, speaker phones or text messaging is limited to emergencies or when official notifications are necessary. Military customs and courtesies take precedence.

P. Umbrellas will be plain, solid colored black and carried in the left hand.
7. SHOULDER CORDS.
The following cadets are authorized the wear of one shoulder cord on the left shoulder of the shirt/blouse or the service coat only. Cadets will wear a cord appropriate to their position or activity at the time. (e.g. Drill team members wear drill team cord at drill meets.)

<table>
<thead>
<tr>
<th>Position</th>
<th>Cord Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet Squadron Commander</td>
<td>Royal blue and metallic silver cord</td>
</tr>
<tr>
<td>Past Squadron Commander</td>
<td>Royal blue and metallic gold cord</td>
</tr>
<tr>
<td>Deputy Squadron Commander</td>
<td>Royal Blue and white cord</td>
</tr>
<tr>
<td>Kitty Hawk Air Society</td>
<td>Light Blue cord</td>
</tr>
<tr>
<td>Drill Team</td>
<td>Black and metallic silver cord</td>
</tr>
<tr>
<td>Marksmanship Team</td>
<td>Yellow and Black</td>
</tr>
<tr>
<td>Color Guard/Saber Team/Honor Guard</td>
<td>White cord</td>
</tr>
<tr>
<td>Cadet of the Year</td>
<td>Metallic gold cord</td>
</tr>
<tr>
<td>Cadet of the Semester</td>
<td>Royal blue cord</td>
</tr>
<tr>
<td>Cadet of the Month</td>
<td>Purple cord</td>
</tr>
</tbody>
</table>

**TABLE 9-1 UNIFORM COMBINATIONS**

<table>
<thead>
<tr>
<th>Combination 1</th>
<th>Combination 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Dress Coat</td>
<td>Short Sleeve Shirt/Blouse</td>
</tr>
<tr>
<td>Tie/Tie Tab</td>
<td>Socks/Hose</td>
</tr>
<tr>
<td>Short Sleeve Shirt/Blouse</td>
<td>Trousers/Slacks</td>
</tr>
<tr>
<td>Socks/Hose</td>
<td>Shoes</td>
</tr>
<tr>
<td>Trousers/Slacks</td>
<td>Belt/Belt Buckle</td>
</tr>
<tr>
<td>Shoes</td>
<td>V-Neck T-Shirt (white)</td>
</tr>
<tr>
<td>Belt/Belt Buckle</td>
<td>Flight Cap (outdoors only)</td>
</tr>
<tr>
<td>Flight Cap (outdoors only)</td>
<td>Light Weight Jacket</td>
</tr>
<tr>
<td>V-Neck or Crew Neck T-Shirt (white)</td>
<td>Short Sleeve Shirt/Blouse</td>
</tr>
<tr>
<td>Combination 2</td>
<td>Socks/Hose</td>
</tr>
<tr>
<td>Tie/Tie Tab</td>
<td>Trousers/Slacks</td>
</tr>
<tr>
<td>Short Sleeve Shirt/Blouse</td>
<td>Shoes</td>
</tr>
<tr>
<td>Socks/Hose</td>
<td>Belt/Belt Buckle</td>
</tr>
<tr>
<td>Trousers/Slacks</td>
<td>Flight Cap (outdoors only)</td>
</tr>
<tr>
<td>Shoes</td>
<td>V-Neck T-Shirt (white)</td>
</tr>
<tr>
<td>Belt/Belt Buckle</td>
<td>ABU &amp; BDU (optional)</td>
</tr>
<tr>
<td>Flight Cap (outdoors only)</td>
<td>ABU &amp; BDU shirt with name tape &amp; patches</td>
</tr>
<tr>
<td>V-Neck or Crew Neck T-Shirt (white)</td>
<td>Combination 2A</td>
</tr>
<tr>
<td>Light Weight Jacket</td>
<td>T-Shirt (beige-ABUs, brown or black-BDU)</td>
</tr>
<tr>
<td>Tie/Tie Tab</td>
<td>Combat boots (sage green-ABU, black-BDU)</td>
</tr>
<tr>
<td>Short Sleeve Shirt/Blouse</td>
<td>Socks (green-ABU, black or white-BDU)</td>
</tr>
<tr>
<td>Socks/Hose</td>
<td>ABU &amp; BDU hat (optional, outdoors only)</td>
</tr>
<tr>
<td>Trousers/Slacks</td>
<td>Tan belt-ABU, blue belt-BDU</td>
</tr>
<tr>
<td>Shoes</td>
<td>Note: The ABU &amp; BDU may only be worn for credit on the 1st uniform wear day of the month.</td>
</tr>
</tbody>
</table>

**Note:** Cadets may purchase a long-sleeve shirt or blouse at their own expense and may wear it in lieu of the short-sleeve shirt or blouse for all uniform combinations except Combinations 3 and 3A. Female Cadets may purchase skirts of the proper shade and material. 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. Long-sleeve shirts and skirts may be purchased from a local Army/Navy-type store.
8. **INFORMAL UNIFORM WEAR (KHAKIS AND BLUE POLOS)**

Members of the BEAUFORT High School AFJROTC, Unit SC-934 may wear the informal uniform, also known as (a.k.a.) the Khaki and Blue Polo (KBP) uniform when designated by the SASI or ASI. Personal grooming and accessory standards will apply while wearing the informal uniform. See Attachment 20 for the proper wear of the KBP.

**A. Blue Polo Shirt.** The shirt will be short sleeve, dark blue polo-style, with “US AIR FORCE” contemporary logo on front, upper left chest.

**B. Undershirt.** Undershirts will be worn and must be white with a V-neck collar.

**C. Nametag.** The brushed silver nametag with last name is optional and may be worn on the upper right chest.

**D. Trousers/Pants and Belt.** The trousers will be pleated without cuffs and khaki in color (Blue jean and shorts are not authorized). The belt will be black with silver clasp. Alternatively, cadets may wear the blue Air Force Belt with silver belt buckle.

**E. Footwear.** Cadets will wear socks with closed toed shoes (plain black business casual low quarters shoes) or plain black or white athletic style shoes are authorized. Combat boots, steel-toed boots, hunting boots, platform shoes, high heel/stilettos, sandals or flip flops are not authorized.

**F. Cap.** Cadets may wear a dark blue watch or baseball cap with "USAF" logo; however, not indoors.

**G. KBP Cold/Inclement Weather Guidelines.** During inclement or cold weather, cadets may wear a dark blue jacket with a removable fleece liner and a small "USAF" logo on the wearer's upper left chest is authorized for wear. Cold weather accessories will only be worn when wearing outer garments and only while outdoors. Gloves will be black. They will be leather, knitted, tricot or suede, or a combination of leather, knitted, tricot, and suede. A black knit scarf may be worn with outer garments and must be tucked in. Earmuffs will be black, may be worn with all authorized outer garments and may wrap around either the top or rear of the head. Black earmuffs may be worn with outer garments and may wrap around either the top or rear of the head.

**H.** For additional information on the proper wear of the KBP, refer to Attachment 20.
CHAPTER TEN
GROOMING STANDARDS

1. GENERAL HAIR STANDARDS (MALE AND FEMALE). Will be clean, well-groomed, present a professional appearance. Will not contain excessive amounts of grooming aids (e.g. gel, mousse, pomade, and 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, human hair colors. The hair color must complement the member’s complexion and skin tone. Examples of natural human hair colors are brown, blonde, brunette, natural red, black or grey. Prohibited examples (not all inclusive) are burgundy, purple, orange, fluorescent or neon colors. The SASI and ASI are the final authorities for acceptability of cadet hairstyles. Wigs, hairpieces and extensions will meet the same standard required for natural hair and will be of good quality, fit properly, and comply with safety, functionality and professionalism.

2. MALE CADETS HAIR.

A. Hair must have a tapered appearance on both sides and the back of the head, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the 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 1¼ inch in bulk, regardless of length and ¼ 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. Prohibited examples (not all inclusive) are Mohawk, mullet, cornrows, dreadlocks or etched design. Men are not authorized hair extensions. See cadet hair standards at Attachment 12.

B. 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. Male cadets 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 are not authorized unless for medical reasons, when authorized by the SASI or ASI on the advice of a medical doctor. If SASI or ASI authorizes, members will keep all facial hair trimmed not to exceed ¼ 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.

3. FEMALE CADETS HAIR.

A. Hair minimum length is one inch, unless approved by the SASI or ASI upon recommendation from a doctor for medical reasons, to a maximum bulk of three inches from scalp. Hair will end above the bottom edge of collar and any side of an invisible line drawn parallel to the ground. When in doubt, assess correct length of hair with cadet standing in the position of attention. Except in the physical training uniform (PTU), hair lengths that would be below the bottom edge of the collar will be pinned-up with no loose
ends. Bangs will \textit{not} touch either eyebrow, to include an invisible line drawn across eyebrows and parallel to the ground. If worn, hairpins, combs, headbands, elastic bands and barrettes must match the hair color (i.e., blonde, brunette, natural red, black, grey), but hair must still comply with bulk and appearance standards.

B. Ornaments are \textit{not} authorized (i.e., ribbons, beads, jeweled pins). Scrunches are not authorized. While wearing the PTU, \textit{long hair will be secured but may have loose ends and may extend below the collar}; i.e. ponytails. The intent is for pinned-up hair to be styled in a manner that prevents loose ends from extending upward on the head. For example, when using a clip or hairpins, hair will \textit{not} present the appearance of a —rooster tail; when hair is in a bun, all loose ends must be tucked in and secured; when hair is in a ponytail, it must be pulled all the way through the elastic band and may hang naturally downward and not extending below the bottom of the collar (except while in the PTU). As with all hairstyles, a neat and professional image is essential.

C. Braids, micro-braids and cornrows are authorized. However, they must be a natural looking color for human beings similar to the individual’s hair color; conservative (moderate, being within reasonable limits; not excessive or extreme) and not present a faddish appearance. A braid is three or more portions/strands of interwoven hair. When worn, multiple braids shall be of uniform dimension, small in diameter (58approx. $\frac{1}{4}$ inches), show no more than $\frac{1}{4}$ inch of scalp between the braids and must be tightly interwoven to present a neat, professional and well-groomed appearance. Braids must continue to the end of the hair in one direction, in a straight line, and may be worn loose or a secured style within hair standards. Dreadlocks, (defined as long strands of hair that have been twisted closely from the scalp down to the tips; heavy matted coils of hair which form by themselves, eventually fusing together to form a single dread; or unkempt, twisted, matted individual parts of hair), shaved head, flat-tops and military high-and-tight cuts are \textit{not} authorized hairstyles for female cadets. Hair color highlights, and frosting will \textit{not} be faddish and will be natural looking hair color for human beings, similar to the individual’s hair color (e.g. black, brunette, blond, natural red, and grey).

4. \textbf{FINGERNAILS.} Male cadets are not authorized to wear nail polish. If worn by females, nail polish will be a single color that does not distinctly contrast with the female cadet’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 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 $\frac{1}{4}$ inch in length beyond the tip of the finger and must be clean and well-groomed. Fingernails must not interfere with the performance of assigned duties.

5. \textbf{COSMETICS.} Male cadets are not authorized to wear cosmetics. Female cadets may wear cosmetics; however, if worn, they will be conservative (moderate, being within reasonable limits; not excessive or extreme) and in good taste. Female cadets will not wear shades of lipstick that distinctly contrast with their complexion, that detract from the uniform, or that are extreme colors. Some examples of extreme colors include but are not limited to, purple, gold, blue, black, bright (fire-engine) red, and fluorescent colors Cosmetics will be conservative and in good taste. Lipstick should be a single, non-extreme color, which complements the skin tone and does not detract from the uniform.
6. **BODY PIERCING/ORNAMENTATION.** While in uniform on or off school campus: 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). If you have existing ornamentation/piercings, you must **remove them or cover them with a flesh-colored Band-Aid type bandage** while wearing the uniform; a clear or flesh colored post is also acceptable. Coverage of piercing must be done for the entire day while in uniform, not just in the JROTC classroom. Failure to comply with piercing standards will result in removal from the program. **HIGHLY RECOMMEND: Don’t get any piercing while in this program.**

**CHAPTER ELEVEN**

**SALUTING**

1. **GENERAL.** Saluting is a time-honored tradition. The salute is a courteous greeting and a sign of respect practiced by military personnel. Saluting is one of the oldest military traditions.

2. **PROCEDURES.** Cadets will be taught the proper manner of saluting and the rules governing saluting. Each cadet is expected to know how to salute and to salute when required. Cadet Officers should correct saluting violations in a courteous and helpful manner when such violations are made by cadets junior to them. **All cadets are expected to accept these corrections with a proper attitude.** Disrespect toward a cadet officer will result in counseling by the ASI or SASI.

