

CADET NAME & RANK: _____ Flight: _____

**Tuscola High School
AIR FORCE JUNIOR ROTC
NC-075**



Cadet Corps Operations Plan—PART ONE

School Year—2018-2019

This guide is in effect until superseded and supersedes all previous Tuscola Cadet Guides.

David M. Clontz, Major, USAF (Retired), Senior Aerospace Science Instructor (SASI)
Steven W. Robertson, Senior Master Sergeant, USAF (Retired), Aerospace Science Instructor (ASI)

Established in 1972—Unit Motto: “Never Say Die!”

AIR FORCE JROTC UNIT AWARDS

DISTINGUISHED UNIT *with* MERIT (2010-2011)
DISTINGUISHED UNIT *with* MERIT (2005-2006)
DISTINGUISHED UNIT (2006-2007)
DISTINGUISHED UNIT (2007-2008)
DISTINGUISHED UNIT (2008-2009)
DISTINGUISHED UNIT (2009-2010)

FORWARD



Congratulations! Your choice to become a cadet in the Tuscola High School AFJROTC Cadet Corps is one of the best you could have made. The NC-075th Cadet Corps has established a strong presence on the Tuscola campus and beyond “the hill” for over 45 years.

The provisions of this handbook were not established arbitrarily. They come from a number of sources: United States Public Law authorizing and establishing the Air Force Junior Reserve Officers Training Corps (AFJROTC) Program, the agreement signed between Tuscola High School and the United

States Air Force, directives published by the Air Force JROTC Headquarters of the Air Education and Training Command, and from experience gained from the operation of other Air Force Junior ROTC units.

As a member of the NC-075th Cadet Corps, please understand YOU will be held accountable in complying with numerous standards and requirements. The NC-075th Cadet Corps Guide will be your primary reference in becoming a successful cadet. For example, all cadets are issued (*free of charge*) Air Force Junior ROTC uniforms. You must wear your uniform on the scheduled date; typically one day each week. In addition, you will be required to comply with AFJROTC hairstyles and personal grooming. With this in mind, please know that we will thoroughly go over these guidelines and expectations prior to a scheduled graded event. The provisions discussed in the NC-075th Cadet Corps Guide form the foundation for the operation of the Tuscola High School AFJROTC program. Each provision of this handbook was written in consideration of other academic and developmental objectives of Tuscola High School.

Your mastery of the knowledge of aerospace science, your development as a leader, and your contribution to the reputation of Tuscola High School will depend upon you and the spirit in which you abide by the provisions of this handbook.

In closing, I strongly encourage you to strive to do your best and follow these guidelines in order to stay enrolled in the AFJROTC program. *Aim-High Cadets!* I look forward to flying with you all again soon.

TODD TRANTHAM
Principal

Air Force Junior Reserve Officer Training Corps

PREFACE

The NC-075th Cadet Corps Guide was prepared to establish high standards of performance for cadets enrolled in the Tuscola High School, NC-075th AFJROTC Cadet Corps Group.

These standards allow the entire Cadet Corps Group to work together towards a common goal of proficiency; thus, allowing you to earn a sense of pride in each of your achievements. And moreover, make the NC-075th Cadet Corps one of the best in the United States.

Cadets are encouraged to refer to the Cadet Corps Guide often—in other words, when in doubt check it out.

FOR EXAMPLE: Proper wear of the uniform, placement of insignia, classroom conduct, honor code, etc.

We believe most cadets will voluntarily work for the betterment of the group especially if they are aware of their goals and mission of our unit.

You, as a cadet, are responsible for obtaining a thorough understanding of the contents of this Cadet Corps (*Reference*) Guide. Only then, can you maximize your experience and participation in the AFJROTC Program. Moreover, apply these standards to the benefit of yourself, the NC-075th Cadet Corps, Tuscola High School, and our community.

Always remember...

Effective LEADERSHIP...starts with responsible FOLLOWERSHIP.

“BEFORE YOU CAN LEAD, YOU MUST LEARN TO FOLLOW!”

</>*</> </>*</>

Air Force Junior Reserve Officer Training Corps

CADET HONOR CODE:

“We will not lie, cheat, or steal, nor will we tolerate anyone among us who does.”



- *These simple words provide the basis for a personal code of ethics that will last the remainder of your life.*
- *This honor code is specific and clear in what it means.*
- *A cadet is expected to have complete integrity in both word and deed; to avoid quibbling or evasive statements; to do his/her own work in class; and yet to be willing to assist others in a sense of cooperation and in reaching common group goals.*

- *The cadet honor code belongs to the Cadet Corps; and provides a special bond between cadets.*

- *Every cadet is responsible for maintaining the integrity of the code.*

Tuscola High School Air Force Junior ROTC NC-075—*Instructor Introduction*

Attention New Students and Returning NC-075 Cadet Corps Cadets,



The Air Force Junior ROTC North Carolina-075th was established at Tuscola High School in September 1972 by agreement between the Haywood County School District and the United States Air Force. From the very beginning, interested individuals within the school system and the community have been working hard to ensure a successful Air Force Junior Reserve Officers Training Corps (AFJROTC) program.