   A. The salute is required when in uniform, outside of buildings with the exception of the posted no salute areas: between the CHS main building and ATC, the bus loading/unloading zone, and lunch courtyard.

   B. Upon recognition of the SASI, ASI, a commissioned officer or warrant officer of any military branch, or a cadet officer of higher rank, cadets should execute the salute when a verbal greeting, in a normal speaking voice, can be heard. The salute is never exchanged while running or returned while running. A running cadet will come to a walk before executing the salute. A cadet who is sitting down outside will rise to the position of attention before saluting or returning a salute. The lower ranking cadet will extend a greeting, such as **“Good morning, Sir”**, and hold the salute until the higher-ranking cadet returns it. If the higher-ranking cadet does not return the salute, the lower ranking cadet will drop the salute after the higher-ranking cadet has passed. **Higher ranking cadets who do not return a salute should not be confronted by the lower ranking cadet, but should be reported to the SASI/ASI.**

   C. The following personnel are saluted with the lower ranking individual executing the salute upon recognition of the higher-ranking individual:

      (1) The Senior Aerospace Science Instructor.
      (2) The Aerospace Science Instructor
      (3) Cadet Officers of higher rank.
      (4) Uniformed military visitors of commissioned officer or warrant officer rank.

   D. The following situations require the exchange of salutes:

      (1) Outside in uniform when a lower ranking cadet notices a cadet officer or a commissioned or warrant
3. REPORTING. Cadets may be required to report under many different circumstances. Some examples are: reporting class attendance, reporting to the drill pad after arriving late, reporting to a cadet supervisor, reporting to the SASI or ASI, or being called out of formation by the flight leader. A cadet who is reporting will march to within one pace (two feet) of the officer (or the officer’s desk), execute the salute and state, “Sir (or Ma’am), Cadet (LAST NAME) reporting as ordered,” or another appropriate comment. The cadet holds the salute until it is returned or otherwise acknowledged by the officer. When the purpose of the meeting or report is complete, the cadet again salutes, and states “Will that be all, Sir (or Ma’am)?” The officer returns the salute, and dismisses the cadet. The cadet drops the salute, turns sharply and exits by the most direct route. Reporting may be required inside or outside as the situation determines.

CHAPTER TWELVE

FLAG DETAIL

1. GENERAL. The U.S. flag is a symbol of our nation’s heritage and will be flown with the state flag each school day except during extremely windy or inclement weather. The ASI will determine when the weather is unsuitable to fly the flag. Flag raising and lowering is part of each cadet’s training in flag customs and courtesies, and should be treated as a serious responsibility. The Operations Squadron Branch Commander is responsible for seeing that the flag is raised and lowered each day.

2. PROCEDURES.

1. The Flag Detail Officer will prepare a flag raising and flag lowering duty roster each week (minimum of 5 personnel), post a copy on the bulletin board in the AFJROTC classroom, post a copy in the Announcements Binder, and provide a copy to the ASI no later than Thursday prior to the coming week’s flag detail. In addition, the Flag Detail Officer will provide written notice to each flag detail cadet no later than Thursday prior to their assigned flag detail week. An experienced cadet will be in charge of each detail. The ASI will e-mail teachers with names of cadets on flag raising and lowering details weekly.

B. Each cadet will check the rosters to determine the dates they have flag duty. If a cadet cannot perform on the date assigned, it is the cadet’s responsibility to find a replacement at least one day prior to the scheduled duty. If the cadet cannot find a replacement, the cadet must inform the cadet operations officer immediately but at least one day prior to the scheduled duty. Failure to show up for flag duty (unexcused) will result in counseling from the ASI and SASI. Persistent failure to perform assigned duty could result in loss of rank or position.

1) Cadets on flag raising duty should report to the CHS main office no later than 08:10. The detail leader will get the flags, form up the detail, and march the detail to the flagstaff in front of the school. Cadets not actively
raising the flags will execute “Present, Arms” (salute) as the flags are raised. The flags will be raised quickly to the top of the flagstaff. The detail leader will command “Order, Arms” when the U.S. Flag reaches the top of the flagstaff, and cadets will drop their salutes. Once the halyards have been tied off, the detail leader will dismiss the detail.

2) Cadets on flag lowering detail will report to the flagstaff in front of the school immediately at 15:10 each day the flag is flying. If in uniform, cadets not actively lowering the flags will execute “Present, Arms” as the flags are lowered. The flags will be lowered slowly and with respect. Once the flags are within arm’s reach, the detail leader will command “Order, Arms” and the Cadets not actively lowering the flags will drop their salutes and move forward to assist in folding the flags. Once the flags have been folded, the detail leader will dismiss the detail. The detail leader will then return the flags to the CHS main office.

*NOTE: Cadets on flag-lowering detail may be dismissed for their detail before the dismissal bell if permitted by their teachers.

CHAPTER THIRTEEN
SUPPLY ROOM ACCESS

1. GENERAL. Access to the supply room and logistics area (upstairs) is restricted to official business only. Cadets will not enter the room unless specifically authorized access by the SASI or ASI. “Hanging out” in the supply room or logistics area is strictly prohibited.

2. PROCEDURES. The SASI and ASI control access to the supply room and logistics areas. The Cadet Logistics Officer and flight logistics NCOs will be permitted to enter the room for the purpose of issuing and receiving supplies, equipment and uniform items under the supervision of the SASI or ASI. The computer in the supply room is only to be used to access the WINGS Logistics and Personnel module (once authority is granted) and is not for general use by cadets. Designated individuals are allowed to enter the supply room to sell/purchase beverages from the refrigerator.

CHAPTER FOURTEEN
KITTY HAWK AIR SOCIETY

1. GENERAL. The Kitty Hawk Air Society is a national AFJROTC academic honor society that recognizes academic and military achievement by cadets, provides additional leadership/educational opportunities, and encourages excellence. Members of KHAS, once inducted, will wear the KHAS badge on the uniform. KHAS members are also authorized to wear the light blue KHAS shoulder cord, except as specified in paragraph D(2) below.

2. REQUIREMENTS.
A. To qualify for the KHAS one must attain academic excellence in AFJROTC and in overall academic studies, exhibit good character traits, and be willing to accept responsibility. Specific requirements are as follows:

B. Achieve a 93 average in AFJROTC during the previous academic quarter with no unexcused missed uniform wear.

C. Have an overall average of 85 for all classes with no failing grade in any class during the previous academic quarter.

D. Have no out of school suspension for the current academic quarter.

E. B. Qualified cadets are invited to participate in a “pledge” program to demonstrate their commitment to excellence. Cadets who are selected for the KHAS and successfully complete the pledge program will be inducted at an appropriate ceremony, where they will receive the membership badge and shoulder cord.

F. The KHAS may be called upon to participate in various extracurricular activities. Cadets are expected to attend meetings, actively participate in designated projects, and contribute positively to the KHAS and AFJROTC.

G. To remain in KHAS, cadets must meet the requirements in paragraph 2A and have no more than one unexcused missed meeting during the quarter.

   (1) Members who fail to maintain standards during an academic quarter will be placed on probation with no privileges lost.

   (2) Members who fail to maintain standards for a second consecutive quarter will remain on probation for the remainder of the school year, lose their voting privilege, and not be permitted to wear the KHAS shoulder cord.

   (3) When standards have again been met, the cadet will be reinstated to full membership in the KHAS.

   (4) Members who fail to meet standards by the end of the school year will be dropped from the KHAS rolls.

3. OPERATION.

A. The KHAS membership will elect the commander and all other officers (see KHAS by-laws) for the coming school year at the final meeting of the spring semester. All officers must be approved by the SASI. KHAS officers will assume no special rank as a result of their positions in KHAS, but will hold the rank they have in the cadet Squadron.

B. The KHAS will meet at least once per month. A copy of the minutes will be filed in the KHAS continuity folder and a copy will be submitted to the SASI within two school days after the meeting. Include the names of members attending in the minutes.

C. The KHAS will conduct at least one community service project, approved by the SASI, each semester. Projects requiring cadet time and energy and which bring visibility to AFJROTC are preferable to those which
only raise money.

D. KHAS projects will be fully documented by an after-actions report describing the project, which KHAS members attended/participated, and the results or outcome of the project. Photographs should also be included.

E. All money collected by KHAS will be turned in to the ASI for deposit in appropriate AFJROTC accounts for use as KHAS operating funds or for distribution to designated charitable groups.

CHAPTER FIFTEEN

DRILL TEAMS

1. GENERAL. Drill teams develop self-confidence, teamwork, skill, and pride in the unit. Drill teams may be flight, element, or color guard. Drill team may incorporate the use of weapons (i.e. rifles or swords (sabers)). The ASI is the coach for all drill teams.

2. PROCEDURES. Each drill team may consist of flights with twelve or more cadets and elements with six to eleven cadets. Color guard teams will consist of a minimum of four members. Teams are open to every cadet who has the correct attitude, ability, and time. Cadets may participate on more than one team. Excellence cannot be achieved without commitment. Partial commitment destroys team unity. Practices may be held before school, after school, and at other times as needed.

   A. Removal from Drill Team. Any cadet who consistently fails to follow instructions, is consistently tardy to or absent from practices, or who misses scheduled demonstrations or competitions without a valid excuse will be removed from the team. Cadets missing two practices will be suspended from marching in the next competition. Cadets missing three practices will be removed from the drill team.

   B. Academic Standards. Drill team members must maintain a B average in AFJROTC, and a passing average in all other classes. Members not in keeping with this requirement will be suspended or removed from the team.

   C. Participation in Competitions. Even though a cadet practices with the team and is a member of the team, this does not imply that each team member will participate in all competitions.

   D. Absences. Cadets will schedule routine medical appointments, hairdresser appointments, etc. to not conflict with drill team practices. Cadets who know they will miss a practice must provide written notice to the Drill Team Commander at least 24-hours in advance of the absence. Absences that have not been coordinated, in advance, through the Drill Team Commander to the ASI are not acceptable. The ASI will determine the validity of all excuses. Except in extreme circumstance, a scheduled absence does not override the criteria in paragraph A above.

3. DRILL COMPETITIONS.

   A. Practice. The drill team normally practices after school until 5:00 PM (1700). The week of a scheduled
competition drill practice is conducted Monday – Thursday; team members missing a practice may become ineligible to march in the competition. Cadets on the team must have a ride home after practice. Cadets are not allowed to remain on campus waiting for a ride. Cadets who cannot arrange transportation home at the end of practice may be removed from the team.

B. **Competition Transportation.** All competitions take place on Saturday, and travel is normally by school activity bus. Departure time may be as early as 4:45 AM (0445) with uncertain time of return to campus. Cadets will have an approximate time of return to campus, but they should be prepared to contact their ride by phone when the bus is 30 minutes from arrival at campus. This will prevent parents from waiting unnecessarily long time at campus for the bus to arrive and also assure cadets (and the ASI) do not have an excessive wait for rides to show up.

4. **CONTROL OF DRILL WEAPONS/SABERS**

   A. **Storage:** Drill weapons and sabers are under the control of the designated Military Property Custodian (MPC) will be stored in the designated secure weapons storage cabinet in the AFJROTC supply room. The lock on the storage cabinet will be controlled by the MPC and the alternate MPC. The weapons cabinet, storage room door and supply room door will be closed and locked when these areas are unattended.

   B. **Issue:** Drill weapons and sabers will not be issued to a particular cadet. They will be removed from the storage cabinet only for color guard/drill team practice or scheduled events and will be under the direct control of the MPC, or drill team/color guard commander at all times.

   (1) Cadets utilizing drill weapons and sabers are responsible for the safeguarding them. Any cadet who loses or abuses the weapons or sabers, jokes or jests with drill weapons or sabers, or otherwise handles drill weapons and sabers in an inappropriate manner will face disciplinary action.

   (2) Cadets on the drill team are authorized to practice with drill weapons after school provided the drill team commander, large team commander or color guard commander is with the practicing cadets.

   (3) Cadets practicing for a saber event will practice indoors in close proximity to the ROTC classroom and be under the supervision of the commander for that event.

   C. **Transporting:** While being transported, drill weapons and sabers will not be openly displayed. For non-school day activity where the weapons and sabers cannot be returned to the weapons storage cabinet, the MPC or alternate will retain the drill weapons and sabers in their possession until they can be placed in the cabinet.

   (1) The MPC or alternate will provide the best security possible for the drill weapons and sabers.

   (2) Drill weapons will not be left in a vehicle except for very short periods for personal relief.

5. **CONTROL:** On normal school days, a daily check of the drill weapons and sabers will be conducted. During vacations and extended periods on non-school days, a check of the drill weapons and sabers will be conducted at least every seven (7) days.
CHAPTER SIXTEEN
AWARDS AND DECORATIONS

1. **GENERAL.** AFJROTC cadets may earn a variety of distinctive and coveted medals and ribbons. All awards are based upon demonstrated performance of academic and leadership excellence.

2. **WEAR OF RIBBONS AND MEDALS.** AFJROTC ribbons are worn from left to right, top to bottom, from highest to lowest as viewed by the observer. Medals are worn below the ribbons. Medals are only worn on formal occasions (e.g. Dining Out, Military Ball, etc.) or when specified by the SASI.

3. **NATIONAL AWARDS.** The following awards normally include a medal, ribbon, and certificate and are considered National Awards. Cadets are nominated for these awards by the SASI. See AFJROTC Uniform and Awards Guide for more information.

<table>
<thead>
<tr>
<th>AWARD</th>
<th>CRITERIA</th>
<th>DEVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Valor Award</td>
<td>Selected by HQAFJROTC, Voluntary act of self-sacrifice and bravery above and beyond the call of duty</td>
<td>clusters</td>
</tr>
<tr>
<td>Silver Valor Award</td>
<td>Selected by HQAFJROTC, heroism that doesn’t meet the risk of life requirement for the Gold Award;</td>
<td>clusters</td>
</tr>
<tr>
<td>Cadet Humanitarian Award</td>
<td>Selected by HQAFJROTC, cadet rendered aided singular extraordinary catastrophic event</td>
<td>clusters</td>
</tr>
<tr>
<td>Community Service with Excellence Award</td>
<td>Selected by HQAFJROTC, Individual award for exemplary community service</td>
<td>clusters</td>
</tr>
<tr>
<td>Air Force Association Award</td>
<td>Selected by SASI, 3rd year cadet, top 5% in AFJROTC class, top 10% in class</td>
<td>clusters</td>
</tr>
<tr>
<td>Daedalian Award</td>
<td>Selected by SASI, 3rd year cadet, top 10% in AFJROTC class, top 20% in class, desire for military career</td>
<td>clusters</td>
</tr>
<tr>
<td>American Legion Scholastic Award</td>
<td>Selected by SASI, 3rd or 4th year cadet, top 25% in AFJROTC class, top 10% in class, leadership, participation in student activities</td>
<td>Scroll</td>
</tr>
<tr>
<td>American Legion General Military Excellence Award</td>
<td>Selected by SASI, 3rd or 4th year cadet, top 25% in AFJROTC class, leadership, character, discipline citizenship</td>
<td>Torch</td>
</tr>
<tr>
<td>Daughters of the American Revolution Award</td>
<td>Selected by SASI, 4th year cadet, top 25% in AFJROTC class, top 25% in class, dependability, good character military discipline</td>
<td>clusters</td>
</tr>
<tr>
<td>American Veterans Award</td>
<td>Selected by SASI, “A” in AFJROTC, good academic standing, officer potential, positive attitude toward Air Force</td>
<td>clusters</td>
</tr>
<tr>
<td>Reserve Officers Association Award</td>
<td>Selected by SASI, 4th year cadet, top10% of AFJROTC class, positive attitude, growth potential, impeccable standards</td>
<td>clusters</td>
</tr>
<tr>
<td>Military Order of World Wars Award</td>
<td>Selected by SASI given to a returning cadet who has had outstanding accomplishments in AFJROTC</td>
<td>clusters</td>
</tr>
<tr>
<td>Military Officers Association of America Award</td>
<td>Selected by SASI, a junior and a 3rd year cadet, good academic standing, loyalty to units school and country</td>
<td>clusters</td>
</tr>
<tr>
<td>Veterans of Foreign Wars Award</td>
<td>Selected by SASI “B” in AFJROTC “C” in all other classes, positive attitude toward AFJROTC, leadership, participation</td>
<td>no devices</td>
</tr>
<tr>
<td>AWARD</td>
<td>CRITERIA</td>
<td>DEVICES</td>
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<tr>
<td>------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>15. National Sojourners Award</td>
<td>Selected by SASI, 2nd or 3rd year cadet, top 25% of class, Americanism, and leadership</td>
<td>no devices</td>
</tr>
<tr>
<td>16. Sons of the American Revolution Award</td>
<td>Selected by SASI, 3rd year cadet, currently enrolled, top 10% in AFJROTC class, top 25% in class, excellence in AFJROTC leadership military bearing</td>
<td>silver star</td>
</tr>
<tr>
<td>17. Scottish Rite, Southern Jurisdiction Award</td>
<td>Selected by SASI, 3rd year cadet, active participation, top 25% of class, citizenship, patriotism, character</td>
<td>no devices</td>
</tr>
<tr>
<td>18. Military Order of the Purple Heart Award</td>
<td>Selected by SASI, 3rd or 4th year cadet, in a leadership position, “B” in all classes, positive attitude toward corps</td>
<td>no devices</td>
</tr>
<tr>
<td>19. Air Force Sergeants Association Award</td>
<td>Selected by SASI, 3rd or 4th year cadet, top 25% of class leadership, discipline, citizenship, character</td>
<td>no devices</td>
</tr>
<tr>
<td>20. Sons of Union Veterans of the Civil War Award</td>
<td>Selected by SASI, Patriotism, academic excellence and leadership</td>
<td>clusters</td>
</tr>
<tr>
<td>21. Sons of Confederate Veterans JROTC Hunley Award</td>
<td>This Award is named after the famous Confederate submarine H. L. Hunley, the first in history to sink an enemy warship. The award is presented to a Cadet who best exemplifies the characteristics honor, courage and commitment.</td>
<td>Medal</td>
</tr>
<tr>
<td>22. Tuskegee Airmen Incorporated Air Force JROTC Cadet Award</td>
<td>Selected SASI Not a 4th year cadet, participated in at least 50% of service programs, “B” in AFJROTC</td>
<td>clusters</td>
</tr>
<tr>
<td>23. The Retired Enlisted Association Award</td>
<td>Selected by SASI, awarded to enlisted cadet for outstanding leadership through course of school year</td>
<td>clusters</td>
</tr>
<tr>
<td>24. Celebrate Freedom Foundation /Embry Riddle AU JROTC Award</td>
<td>Selected by SASI, not 3rd or 4th year cadet, top 5% of AS class with an “A”, top 15% of class, military potential</td>
<td>clusters</td>
</tr>
<tr>
<td>25. National Society United States Daughters of 1812 Award</td>
<td>Academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits.</td>
<td>clusters</td>
</tr>
<tr>
<td>26. Air Commando Association Award</td>
<td>Attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, skilled, selflessness, leadership, physical fitness and family strength.</td>
<td>clusters</td>
</tr>
<tr>
<td>27. Non Funded National Award</td>
<td>A National Award recognized by HQAFJROTC – varies</td>
<td>clusters, bronze star</td>
</tr>
<tr>
<td>28. Distinguished Unit Award</td>
<td>Selected by HQAFJROTC, unit is nominated by SASI, if selected during inspection cycle given the distinction w/merit</td>
<td>clusters, silver star</td>
</tr>
<tr>
<td>29. Outstanding Organization Award</td>
<td>Selected by HQAFJROTC, unit is nominated by SASI</td>
<td>clusters</td>
</tr>
<tr>
<td>30. Outstanding Flight Ribbon</td>
<td>SASI determines outstanding flight each academic term</td>
<td>clusters</td>
</tr>
<tr>
<td>31. Top Performer Award</td>
<td>Selected by HQ AFJROTC nominated by SASI</td>
<td>clusters</td>
</tr>
<tr>
<td>32. Outstanding Cadet Ribbon</td>
<td>Positive personal attributes, academic, excellence, military potential and excellence. One per grade level each year</td>
<td>clusters</td>
</tr>
<tr>
<td>33. Leadership School Ribbon</td>
<td>Completion of a Leadership School ≥5 days Top performer is authorized a star</td>
<td>silver star</td>
</tr>
<tr>
<td>34. Achievement Ribbon</td>
<td>5% of cadet corps each year, significant achievement</td>
<td>clusters</td>
</tr>
<tr>
<td>35. Superior Performance Ribbon</td>
<td>10% of corps each year for outstanding achievement or meritorious service</td>
<td>clusters</td>
</tr>
<tr>
<td>36. Academic Ribbon</td>
<td>Awarded for Academic Excellence by attaining an overall grade point average of at least “B” for one academic term, in addition to an “A” average in AFJROTC</td>
<td>clusters</td>
</tr>
<tr>
<td>37. Leadership Ribbon</td>
<td>Consistently displays outstanding leadership above peers</td>
<td>clusters</td>
</tr>
<tr>
<td>38. Special Teams Competition Ribbon</td>
<td>Placing 1st, 2nd or 3rd in an team competition or meet</td>
<td>clusters</td>
</tr>
<tr>
<td>39. Orienteering Competition Ribbon</td>
<td>Placing 1st, 2nd or 3rd in an orienteering meet</td>
<td>clusters</td>
</tr>
<tr>
<td>40. Co-curricular Activities Leadership Ribbon</td>
<td>Exemplary leadership in achieving objectives through the coordinated effort of others</td>
<td>clusters</td>
</tr>
<tr>
<td>41. Drill Team Ribbon</td>
<td>75% or at least 10 event during an academic year</td>
<td>clusters</td>
</tr>
<tr>
<td>42. Color Guard Ribbon</td>
<td>75% or at least 10 events during an academic year</td>
<td>clusters</td>
</tr>
<tr>
<td>43. Saber Team Ribbon</td>
<td>50% or at least 3 events during an academic year</td>
<td>clusters</td>
</tr>
<tr>
<td>44. Marksmanship Ribbon</td>
<td>Participation, qualified by Civilian marksmanship Program</td>
<td>stars B/G/S</td>
</tr>
<tr>
<td>AWARD</td>
<td>CRITERIA</td>
<td>DEVICES</td>
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<tr>
<td>-------</td>
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</tr>
<tr>
<td>45. Good Conduct Ribbon</td>
<td>No suspensions no adverse reports</td>
<td>clusters</td>
</tr>
<tr>
<td>46. Service Ribbon</td>
<td>Distinctive performance in school community or AFJROTC</td>
<td>clusters</td>
</tr>
<tr>
<td>47. Health and Wellness Ribbon</td>
<td>Sustained participation in locally developed program</td>
<td>clusters</td>
</tr>
<tr>
<td>48. Recruiting Ribbon</td>
<td>Recruiting trip and/or bringing someone into the corps</td>
<td>clusters</td>
</tr>
<tr>
<td>49. Activities Ribbon</td>
<td>Co-curricular activities other than color guard, saber &amp; drill</td>
<td>clusters</td>
</tr>
<tr>
<td>50. Attendance Ribbon</td>
<td>≥ 4 excused absences no unexcused absences per semester</td>
<td>clusters</td>
</tr>
<tr>
<td>51. Dress and Appearance Ribbon</td>
<td>No missed uniform wear days, compliance with standards</td>
<td>clusters</td>
</tr>
<tr>
<td>52. Longevity Ribbon</td>
<td>Awarded for each year completed</td>
<td>clusters</td>
</tr>
</tbody>
</table>

3. BADGES. These badges are approved for wear once awarded.

GROUND SCHOOL BADGE
FLIGHT SOLO BADGE
FLIGHT CERTIFICATE BADGE
ACADEMY OF MODEL AERONAUTICS (AMA) SILVER WINGS
MODEL ROCKETRY BADGE
KITTY HAWK AIR SOCIETY BADGE
AWARENESS PRESENTATION TEAM BADGE
DISTINGUISHED AFJROTC CADET BADGE
AEROSPACE EDUCATION FOUNDATION (AEF) ACADEMIC CADET BADGE

4. CIVIL AIR PATROL RIBBONS. The following CAP ribbons are authorized for wear by AFJROTC Cadets. They are worn lower than AFJROTC ribbons.

GENERAL CARL SPAATZ AWARD
AMELIA EARHART AWARD
GENERAL BILLY MITCHELL AWARD
GENERAL J. F. CURRY ACHIEVEMENT AWARD

CHAPTER SEVENTEEN

SPECIAL TEAMS COMPETITION RIBBON AND DRILL TEAM RIBBON

1. PURPOSE. To establish criteria for AFJROTC Color Guard and AFJROTC Drill Team Ribbons. (Cadets will not perform until they have completed required training requirements and have demonstrated their abilities).

2. CRITERIA. Members of a drill team that places (receives an award) in an Air Force or Joint Service drill competition will receive the Special Teams Competition ribbon. Drill team members who actively participate in 75% of scheduled drill competitions will receive the Drill Team ribbon.
3. SCHEDULING. The ASI will determine performance schedules.

4. DRILL COMPETITION RIBBON. The Drill Team Commander will provide the Personnel Officer a list identifying cadets eligible for award of the Special Teams Competition Ribbon after each competition. This list will identify the cadet’s name, rank, event for which the ribbon is awarded, name and date of the competition, and whether this is the initial award of the ribbon, or first, second, etc. cluster. This list must be provided by the first Monday following the competition so the appropriate orders may be written and the ribbon awarded on the next UWD.

5. DRILL TEAM RIBBON. The Drill Team Commander will track drill team members’ participation at competitions. A roster will be posted after each competition showing the events that drill team members marched in. Once all scheduled competitions are completed for the year, the Drill team Commander will identify those cadets eligible for award of the Drill Team Ribbon.

CHAPTER EIGHTEEN

PRESENTATION COLOR GUARD

1. GENERAL. The Presentation Color Guard Team (PCGT) presents the Colors at various school and civic functions during the year, primarily at athletic events such as, football and basketball games. The number of members on a Color Guard is limited to the availability of equipment and the performance space requirement, typically four to six cadets (two to four flags and two rifles).

2. PROCEDURES. The PCGT is open to all cadets and tryouts will be announced via announcement binder. There will be at least two tryouts per year (one per semester). The PCGT will be trained in the proper procedures for posting and presentation of the Colors. The PCGT is open to every cadet who has the correct attitude, ability, and time. Excellence cannot be achieved without commitment. Partial commitment destroys team unity. Practices may be held before school, after school, and at other times as needed. PCG cadets will earn a beret upon completion of training courses and a shoulder cord after successfully completing two PCGT events.

   a. The PCGT Commander is responsible for:

      (1) Recruiting and organizing the PCGT.

      (2) Maintaining a roster of the PCGT members with phone numbers.

      (3) Holding initial and weekly PCGT training.

      (4) Inventory and maintenance of PCGT equipment.

      (5) Posting a schedule of known Color Guard performances. Assigning names to
the events and ensuring sufficient PCG members are scheduled to present the Colors. Always include one to two members on stand-by for emergencies.

(6) Logging all Color Guard events into a database/spreadsheet.

(7) Passing IM names of the PCGT who should be awarded the Color Guard Ribbon.

A. COLOR GUARD RIBBON. The PCGT Commander will track and post a roster identifying cadet participation at ceremonies where the Colors are presented for the purpose of awarding the Color Guard ribbon. This does not include drill team competitions. This posted roster will be updated after each scheduled presentation. PCG cadets are eligible to wear the Color Guard ribbon once they have presented the Colors for their 5th time. This ribbon is limited to one award per year. Cadets will add an oak leaf cluster each year after completing 5 color guards.

CHAPTER NINETEEN

WELLNESS PHYSICAL TRAINING (PT) PROGRAM AND HEALTH & WELLNESS RIBBON

1. GENERAL. Wellness and fitness are part of each cadet’s training. Each Friday cadets will participate in the Wellness Physical Training (PT) program during AFJROTC class time. The PT program will consist of warm-up/stretching exercises and a regimen of targeted exercises designed to improve and measure your level of fitness. The PT program will also include team sports to foster leadership and teamwork. Cadets must return completed parental permission forms before they will be allowed to participate. Failure to return these forms could have a negative effect on the cadet’s grade.

2. CLOTHING. Cadets are issued a PT shirt, shorts and a pair of sweatpants and sweatshirt. Cadets must tuck in the PT shirt at all times. Wear of the sweatshirt and sweatpants is optional; however, cadets should be prepared to conduct PT outdoors during moderately cold temperatures. While participating in physical activities, cadets will wear appropriate shoes for physical activities, such as basketball, tennis, running or cross-training shoes. Examples of inappropriate shoes are sandals, high heels, dress shoes, boots, etc. Cadets who do not bring issued PT clothing and proper shoes will not be allowed to participate in PT, be sent to ISS for the period and will receive a score of zero.

3. GRADING. Each cadet will receive a weekly grade for participation in the PT program. The cadet’s grade is affected by the following factors: wear of proper PT clothing and shoes, participation in all PT activities, and the attitude displayed by the cadet.

   A. The first time a cadet does not have the shoes or proper clothing they will receive a
score of zero.

B. The second and subsequent times they fail to have the proper shoes or clothing they will receive a score of zero, a discipline referral for being unprepared for class, and may be sent to ISS.

Note: Cadets who consistently refuse to participate in PT program will be recommended for removal from AFJROTC.

B. HEALTH AND WELLNESS RIBBON. Awarded by the SASI for participation in the health and wellness physical fitness program. All cadets who participate in the wellness program will receive the Health and Wellness Ribbon. All cadets who participate in the Presidential Physical Fitness Program and score in the 75-84 percentiles will receive a second Health and Wellness Ribbon and a Bronze Star device. If a cadet earns a percentile score of 85-95 they will receive a second Health and Wellness Ribbon and wear a Silver Star. If they receive a 96-100 percent they will receive a second Health and Wellness Ribbon and they will wear the Gold Star on the ribbon. The percentiles are computed automatically under Presidential Physical Fitness Program Assessment in WINGS.

CHAPTER TWENTY

RECRUITING TEAMS AND RECRUITING RIBBON

1. PURPOSE. Establish purpose and criteria for recruiting teams and the award of the Recruiting Ribbon.

2. REQUIREMENTS. Recruiting of quality cadets in sufficient numbers is essential to the success of a dynamic AFJROTC program.

   1. At the start of the first semester each year, Cadets who are in the AFJROTC program may recruit one or more students who are not enrolled in AFJROTC. The Cadet Recruiter will submit a letter to the Cadet Recruiting Officer stating the name of the cadet(s) they recruited. The letter must be signed by the Cadet Recruiter and the recruited cadet(s). When the new cadet(s) successfully complete(s) their first nine-week grading period in the AFJROTC program with a passing grade, the cadet Recruiting Officer will award the Cadet Recruiter the AFJROTC Recruiting Ribbon.

   2. Those cadets who are actively involved on cadet recruiting teams may also be awarded the AFJROTC Recruiting Ribbon. Recruiting teams will be selected by the recruiting officer (who will be the team leader) and approved by the SASI. Recruiting team cadets must have at least a “B” average in AFJROTC, have not missed any uniform wear days (without a valid excuse), have a positive attitude toward AFJROTC, and present an excellent image. Upon completion of a recruiting visit to either middle school or other significant recruiting activity, the Cadet Recruiting Officer will award the AFJROTC Recruiting Ribbon to those Cadet Recruiters who participated in the visit/activity.
3. Subsequent awards AFJROTC Recruiting Ribbon will be in the form of a bronze oak leaf cluster. The fifth time a cadet receives the award a silver oak leaf cluster will be awarded.

CHAPTER TWENTY-ONE

AWARENESS PRESENTATION TEAMS

1. PURPOSE. Establish purpose and criteria for AFJROTC Awareness Presentation Teams.

2. REQUIREMENTS. Awareness Presentation Team (APT) is an academic endeavor designed to provide positive role models for elementary and middle school students. It also provides a practical application of the skills learned in the leadership education portion of the AFJROTC curriculum. An APT team is composed of cadets selected by the AFJROTC instructor based on their demeanor, verbal abilities, and professional appearance. The teams are responsible for selecting topics, conducting research, writing, and presenting the material. The AFJROTC instructor must coordinate the topic/content with the elementary/middle school principal. Team members should not be considered or advertised as experts. They should be prepared to deliver brief presentations on a topic of current interest that can include, but is not limited to, high school dropouts or drug use/abuse. All APT presentations are required to be approved by the high school principal.

CHAPTER TWENTY-TWO

ACADEMIC TEAM

A. PURPOSE. Establish purpose and criteria for AFJROTC Academic Teams.

B. REQUIREMENTS. The Academic Team is an academic and team building endeavor with a main goal of preparing students for state exit/graduation exams as well as college entrance exams, such as the SAT and ACT. A secondary goal of the program is that it provides the AFJROTC instructors a measurement device to determine if cadets are learning/retaining AFJROTC curriculum.

Academic Team membership is comprised as follows:

- Academic Team = 4 primary members and 2 alternates
- No more than 2 juniors may participate on the primary team and 1 junior may be an alternate.
- NO seniors may participate (SASI or ASI may select top performing seniors as the team coach)
Primary selection will be made after evaluating practice-round scores. The practice round exercise is available to all interested participants.

The Academic Team will compete in the National U.S. Air Force Academic Bowl, normally held in the fall of each academic year:

- All AFJROTC units may participate in the Practice Round and Level I.
- Teams with scores in the top 50% in Level I will participate in Level II.
- Sixteen academic teams will advance to the Academic Championship which will be held in Washington, DC.

**Academic Content/Study Areas:**

**Level I** – The Challenge will include 25% JROTC questions, 65% SAT/ACT-type questions and 10% current events questions.

**Level II** – Zero Hour Threat will include 15% JROTC questions, 75% SAT/ACT-type questions and 10% current events questions.

The JROTC curriculum questions will come from Leadership Education I-IV with primary focus on leadership preparation, wellness and fitness, group/team dynamics and communication skills.

**CHAPTER TWENTY-THREE**

**BEAUFORT HIGH SCHOOL LETTER**

1. **PURPOSE.** Establish the requirement for the award of a BEAUFORT High School Letter for participation in AFJROTC.

2. **REQUIREMENTS.** Cadets may earn a school letter each year they participate in AFJROTC. Requirements for award of the school letter are as follows.

   A. **Cadet must attain an AFJROTC grade of “C” or better each academic quarter.**

   B. **Cadet must have achieved a passing grade in all classes.**

   C. **Cadet must accumulate 100 points during the school year. Cadets should record events on a Letter Point Checklist and submit through the chain of command for approval.**

   Points will be awarded as follows.
1. Grade of A or B in all classes (all quarters) ......................................................... 20
2. Drill Team Competition (must participate) (each) ............................................. 15
3. Presentation Color Guard Performance (each) ..................................................... 5
4. Orienteering Meet (each) ..................................................................................... 5
5. Cadet Citadel Leadership Course (CLC) (previous summer) ............................ 40
6. National AFJROTC Award Winner .................................................................. 25
7. AFJROTC Sponsored Community Service Project /Awareness (each) ........... 10
8. Cadet of the Semester .......................................................................................... 15
9. Cadet of the Month ......................................................................................... 10
10. AFJROTC Committee Member (Military Ball, etc.) (each) .............................. 5
11. Voice of Democracy Essay (Top 3 in unit) ...................................................... 15
12. Each merit achieved by end of school year ....................................................... 1
13. Postal Marksmanship Team Competition (each) ........................................... 5
14. Actual Marksmanship Team Competition (each) ........................................ 15
15. Building of Aero Scale Model (Easy/Medium/Difficult) .................................. 5/10/20
16. Presentation of Saber Team (each) .................................................................. 10

CHAPTER TWENTY-FOUR

CADET OF THE SEMESTER/MONTH

1. PURPOSE. Establish the requirements for the award of the Cadet of the Month and Semester Awards.

2. REQUIREMENTS.

A. A Cadet of the Semester (COS) will be selected each academic semester from the semester’s Cadet of the Month award (COM) winners from each flight. Eligibility requirements:

1) Attain at least a “B” average in AFJROTC class and a “C” average overall for all classes for the quarter that just ended.

2) Must display a positive attitude toward AFJROTC by:

3) Not having any unexcused, missed uniform wear-days for the quarter just ended.
(a) Participate in at least 50% of all corps extra-curricular activities for the quarter just ended.

(b) Participating in at least one week of flag detail and one Presentation Color Guard performance (if any were scheduled).

(c) Must have had NO ISS or OSS this period.

(4) Must be an AS-1, AS-2, AS-3, or AS-3H Cadet.

B. A Cadet of the Month (COM) will be selected from each AS-1, AS-2, AS-3, and AS-3H flight. AS-1, AS-2, AS-3, and AS-3H Flight CCs nominate their top two cadets, with letters of justification, to the Squadron CC in accordance with the following timelines:

Aug-Sep COM nominations due 24 Sep 14  
COM Board will convene 1 Oct 14

Oct COM nominations due 29 Oct 14  
COM Board will convene 5 Nov 14

Nov COM nominations due 26 Nov 14  
COM Board will convene 3 Dec 14

S1 COS Board will convene 17 Dec 14

Jan-Feb COM nominations due 25 Feb 15  
COM Board will convene 4 Mar 15

Mar COM nominations due 25 Mar 14  
COM Board will convene 1 Apr 15

Apr COM nominations due 29 Apr 14  
COM Board will convene 6 May 15

S2 COS Board will convene 20 May 15

3. PROCEDURES.

1. The Squadron Commander or appointee will convene a selection board to select the COM and COS.

2. The selection board will consist of the CSn/CC, the CSn/CV, and one other staff member selected by the CSn/CC. The third member of the board may serve for a quarter or semester at the discretion of the CSn/CC.

3. The board will restrict itself to a maximum of ten minutes of interview time per candidate. Each board member may ask the candidates one question each. Board members will submit their questions to the CSn/CC prior to the convening of the board. Questions may deal with any aspect of the corps appropriate to the
knowledge and skill level of the Cadet’s AFJROTC year. Questions of a personal nature are not permitted.

4. Board members will use a score sheet to score each COM/COS nominee. Items which will be considered in scoring are (a) reporting in to the board, (b) dress and appearance, (c) military bearing, (d) accuracy of responses to questions, (e) communicative skills, (f) reporting out. The scores of all three judges for each candidate will be added; the winner will be the Cadet with the highest total score. Tie breakers (if necessary) are, in order of precedence, the highest scores in dress and appearance, military bearing, accuracy of responses, reporting in, reporting out, and communicative skills.

4. AWARD. The Cadet of the Month Award will consist of a certificate, the award of the Superior Performance Ribbon, and the cadet will receive points toward the school letter. The Cadet of the Month for the Squadron will be authorized to wear the thick purple fourragère with aiguillettes, whereas the Cadet of the Month for each Flight will be wearing the thin purple fourragère. The Fourragère must be surrendered at the end of the designated month to the new Cadet of the Month. The Cadet of the Semester Award will consist of a certificate, the award of the Achievement Ribbon, and the cadet will receive points toward the school letter.
CHAPTER TWENTY-FIVE
BEAUFORT OPTIMIST CLUB JUNIOR ROTC AWARD

1. DESCRIPTION. This award consists of a certificate and a cash award to be applied toward the recipient’s Cadet Leadership Course fees.

2. ELIGIBILITY. The Beaufort Optimist Club Junior ROTC Award recognizes an outstanding male and female AS-1, AS-2 or AS-3 cadet, who are actively engaged in the Beaufort High School AFJROTC program. Each cadet must:

   A. Have a positive attitude toward AFJROTC.
   B. Have excellent military bearing and conduct.
   C. Possess strong positive personal attributes (such as courtesy, dependability, punctuality, respect and cooperation).
   D. Demonstrate patriotism and service to school, community and country.
   E. Attain an overall grade of “B” or better in AFJROTC and an overall grade point average of “C” or better in all classes for the semester in which they were enrolled in AFJROTC.
   F. Have been selected by the Beaufort High School Aerospace Science Instructor to attend Cadet Leadership Course during the upcoming summer.
   G. Be pre-registered for AFJROTC for the next school year.
   H. Not have been previous recipients of this award.

3. ADMINISTRATION. The Beaufort High School Senior Aerospace Science Instructor selects the recipients annually; however, final approval rests with the Beaufort Optimist Club.

4. PRESENTATION. The awards are presented at an appropriate ceremony by a representative of the Beaufort Optimist Club.
CHAPTER TWENTY-SIX

BEAUFORT VETERANS OF FOREIGN WARS (VFW) AFJROTC SCHOLARSHIP

4. DESCRIPTION. This scholarship consists of a certificate and a cash award to be applied toward the recipient’s post-secondary education costs and/or fees.

5. ELIGIBILITY. The VFW recognizes an outstanding fourth year senior cadet who has been actively engaged in the Beaufort High School AFJROTC program. The cadet must:

   6. Must be a senior fourth-year cadet.

   B. Must have been an OPR of a JROTC event.

   7. Must demonstrate exceptional leadership.

   8. Must demonstrate academic excellence by being in the top 20% of their JROTC class.

   9. Must demonstrate qualities of patriotism, military discipline and good moral character.

   F. Must not have a record of any In-School-Suspension or Out-Of-School-Suspension.

10. APPLICATION. Cadets meeting eligibility criteria must submit an essay describing their college and post college goals. The essay must be at least 300 words, doubled spaced.

11. PRESENTATION. The scholarship will be presented at an appropriate ceremony by a representative of the VFW.
CHAPTER TWENTY-SEVEN

SC-934 RESERVE PROGRAM

1. PURPOSE: The Reserve Program provides an opportunity for cadets who are not actively enrolled in AFJROTC during a semester to participate in AFJROTC activities. These cadets must have a high dedication to AFJROTC and a commitment to meeting AFJROTC uniform wear, grooming, and excellence standards.

2. REQUIREMENTS: A cadet who will be enrolled in AFJROTC during one semester of an academic year but not during the other may enlist in the Beaufort AFJROTC Reserve Program. Reserve program cadets may retain their cadet rank (dependent on level and position); may hold positions on the cadet staff; may attend AFJROTC functions such as military ball, dining-in, etc.; may participate on the drill team (if qualified); may attend COLS if selected by the SASI and taking AFJROTC at least one semester the following year; may take field trips open to all cadets; and have all other privileges afforded to regularly enrolled cadets. Reserve cadets must meet the following requirements.

   a. Must complete and sign the Reserve Program Agreement and be approved by the SASI.

   b. Must wear the uniform each week on UWD and meet wear and grooming standards. Cadets must report to the Cadet Inspector General, ASI or SASI on UWD to be inspected. Failure to report for inspection for two consecutive weeks indicates the cadet no longer wishes to participate in the reserve program and will be removed from the program.

   c. Must fulfill all obligations of positions and/or committees to which they are appointed.

   d. Must maintain a positive attitude toward the AFJROTC program.

   e. Must meet all other pertinent requirements of this handbook.

   f. Cadets taking AFJROTC in the 2nd semester may join the Reserve Program during the 1st semester if they are candidates for the Drill Team, Marksmanship Team, Color Guard Team or Kitty Hawk Air Society. These cadets must demonstrate their understanding of basic drill and ceremonies and know (memorize) the cadet rank structure.

3. REMOVAL FROM THE RESERVE PROGRAM: Failure to meet the requirements of paragraph 2 will result in removal from The Reserve Program, loss of all cadet
privileges, and potential inability to enroll in AFJROTC in the future. Cadets who have been removed, but who wish to be reinstated, must submit a letter to the SASI requesting reinstatement and providing justification why the cadet should be reinstated. The SASI will make the reinstatement decision after interviewing the cadet.

A. RECOGNITION: Reserve cadets who faithfully meet their obligations will receive 5 merits per week. Reserve cadets who have not missed any uniform wear days and have achieved a score of 85 or higher on each uniform and grooming inspection will be awarded the Dress & Personal Appearance Ribbon upon completion of the semester.

CHAPTER TWENTY-EIGHT

THE HONOR CODE AND HONOR BOARD

1. THE HONOR CODE:

<table>
<thead>
<tr>
<th>U.S. Air Force Core Values</th>
<th>Cadet Honor Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity First</td>
<td>I will not lie, cheat, or steal</td>
</tr>
<tr>
<td>Service before Self</td>
<td>Nor tolerate those who do!</td>
</tr>
<tr>
<td>Excellence in All We Do</td>
<td>I will be respectful, responsible, ready and safe!</td>
</tr>
</tbody>
</table>

2. APPLICABILITY: The Honor Code is applicable to all members of the Cadet Corps, including Reserve Cadets. Cadets are expected to follow the code and report those who violate the code to the Honor Board.

3. DEFINITION OF TERMS:

   A. Lie: to be dishonest; to not be truthful or to not tell the whole truth with the purpose to deceive.
   B. Cheat: to copy another’s work; to turn in another’s work as your own; to willfully mislead.
   C. Steal: to take another’s property without permission for any reason; to not pay for property taken.

4. HONOR BOARD PROCEDURES.

   The Honor Board will consist of six members. The chairperson of the board will be the cadet Squadron Commander who will nominate candidates for the other five seats on the board to the SASI for approval. Members of the board must be at least a sophomore, be in the second or higher year of AFJROTC, have no OSS/ISS during the previous or current semester, and represent the high standards of the three core values in their
conduct and appearance.

The Squadron Commander will schedule Honor Board meetings as necessary to consider honor code violations and make recommendations for disciplinary action to the SASI. The board will consider all available evidence, including statements from the accused and any witnesses. Disciplinary action recommendations should be appropriate to the violation and may include loss of position or rank up to removal from the AFJROTC program. The SASI will make the final decision on what, if any, disciplinary action will be taken.

In determining disciplinary action recommendations, board members should consider the following.

- Is this the cadet’s first violation?
- Does the cadet understand that he or she has violated the Honor Code?
- In violating the Honor Code, did the cadet cause personal injury to anyone?
- Did the cadet bring dishonor to the AFJROTC program or Beaufort High School?

B. REPORTING HONOR CODE VIOLATIONS. Any cadet who witnesses an Honor Code violation should report it to the Cadet Inspector General or Squadron Commander using SC-934 Form 13. Forms must be signed. Forms may be placed in the IG Complaint box. The reporting cadet’s identity will be kept confidential to the extent possible to fully investigate the reported violation. Unsigned violation reports will be discarded without further action. Disciplinary action(s) imposed by the SASI for Honor Code violations will be in addition to any disciplinary action(s) imposed by school administrators, if the violation also violates school rules and procedures.

C. HONOR CODE VIOLATION REPORTING FORM (SC-934 Form 13)

<table>
<thead>
<tr>
<th>HONOR CODE VIOLATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet’s Name:</td>
</tr>
<tr>
<td>□ Lying   □ Cheating □ Stealing</td>
</tr>
<tr>
<td>Detailed Description of Violation:</td>
</tr>
<tr>
<td>Reporting Cadet’s Rank and Name:</td>
</tr>
</tbody>
</table>

SC-934 Form 13, 18 Feb 05
CHAPTER TWENTY-NINE

SQUADRON STAFF MEETINGS

1. GENERAL. Weekly staff meetings are used to coordinate Squadron activities, disseminate and receive information, and provide instruction. The Cadet Squadron Commander (CS/CC) will conduct a head staff meeting each Monday and Major Staff Meeting on Thursday. Staff meetings should be brief and adjourned once business is completed. Staff meetings will be monitored by the SASI or ASI. In the event a primary staff member cannot attend, the next cadet in that chain of command will attend and brief the primary member as soon as practical after the meeting. Flight commanders will brief their flights as soon as possible after staff meetings. Staff members will conduct informational and planning meetings as required to monitor task accomplishment, and to advise, train, correct, and assist their subordinates.

2. PHILOSOPHY. Weekly staff meetings should relate exclusively to unit goals, pertinent issues, and projects of the Cadet Squadron. Specific activities and accomplishments of each staff member should only be briefed when those activities/accomplishments are directly related to unit goals, issues, and projects.

   A. Unit Goals. Unit goals, developed by the cadet staff IAW HQ AFJROTC guidance, should be the focus of each cadet staff meeting. Briefings should address those actions and activities related to the attainment of unit goals and the projected date of attainment.

   B. Corps Activities/Projects. The Officer with Primary Responsibility (OPR) for each corps activity will provide a synopsis of the activity or project and its current status (e.g. complete, pending, in-progress, etc.). OPRs should brief on individual assignments related to the activity and the projected timeline of events for the activity.

   C. Squadron Taskers. The executive officer will compile a “living list” of active taskers within the cadet Squadron. This list will include OPR and suspense dates. Each OPR should be prepared to provide an update at the Squadron staff meeting.

   D. Squadron Calendar. The executive officer will compile a calendar of upcoming events to be shown at each staff meeting.

3. PROCEDURES.

   A. The cadet Squadron commander (or designated representative) presides over all Squadron staff meetings.

   B. All Squadron staff members and flight commanders are expected to attend. Other cadet officers or NCOs will attend if required. They will be notified by the
Squadron executive officer (XO).

C. The XO will call the staff to attention when the Squadron commander enters/leaves the room.

D. If any cadet officer is late, he/she will report in to the commander.

E. The XO will open the meeting by briefing progress on the unit calendar of events and unit goals, addressing areas of concern, providing an update on pending action items from prior meetings, and reading any general announcements to the staff.

F. Staff members will then brief the commander on their activities/projects if called upon.

G. On behalf of the Squadron CC, the XO will then pass information and tasking(s) to the staff. Tasking(s) will be in writing, with one copy given to the OPR and one copy filed in a folder titled ‘Current Tasking’. Tasking(s) will include the OPR’s name, a description of the tasking, why it needs to be done, when it is due, and any intermediate checkpoint dates.

H. The Information Management Officer will take attendance and record and type the minutes using the format (see sample below) posting a copy on the bulletin board not later than Friday of the week the meeting was held. A copy of the minutes will also be filed in the cadet staff files under ‘Staff Meetings’ and a copy will be provided to the SASI.

SAMPLE STAFF MEETING MINUTES

Staff Meeting Minutes for 23 Jan 2013

A. Announcements.
   1. Cadet of the Month nominations are due from Flight CCs by Wednesday, 6 Feb 08.
   2. Cadet Staff Weekly Journals are due Friday.
   3. Volunteers are needed to assist with Special Olympics. Sign-up sheet is in the event book.

B. Reports/Comments.
   1. Finance Officer reported current corps budget is $371.82 Expected cost of Field Day is $125.
   2. Recruiting Officer reported the recruiting team will visit the junior high on Wednesday, 13 Feb 08. They will put on a short drill exhibition in the gym.
   3. Public Affairs Officer reported (s)he submitted an article and photograph about COLS to the Beaufort Herald Journal. Also, anyone with photos of the Christmas Parade should submit them to be scanned
for an article to be submitted to the Centurion Yearbook.

4. The Executive Officer briefed the status of current tasking(s). All are on schedule.

C. Assignments/Tasking(s).

1. Logistics Officer – compile a list of supplies needed for field day and submit it to the ASI by 20 Feb 08.

2. Recruiting Officer – prepare an after actions report on the junior high recruiting visit and submit it to the deputy CC by 15 Feb 13. Include a list of prospective Cadets.

D. Attendance.

All staff members present except Cadet Jones, Weather Officer.

John Doe, C/Capt. Information Management Officer
CHAPTER THIRTY

AFJROTC 30 - DRILL COMMANDS SEQUENCE

Step 1: The Flight Commander will salute and report in, “Sir/Ma’am, ___ Flight is prepared for the Regulation Drill Phase”.

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

Step 2: Flight Commander will salute and report out, “Sir/Ma’am, ___ Flight has completed the Regulation Drill Phase”.

Step 3: Flight Commander will dismiss the flight.
ATTACHMENTS
## Uniform Item Replacement Price List

### Male Uniform Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight Cap</td>
<td>$9.30</td>
</tr>
<tr>
<td>Service Dress Coat</td>
<td>$98.00</td>
</tr>
<tr>
<td>Short Sleeve Shirt</td>
<td>$13.20</td>
</tr>
<tr>
<td>Trousers</td>
<td>$34.80</td>
</tr>
<tr>
<td>Shoes</td>
<td>$44.75</td>
</tr>
<tr>
<td>Tie</td>
<td>$5.55</td>
</tr>
</tbody>
</table>

### Female Uniform Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight Cap</td>
<td>$8.00</td>
</tr>
<tr>
<td>Service Dress Coat</td>
<td>$91.00</td>
</tr>
<tr>
<td>Short Sleeve Blouse</td>
<td>$12.40</td>
</tr>
<tr>
<td>Slacks</td>
<td>$31.35</td>
</tr>
<tr>
<td>Shoes</td>
<td>$49.00</td>
</tr>
<tr>
<td>Tie Tab</td>
<td>$6.05</td>
</tr>
</tbody>
</table>

### Physical Training Clothing

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT Shirt</td>
<td>$7.00</td>
</tr>
<tr>
<td>PT Shorts</td>
<td>$12.57</td>
</tr>
<tr>
<td>Sweatpants</td>
<td>$7.60</td>
</tr>
<tr>
<td>Sweatshirt</td>
<td>$7.48</td>
</tr>
</tbody>
</table>

### Generic Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lightweight Jacket</td>
<td>$107.50</td>
</tr>
<tr>
<td>Officer Hat Insignia</td>
<td>$0.80</td>
</tr>
<tr>
<td>AFJROTC Shoulder Patch</td>
<td>$0.75</td>
</tr>
<tr>
<td>Belt Buckle</td>
<td>$6.20</td>
</tr>
<tr>
<td>Belt</td>
<td>$2.15</td>
</tr>
<tr>
<td>Socks</td>
<td>$1.05</td>
</tr>
</tbody>
</table>

### Cadet Enlisted Rank Insignia

<table>
<thead>
<tr>
<th>Rank</th>
<th>Cost/Pair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airman</td>
<td>$3.50</td>
</tr>
<tr>
<td>Airman First Class</td>
<td>$3.50</td>
</tr>
<tr>
<td>Senior Airman</td>
<td>$3.50</td>
</tr>
<tr>
<td>Staff Sergeant</td>
<td>$3.50</td>
</tr>
<tr>
<td>Technical Sergeant</td>
<td>$3.50</td>
</tr>
<tr>
<td>Master Sergeant</td>
<td>$3.50</td>
</tr>
<tr>
<td>Senior Master Sergeant</td>
<td>$3.50</td>
</tr>
<tr>
<td>Chief Master Sergeant</td>
<td>$3.50</td>
</tr>
</tbody>
</table>

### Cadet Officer Rank Insignia (Mini)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Cost/Pair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second Lieutenant</td>
<td>$2.14</td>
</tr>
<tr>
<td>First Lieutenant</td>
<td>$1.25</td>
</tr>
<tr>
<td>Captain</td>
<td>$1.26</td>
</tr>
<tr>
<td>Major</td>
<td>$1.28</td>
</tr>
<tr>
<td>Lieutenant Colonel</td>
<td>$2.58</td>
</tr>
<tr>
<td>Colonel</td>
<td>$1.28</td>
</tr>
</tbody>
</table>

*Prices subject to change. Actual replacement price will be based on the current catalog price at time of replacement.*

Attachment 1: Uniform Item Replacement Price List
### CAREER PROGRESSION CYCLE

#### Cadet Officer Rank Insignia

<table>
<thead>
<tr>
<th>RANK</th>
<th>ABBREVIATION</th>
<th>INSIGNIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet Second Lieutenant</td>
<td>C/2 Lt.</td>
<td>(O-1)</td>
</tr>
<tr>
<td>Cadet First Lieutenant</td>
<td>C/1 Lt.</td>
<td>(O-2)</td>
</tr>
<tr>
<td>Cadet Captain</td>
<td>C/Capt.</td>
<td>(O-3)</td>
</tr>
<tr>
<td>Cadet Major</td>
<td>C/Maj.</td>
<td>(O-4)</td>
</tr>
<tr>
<td>Cadet Lieutenant Colonel</td>
<td>C/Lt. Col.</td>
<td>(O-5)</td>
</tr>
<tr>
<td>Cadet Colonel</td>
<td>C/Col.</td>
<td>(O-6)</td>
</tr>
</tbody>
</table>

#### Cadet Enlisted Rank Insignia

<table>
<thead>
<tr>
<th>RANK</th>
<th>ABBREVIATION</th>
<th>INSIGNIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet Airman Basic</td>
<td>C/AB.</td>
<td>(E-1)</td>
</tr>
<tr>
<td>Cadet Airman</td>
<td>C/AMN</td>
<td>(E-2)</td>
</tr>
<tr>
<td>Cadet Airman First Class</td>
<td>C/A1C</td>
<td>(E-3)</td>
</tr>
<tr>
<td>Cadet Senior Airman</td>
<td>C/SrA</td>
<td>(E-4)</td>
</tr>
<tr>
<td>Cadet Staff Sergeant</td>
<td>C/SSgt</td>
<td>(E-5)</td>
</tr>
<tr>
<td>Cadet Technical Sergeant</td>
<td>C/TSgt</td>
<td>(E-6)</td>
</tr>
<tr>
<td>Cadet Master Sergeant</td>
<td>C/MSgt</td>
<td>(E-7)</td>
</tr>
<tr>
<td>Cadet Senior Master Sergeant</td>
<td>C/SMSgt</td>
<td>(E-8)</td>
</tr>
<tr>
<td>Cadet Chief Master Sergeant</td>
<td>C/CMSgt</td>
<td>(E-9)</td>
</tr>
</tbody>
</table>
The following criteria will be used to promote cadets to permanent rank, and is based on leadership skills, grades, program participation, community service, and military behavior.

<table>
<thead>
<tr>
<th>Cadet Status</th>
<th>Lowest Rank</th>
<th>Promotion Band Width/Range</th>
<th>Highest Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year Cadet/Student</td>
<td>Airman Basic C/E-1 (No Rank)</td>
<td>Assistant Element Leader</td>
<td>A higher rank may be awarded to a cadet based on merit and exceptional</td>
</tr>
<tr>
<td>Function - Duty</td>
<td></td>
<td>Assistant Element Leader</td>
<td>performance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>or Staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deputy Flight Sergeant or</td>
<td></td>
</tr>
<tr>
<td>Second Year Cadet/Student</td>
<td>Assistant Element Leader or Guidon</td>
<td>Element Leader or Staff</td>
<td>A higher rank may be awarded to a cadet based on merit, superior performance</td>
</tr>
<tr>
<td>Function - Duty</td>
<td></td>
<td>or Staff</td>
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<tr>
<td></td>
<td></td>
<td>Deputy Flight Sergeant or</td>
<td></td>
</tr>
<tr>
<td>Third Year Cadet/Student</td>
<td>Element Leader or Staff</td>
<td>Cadet Flight Sergeant, First Sergeant or Staff</td>
<td>Cadet Command Chief Master Sergeant or Staff</td>
</tr>
<tr>
<td>Function - Duty</td>
<td></td>
<td>or Staff</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>or Staff</td>
<td></td>
</tr>
<tr>
<td>Fourth Year Cadet/Student (Senior NCO’s and Officers)</td>
<td>Rank of C/E-6 to E-9 may be awarded based on merit and exceptional performance</td>
<td>Cadet Flight Commander or Staff</td>
<td>Cadet Corps Commander</td>
</tr>
<tr>
<td>Function - Duty</td>
<td>Element Leader or Staff</td>
<td>or Staff</td>
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<td></td>
<td></td>
<td>or Staff</td>
<td></td>
</tr>
</tbody>
</table>

**Staff and Leadership Positions**

- Assistant Element Leader
- Guidon Bearer
- Cadet Historian
- Cadet Safety Officer
- Assistant to the Cadet Plans Officer
- Assistant to Staff Officers
- Armorer, Guidon Bearer or Element Leader
- Current Operations Officer
- Cadet Public Affairs
- Cadet Comptroller
- Cadet Chaplain
- Cadet Color Guard Vice/Commander
- Cadet Special Projects Officer
- Cadet Deputy Flight Sergeant or Commander
- Cadet Operations Deputy Squadron Commander
- Cadet Operations Support Squadron Commander
- Cadet Logistics Deputy Squadron Commander
- Cadet Color Guard Commander
- Cadet Special Projects Officer
- Cadet First Sergeant / Cadet Flight Commander
- Cadet Command Chief Master Sergeant
- Cadet Squadron Vice Commander
- Cadet Administrative Squadron Commander
- Cadet Operations Squadron Commander
- Cadet Logistics Commander
- Cadet Executive Officer
- Cadet Special Assistant
- Cadet Squadron Vice Commander
- Cadet Squadron Commander
- Cadet Corps Commander

Attachment 2B: Career Progression Cycle
Attachment 3: Air Force Junior ROTC Badges
Attachment 4: Cadet Flight Caps
Attachment 5: Cadet ABU/BDU (Male & Female)
1. (Officers only) When placing rank on epaulet instead of collar, use standard size metal rank, center on epaulet 5/8 in from shoulder seam.

2. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1” below shoulder seam.

3. Unit patch on right sleeve ½ to 1 inch below shoulder seam and centered.

4. Rank insignia (officer and enlisted) is worn on both left and right collar. Airman Basic has no collar insignia.

5. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.

6. AFJROTC patch on left sleeve ½ to 1 inch below shoulder seam and centered.

7. Jacket will be closed to at least the halfway point.

8. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.

Attachment 6: Cadet Lightweight Blue Jacket
Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The Cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.

1. Awareness Presentation Team (APT) badge: Center on welt pocket 3 inches below the top.
2. Name tag: Center between arm seam and lapel with bottom edge parallel to top of welt pocket.
4. Unit patch: Placed ½ to 1 inch below shoulder seam and centered.
5. Shoulder tabs: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
8. Rank insignia (officer or enlisted) worn on both lapels. Airman Basic do not wear rank insignia. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch: Placed ½ to 1 inch below shoulder seam, and centered.
12. Ribbons: Center, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some.
13. Academy of Model Aeronautic Wings: worn 1 inch below pocket.
14. Model Rocketry Badge: worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
15. First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge.
How to tie the Windsor (Double Windsor) knot.
Wide and Triangular.
A full knot best suited for spread collar shirts.

1. The wide end “A” should extend about 12 inches below narrow end “B”. Cross wide end “A” over narrow end “B”.

2. Bring wide end “A” up through loop between collar and tie; then back down.

3. Pull wide end “A” underneath narrow end “B” and to the left, and back through the loop again.

4. Bring wide end “A” across the front from left to right.

5. Pull wide end “A” up through the loop again.

6. Bring wide end “A” down through the knot in front.

7. Using both hands, tighten the knot carefully and draw up to collar.

Attachment 8: How to tie the Windsor (Double Windsor) knot
1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center ½ to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
8. Rank insignia (officer or enlisted) worn on both lapels. Airman Basic do not wear rank insignia. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
11. AFJROTC Patch: center ½ to 1 inch below shoulder seam.
14. Ribbons: center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some.
15. First badge placed ½ inch above name tag or ribbons (whichever is appropriate) and is centered horizontally. Additional badges placed ½ inch above previous badge.

Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The Cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.
1. **RIGHT SIDE:** Nametag is worn on, but not over, the top edge of the pocket and centered. Badges are worn centered ½ inch above the nametag in the following order: the KHAS badge, AEF badge, and the Distinguished Cadet badge. Separate each badge by ½ inch. Wear the APT badge centered on the pocket.

2. **LEFT SIDE:** Ribbons are worn on, but not over, the top edge of the pocket and centered. Badges are worn centered ½ inch above the ribbons in the following order: AMA wings, Ground School badge, and Flight Solo or Flight Certificate badge. Separate each badge by ½ inch. Wear the model rocketry badge centered on the pocket.

3. **RANK:** Enlisted wear miniature enlisted rank on each collar, centered top to bottom and side to side. Align top point of insignia and bottom point of enlisted insignia with point of collar. Officers may wear cloth shoulder rank insignia on each epaulet as close to the shoulder seam as possible.

4. **AFJROTC PATCH:** Worn on the left sleeve ½ to 1 inch below the shoulder seam and centered.

5. **GIG LINE:** The gig line is made up of the edge of the belt buckle, open edge of the shirt, and the open edge of the fly of the trousers, all three must be aligned at all times.
1. **RIGHT SIDE:** Nametag is worn even with to 1 ½ inches higher or lower than the first exposed button and centered between the arm seam and the button. Badges are worn ½ inch above the nametag and centered. Wear in the following order, starting closest to the nametag: the APT badge, KHAS badge, AFE badge, and the Distinguished Cadet badge.

2. **LEFT SIDE:** Ribbons are worn even with to 1 ½ inches higher or lower than the first exposed button. Align the bottom of the ribbons with the bottom of the nametag. Badges are worn centered, ½ inch and above the ribbons. Wear badges in the following order above the ribbons: Model Rocketry Badge, AMA Squadrons, Ground School Squadrons and Flight Solo or Flight Certificate badge. When not wearing ribbons, center the badge parallel to the nametag. Separate each additional badge by ½ inch.

3. **RANK:** Enlisted wear miniature rank on each collar, centered top to bottom and side to side. Align top point of officer insignia and bottom point of enlisted insignia with point of collar. Officers may wear cloth shoulder rank insignia on each epaulet as close to the shoulder seam as possible.

4. **AFJROTC PATCH:** Worn on the left sleeve ½ to 1 inch below the shoulder seam and centered.

5. **GIG LINE:** The gig line is made up of the edge of the belt buckle, open edge of the shirt, and the open edge of the fly of the slacks; all three must be aligned at all times.
Attachment 11: Cadet Female Short Sleeve Blouse
Hair will not touch the ears at any point.

Only closely cut or shaved hair may touch the collar.

Hair will not exceed 1 1/4 inches in bulk, regardless of length, nor exceed 1/4 inch at the natural termination point on the neck.

Hair will have a tapered appearance on sides and back. A tapered appearance is one that when viewed from any angle outlines the individual’s hair so that it conforms to the shape of the head, curving inward to the termination point on the back of the neck. Block cut is permitted with tapered appearance. Cleanly shaven heads, military high-and-tight, or flat top haircuts are authorized. Hair will not exceed 1 1/4 inches in bulk, regardless of length, nor exceed 1/4 inch at the natural termination point on the neck.

Hair will not touch the eyebrows.

Hair may protrude from front of flight cap.

Hair will not extend in length on all sides below an invisible line drawn parallel to the ground at the bottom edge of the shirt collar at the back of the neck.

Attachment 12: Cadet Hair Standards
“PREAMBLE TO THE CONSTITUTION”

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

“THE AMERICAN’S CREED”

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

(Written by William Tyler, Clerk of the United States House of representatives in 1917, and accepted by the House on April 3, 1918.)

“THE PLEDGE OF ALLEGIANCE TO THE FLAG”

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

(Written by Francis Bellamy)

“THE STAR-SPANGLED BANNER”

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

(Written by Francis Scott Key)

“THE AIR FORCE SONG”

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

Attachment 13: Preamble, Creed, Pledge and Songs
SC-934 COMMUNITY SERVICE ACTIVITY LOG

CADET NAME

SC-934 cadets are required to complete a minimum of **12 community service hours per semester** and log activities below. Cadets should attach additional sheets as needed. Cadets will be awarded a Service Ribbon after each 6 hours. Community Service hours are considered a **Major Grade**.

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY</th>
<th>HOURS</th>
<th>SPONSOR SIGNATURE</th>
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</table>

I have reviewed my son/daughter’s Community Service hours and verify that hours are accurate as recorded.  
PARENT/GUARDIAN SIGNATURE______________________________________________________________

Attachment 14: SC-934 Community Service Activity Log
Points will be awarded as follows:

1. Grade of A or B in all classes (all quarters) ................................................................. 20
2. Drill Team Competition (must participate) (each) ............................................................. 15
3. Presentation Color Guard Performance (each) ................................................................. 5
4. Orienteering Meet (each) .................................................................................................... 5
5. Cadet Citadel Leadership Course (CLC) (previous summer) ............................................... 40
6. National AFJROTC Award Winner ..................................................................................... 25
7. AFJROTC Sponsored Community Service Project/Awareness (each) .............................. 10
8. Cadet of the Semester ........................................................................................................ 15
9. Cadet of the Month ........................................................................................................... 10
10. AFJROTC Committee Member (Military Ball, etc.) (each) .................................................. 5
11. Voice of Democracy Essay (Top 3 in unit) ........................................................................ 15
12. Each merit achieved by end of school year ..................................................................... 1
13. Postal Marksmanship Team Competition (each) ............................................................. 5
14. Actual Marksmanship Team Competition (each) ............................................................. 15
15. Building of Aero Scale Model (Easy/Medium/Difficult) ...................................................... 5/10/20
16. Presentation of Saber Team (each) .................................................................................. 10

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY</th>
<th>POINTS</th>
<th>DATE</th>
<th>ACTIVITY</th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

Once 100 points is documented, submit completed checklist to SASI/ASI through chain of command

Attachment 15: SC-934 Letter Tracker Checklist
<table>
<thead>
<tr>
<th>Cadet 1</th>
<th>Cadet 2</th>
<th>Cadet 3</th>
<th>Cadet 4</th>
<th>Cadet 5</th>
<th>Cadet 6</th>
<th>Cadet 7</th>
<th>Cadet 8</th>
<th>Cadet 9</th>
<th>Cadet 10</th>
<th>Cadet 11</th>
<th>Cadet 12</th>
<th>Cadet 13</th>
<th>Cadet 14</th>
<th>Cadet 15</th>
<th>Cadet 16</th>
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</thead>
<tbody>
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</tbody>
</table>

**SC-934 UNIFORM INSPECTION SHEET (BLANK)**

**Sample Flight**

RATING KEY: PASS (P)   FAIL (F)
ABSENT (ABS),  NO UNIFORM (NU),
MAKE UP (MU, -10 points/each day late)

<table>
<thead>
<tr>
<th>Air Force Blues (AF)</th>
<th>ABU's (ABU)</th>
<th>Polo (PO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF</td>
<td>ABU</td>
<td>PO</td>
</tr>
</tbody>
</table>

**Initials** (Please write them in Ink)

**Position of Attention (A)** No Moving, Talking or Gum

**Hair (B)** [Length, Color]

**Personal Appearance** [Shaven, No Earings for Males.]

**Pants/Skirt** [Length, Clean, Pressed, No Wrinkles/Lint]

**Shirt** [Clean, Pressed and/or Ironed, No wrinkles!]

**Tie or "V" Neck T-Shirt** [Good knot. T-Shirt is white & clean or ABU Tan]

**Ribbons** [Properly Aligned, Present, Clean]

**Name Tag** [Straight, Aligned and No Scratches]

**Gig Line** [Alignment. Belt buckle is shiny and not scratched. Polo - Belt]

**Accessories (B)** [No lip studs, unauth. rings, etc]

**Headgear/Hat** [On hand, Clean]

**Black Socks** [No ankle socks]

**Shoes** [Highly Shined - No Flipflops]

**Total "Pass" Score**: 13 10 8

**Weighted Score**: 100 100 100

A = Failure to keep quiet or excessive moving around while in formation (-10 points)

D = Wearing of the Wrong Uniform (-40 points)

B = Refusal to comply with AFI36-2903 (i.e. Hair, etc...) will result in a "0". NU also results in a "0"

E = Untucked Polo shirt will result in -10 points

C = Full Removal of Uniform w/out permission of SASI Results in a "0" (-50 points for partial removal)

FL = Flip flops will result in a "0"
## Score Distribution Matrix for Air Force Blue Uniform

<table>
<thead>
<tr>
<th>RA A1: A22 TING KEY: PASS (P) FAIL (F) ABSENT (ABS) NO UNIFORM (NU)</th>
<th>SAMPLE (Black)</th>
<th>Cadet 1</th>
<th>Cadet 2</th>
<th>Cadet 3</th>
<th>Cadet 4</th>
<th>Cadet 5</th>
<th>Cadet 6</th>
<th>Cadet 7</th>
<th>Cadet 8</th>
<th>Cadet 9</th>
<th>Cadet 10</th>
<th>Cadet 11</th>
<th>Cadet 12</th>
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<th>Cadet 18</th>
<th>Cadet 19</th>
<th>Cadet 20</th>
<th>Cadet 21</th>
<th>Cadet 22</th>
<th>Cadet 23</th>
<th>Cadet 24</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIR FORCE BLUES (AF) - ABU's (ABU) POLO (PD)</td>
<td>AF</td>
<td>AF</td>
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<td>AF</td>
<td>AF</td>
<td>NF</td>
<td>AF</td>
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<tr>
<td>HAIR (B) {Length, Color}</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
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<tr>
<td>TIE or &quot;V&quot; Neck T-Shirt (Good knot. T-Shirt is white &amp; clean)</td>
<td>P</td>
<td>P</td>
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<td>F</td>
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<tr>
<td>RIBBONS (Properly Aligned. Present, Clean)</td>
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<tr>
<td>NAME/TAG {Straight, Aligned and No Scratches}</td>
<td>P</td>
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<tr>
<td>GIG LINE {Alignment. Belt buckle is shiny and not scratched}</td>
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<tr>
<td>ACCESSORIES (B) {No lip studs, unauth. rings, etc}</td>
<td>P</td>
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<td>HEADGEAR/HAT {On hand, Clean}</td>
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<td>BLACK SOCKS {No ankle socks}</td>
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<td>P</td>
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<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHOES {Highly Shined - No Flip Flops}</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>F</td>
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<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>TOTAL &quot;PASS&quot; SCORE</td>
<td>13</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
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<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>WEIGHTED SCORE 2nd Year Students</td>
<td>100</td>
<td>90</td>
<td>80</td>
<td>80</td>
<td>70</td>
<td>80</td>
<td>90</td>
<td>80</td>
<td>95</td>
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<td>95</td>
<td>95</td>
<td>95</td>
<td>95</td>
<td>95</td>
<td>95</td>
</tr>
</tbody>
</table>

A = Failure to keep quiet or excessive moving around while in formation (-10 points)
B = Refusal to comply with AFI 36-2903 (i.e. Hair, etc...) will result in a "0".
C = Full Removal of Uniform w/out permission of SASI Results in a "0" (-50 points for partial)
D = Wearing Wrong Uniform will result in a "0"
E = Untucked Polo shirt will result in -10 points

**Attachment 17: Score Distribution Matrix - Air Force Blue Uniform**
### Score Distribution Matrix for Khaki and Polo Uniform

**Flight Rating Key:**
- **PASS (P)**
- **FAIL (F)**
- **ABSENT (ABS)**
- **NO UNIFORM (NU)**

**Sample Cadets:**
- Cadet 1: P F P P P P P P P P
- Cadet 2: P F P P P P P P P P

<table>
<thead>
<tr>
<th>Uniform</th>
<th>Cadet 1</th>
<th>Cadet 2</th>
<th>Cadet 3</th>
<th>Cadet 4</th>
<th>Cadet 5</th>
<th>Cadet 6</th>
<th>Cadet 7</th>
<th>Cadet 8</th>
<th>Cadet 9</th>
<th>Cadet 10</th>
<th>Cadet 11</th>
<th>Cadet 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Force Blues (AF)</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>ABU's (ABU)</td>
<td>F</td>
<td>F</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Polo (PO)</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Initials</td>
<td>(Please write them in Ink)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position of Attention (A)</td>
<td>No Moving, Talking or Gum</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Hair (B)</td>
<td>Length, Color</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Personal Appearance</td>
<td>(Shaven, Earings)</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Pants/Skirt</td>
<td>Length, Clean, Pressed, No Wrinkles/Lint</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Shirt (E)</td>
<td>Clean, Pressed and/or Ironed</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Tie or &quot;V&quot; Neck T-Shirt</td>
<td>Good Knot, T-Shirt is white &amp; clean</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Ribbons</td>
<td>Properly Alligned, Present, Clean</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Name Tag</td>
<td>Straight, Alligned and No Scratches</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Gig Line</td>
<td>Allignment, Belt buckle is shiny and not scratched</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Accessories (B)</td>
<td>(No lip studs, unauth. rings, etc)</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>F</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Headgear/Hat</td>
<td>On hand, Clean</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Black Socks</td>
<td>(No ankle socks)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Shoes</td>
<td>Highly Shined - No Flipflops</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
</tbody>
</table>

**Total "Pass" Score:**
- Cadet 1: 7
- Cadet 2: 6
- Cadet 3: 6
- Cadet 4: 6
- Cadet 5: 6
- Cadet 6: 5
- Cadet 7: 6
- Cadet 8: 6
- Cadet 9: 6
- Cadet 10: 5
- Cadet 11: 0
- Cadet 12: 0

**Weighted Score:**
- Cadet 1: 100
- Cadet 2: 90
- Cadet 3: 80
- Cadet 4: 80
- Cadet 5: 80
- Cadet 6: 90
- Cadet 7: 70
- Cadet 8: 0
- Cadet 9: 0
- Cadet 10: 0
- Cadet 11: 0
- Cadet 12: 0

A = Failure to keep quiet or excessive moving around while in formation (-10 points)
B = Refusal to comply with AFI36-2903 (i.e. Hair, etc...) will result in a "0". NU also results in a "0"
C = Full Removal of Uniform w/out permission of SASI Results in a "0" (-50 points for partial removal)
D = Wearing of wrong uniform will result in a "0"
E = Untucked Polo shirt will result in -10 points
FL = Flip flops & open toed shoes will result in a "0"

---

**Attachment 18: Score Distribution Matrix - Khaki and Polo Uniform**
NATIONAL LEADERSHIP

President, Commander-in-Chief
Vice President
Secretary of State
Secretary of Defense
Chairman, Joint Chiefs of Staff
Secretary of the Air Force
Chief of Staff, US Air Force
Chief Master Sergeant of the Air Force
Commander, AETC
Air University Commander
Commander, Holm Center
Director of AFJROTC

STATE AND LOCAL LEADERSHIP

Governor
Lieutenant Governor
State Senator
Local State Representative

BEAUFORT SCHOOL DISTRICT THREE LEADERSHIP

Superintendent
Principal, BEAUFORT High School

SC-934 Faculty and Staff

Senior Aerospace Science Instructor
Aerospace Science Instructors
Corps Commander
Deputy Commander
Chief Master Sergeant
Mission Support Commander
Operations Commander

Attachment 19: Chain of Command
A. **Blue Polo Shirt.** The shirt will be short sleeve, dark blue polo-style, with “US AIR FORCE” contemporary logo on front, upper left chest. The shirt will be tucked in the pants (see figure 1).

B. **Undershirt.** Undershirts will be worn and must be white with a V-neck collar.

C. **Nametag.** The brushed silver nametag with last name is optional and may be worn on the upper right chest, aligned with the US AIR FORCE logo.

| Figure 1: Polo Shirt | Pass ✓ | Pass ✓ | Pass ✓ |

D. **Trousers/Pants and Belt.** The trousers will be pleated without cuffs and khaki in color (**Blue jean and shorts are not authorized**). Pants will not sag. The belt will be black with silver clasp. Alternatively, cadets may wear the blue Air Force Belt with silver belt buckle (see figure 2).

| Figure 2: Pass ✓ Fail X (Shorts) |

E. **Footwear.** Cadets will wear socks with closed toed shoes (plain black business casual low quarters shoes) or plain black or white athletic style shoes are authorized. **Combat boots, steel-toed boots, hunting boots, platform shoes, high heel/stilettos, sandals or flip flops are not authorized** (see figure 3).

| Figure 3: Pass ✓ Fail X (Sandales & Jeans) |

**FOR INSTRUCTION AND DEMONSTRATION PURPOSES ONLY!**
Attachment 20: Khakis and Blue Polo Uniform
# Rank Insignia of the U.S. Armed Forces

## Enlisted

### Army

<table>
<thead>
<tr>
<th>Ranks</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>no insignia</td>
</tr>
<tr>
<td>E-2</td>
<td>Private E-2 (Pvt)</td>
</tr>
<tr>
<td>E-3</td>
<td>Private First Class (PFC)</td>
</tr>
<tr>
<td>E-4</td>
<td>Lance Corporal (LCpl)</td>
</tr>
<tr>
<td>E-5</td>
<td>Corporal (Cpl)</td>
</tr>
<tr>
<td>E-6</td>
<td>Sergeant (Sgt)</td>
</tr>
<tr>
<td>E-7</td>
<td>Corporal (SFC)</td>
</tr>
<tr>
<td>E-8</td>
<td>Sergeant First Class (SFC)</td>
</tr>
<tr>
<td>E-9</td>
<td>Sergeant Major of the Army (SMA)</td>
</tr>
</tbody>
</table>

### Marines

<table>
<thead>
<tr>
<th>Ranks</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>no insignia</td>
</tr>
<tr>
<td>E-2</td>
<td>Private (Pvt)</td>
</tr>
<tr>
<td>E-3</td>
<td>Private First Class (PFC)</td>
</tr>
<tr>
<td>E-4</td>
<td>Lance Corporal (LCpl)</td>
</tr>
<tr>
<td>E-5</td>
<td>Corporal (Cpl)</td>
</tr>
<tr>
<td>E-6</td>
<td>Sergeant (Sgt)</td>
</tr>
<tr>
<td>E-7</td>
<td>Sergeant First Class (SFC)</td>
</tr>
<tr>
<td>E-8</td>
<td>Sergeant Major (SgtMaj)</td>
</tr>
<tr>
<td>E-9</td>
<td>Sergeant Major of the Marine Corps (SgtMajMC)</td>
</tr>
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</table>

### Air Force

<table>
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<th>Ranks</th>
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</thead>
<tbody>
<tr>
<td>E-1</td>
<td>Airman Basic (AB)</td>
</tr>
<tr>
<td>E-2</td>
<td>Airman (Airm)</td>
</tr>
<tr>
<td>E-3</td>
<td>Airman First Class (A1C)</td>
</tr>
<tr>
<td>E-4</td>
<td>Senior Airman (SRA)</td>
</tr>
<tr>
<td>E-5</td>
<td>Staff Sergeant (SSgt)</td>
</tr>
<tr>
<td>E-6</td>
<td>Technical Sergeant (TSgt)</td>
</tr>
<tr>
<td>E-7</td>
<td>Master Sergeant (MSGT)</td>
</tr>
<tr>
<td>E-8</td>
<td>First Sergeant (1SG)</td>
</tr>
<tr>
<td>E-9</td>
<td>Chief Master Sergeant (CMSGT)</td>
</tr>
</tbody>
</table>

### Navy

<table>
<thead>
<tr>
<th>Ranks</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>Seaman Recruit (SR)</td>
</tr>
<tr>
<td>E-2</td>
<td>Seaman Apprentice (SA)</td>
</tr>
<tr>
<td>E-3</td>
<td>Seaman (SN)</td>
</tr>
<tr>
<td>E-4</td>
<td>Petty Officer Third Class (PO3)</td>
</tr>
<tr>
<td>E-5</td>
<td>Petty Officer Second Class (PO2)</td>
</tr>
<tr>
<td>E-6</td>
<td>Petty Officer First Class (PO1)</td>
</tr>
<tr>
<td>E-7</td>
<td>Chief Petty Officer (CPO)</td>
</tr>
<tr>
<td>E-8</td>
<td>Senior Chief Petty Officer (SCPO)</td>
</tr>
<tr>
<td>E-9</td>
<td>Master Chief Petty Officer (MCPON)</td>
</tr>
</tbody>
</table>

### Coast Guard

<table>
<thead>
<tr>
<th>Ranks</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>E-2</td>
<td>Seaman Apprentice (SA)</td>
</tr>
<tr>
<td>E-3</td>
<td>Seaman (SN)</td>
</tr>
<tr>
<td>E-4</td>
<td>Petty Officer Third Class (PO3)</td>
</tr>
<tr>
<td>E-5</td>
<td>Petty Officer Second Class (PO2)</td>
</tr>
<tr>
<td>E-6</td>
<td>Petty Officer First Class (PO1)</td>
</tr>
<tr>
<td>E-7</td>
<td>Chief Petty Officer (CPO)</td>
</tr>
<tr>
<td>E-8</td>
<td>Senior Chief Petty Officer (SCPO)</td>
</tr>
<tr>
<td>E-9</td>
<td>Master Chief Petty Officer (MCPON)</td>
</tr>
</tbody>
</table>

*Note: The above ranks and insignia are approximate and may vary slightly by service.*
United Air Force Structure

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Unit Name (USAF/RAF/Other air forces)</th>
<th>No. of personnel</th>
<th>No. of aircraft</th>
<th>No. of subordinate units (USAF/RAF)</th>
<th>Officer in command (USAF/RAF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>Air Force</td>
<td>Entire air force</td>
<td>Entire air force</td>
<td>All Major Commands / Commands</td>
<td>General of the Air Force / Marshall of the RAF or Air Chief Marshall</td>
</tr>
<tr>
<td>XXXXX</td>
<td>Major Command/Command or Tactical Air Force / Russian Air army[9]</td>
<td>Varies</td>
<td>Varies</td>
<td>By Region or Duty (subordinate units varies)</td>
<td>General/Air Chief Marshall or Air Marshall</td>
</tr>
<tr>
<td>XX</td>
<td>Numbered Air Force/No RAF equivalent/Aviation Division /Air Division/Air Brigade</td>
<td>By Region (subordinate units varies)</td>
<td>Varies</td>
<td>2+ Wings/Groups</td>
<td>Maj-Gen or Lt-Gen / N/A</td>
</tr>
<tr>
<td>X</td>
<td>Wing/Group (inc. EAGs)/Russian aviation brigade</td>
<td>1,000–5,000</td>
<td>48–100</td>
<td>2+ Groups/Wings</td>
<td>Brig-Gen/AVM or Air Cdre</td>
</tr>
<tr>
<td>III</td>
<td>Group/Wing (inc. EAWs) or Station/Russian aviation regiment</td>
<td>300–1,000</td>
<td>17–48</td>
<td>3–4 Squadrons/3–10 Flights</td>
<td>Col/Gp Capt or Wg Cdr</td>
</tr>
<tr>
<td>II</td>
<td>Squadron</td>
<td>100–300</td>
<td>7–16</td>
<td>3–4 Flights</td>
<td>Lt Col or Maj/Wg Cdr or Sqn Ldr</td>
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<tr>
<td>•••</td>
<td>Flight</td>
<td>20–100</td>
<td>4–6</td>
<td>2 Sections plus maintenance and support crew</td>
<td>Capt/Sqn Ldr or Flt Lt</td>
</tr>
<tr>
<td>••</td>
<td>Element or Section</td>
<td>5–20</td>
<td>n/a–2</td>
<td>n/a</td>
<td>Junior Officer or Senior NCO</td>
</tr>
<tr>
<td>•</td>
<td>Detail</td>
<td>2–4</td>
<td>n/a</td>
<td>n/a</td>
<td>Junior NCO</td>
</tr>
<tr>
<td>British and USN</td>
<td>USAF and USMC</td>
<td>Canadian</td>
<td>German Air Force</td>
<td>French Air Force</td>
<td>Rank level of General or commanding officer</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------</td>
<td>----------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td><strong>Group</strong></td>
<td>Wing</td>
<td>Air Division</td>
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<td>Colonel or Brigadier Gen’l</td>
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<tr>
<td>Wing</td>
<td>Group</td>
<td>Wing</td>
<td>Taktisches Luftwaffen geschwader (en: Operational AF-Wing)</td>
<td>Escadre / Regiment</td>
<td>Major or Lt Col</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Captain or Major</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1LT or Captain</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Junior NCO to Junior Officer</td>
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</tbody>
</table>