Building and sustaining a successful program requires structure, rules, and regulations. Our Cadet Corps Guide provides necessary structure and guidance for the successful execution of the Tuscola High School Air Force Junior ROTC Cadet Corps operations.

In short, our '*Tuscola Air Force JROTC NC-075th Cadet Corps Guide*' is a tool designed for the purpose of establishing high standards of Cadet performances—facilitating the NC-075th Cadet Corps to '*Aim-High*' in ALL our operations. Our Cadet Corps Guide ultimately ensures we stay on track in pursuing & achieving the mission of Air Force Junior ROTC: "*Developing citizens of character dedicated to serving their nation and community.*"

Our '*Tuscola Air Force JROTC NC-075 Cadet Corps Guide*' was compiled from 'Best Practices' learned from numerous units around the world as well as input from instructors currently working in the field. We hope you will find the '*Tuscola Air Force Junior ROTC NC-075 Cadet Corps Guide*' an extremely useful reference tool. We refer to this instruction as our 'CADET GUIDE.' We update our 'Cadet Guide' regularly to ensure we are providing you the most current information. The 'Cadet Guide' may be found in digital format in one of our easily accessible website locations; *Google* and *wordpress*:

<https://sites.google.com/site/airforcejuniorrotcunitnc075/home> and; <https://tuscolajrotc.wordpress.com/tuscola-air-force-junior-rotc-nc-075/>. The 'Cadet Guide' along with our social media sites all come together to present the NC-075 to our school and community. These tools (Cadet Guide and social media) and many more...in conjunction with our cadets all work together in achieving the ultimate Air Force JROTC unit inspection rating—'*Distinguished Unit with Merit!*'

Our '*Cadet Corps Guide*' provides you with necessary information to assist you in becoming successful; and moreover, a contributing member of our Cadet Corps. It furnishes solid-references for the many details involved in achieving high standards of performance; e.g., *proper fit and wear of the uniform, placement of insignia, classroom and campus conduct, etc.* In addition, this guide provides detailed information on the course and how the cadet group is organized. Use of the information contained in this guide is crucial to the optimum performance of our unit especially our unit's compliance with all applicable federal laws and guidelines. We highly encourage you read the Cadet Guide for compliance and understanding. And, moreover, seek any clarification when necessary.

In closing, you are invited to meet with us at any time for consultation or discussion of personal or organizational problems. Matters of extreme urgency or privacy will be treated confidentially. If you cannot find the answers you need, do not hesitate to utilize your cadet chain-of-command. We look forward to seeing you soon. If you have questions please feel free to contact us (828) 456-2450, or our Tuscola High school guidance counselors (828) 456-2408 who can give more information about our program and Corps of Cadets.

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Welcome! And, congratulations on your decision to enroll in a course like no other here at Tuscola High School—Air Force Junior Reserve Officer Training Corps (AFJROTC)!

The NC-075 AFJROTC *Cadet Corps* has a long and rich history here in the Western North Carolina area, and this upcoming year is sure to be another exciting and challenging year in the cadet corps. AFJROTC is a team sport, and as a member of this unique team, you will have opportunities to practice management and leadership skills by organizing and directing cadet activities. The NC-075 *Cadet Corps* is managed and operated “*by the cadets, for the cadets*” under the guidance of our instructors. Our Senior Aerospace Science Instructor is Lt Col Kevin Sutton; and Senior Master Sergeant Steve Robertson is our Assistant Aerospace Science Instructor. Between the two of them, we have 45+ years of experience in teaching and leading the *Cadet Corps*. They are here to provide the structure and guidance enables our *Cadet Corps* to succeed.

While the curriculum will provide a mix of aerospace science topics and leadership training, the *Cadet Corps* organization provides a unique opportunity for you to exercise your leadership skills “hands-on” as a responsible and disciplined member of the team. Extracurricular activities are critical to our program’s success, and include drill teams such as: color guard, honor guard, sabre team, physical training team, and model rocket team. In addition, you will have the opportunity to participate in “curriculum-in-action” field trips to military bases and other aerospace organizations to experience military culture first-hand.

Consider our Cadet Guide your key to your success! It explains all the policy guidance, requirements, and rules of conduct that all cadets will follow. The standards in this guide come from a long history of military customs and courtesies.

Meeting and even exceeding the requirements of our AFJROTC unit is not for those who want it easy going or just want to look like they are in a military style unit! You will be challenged in many ways. Any event worth committing oneself to in life takes hard work and dedication. While others may wish to coast, not follow rules, whether at home or at school... you will not be afforded such liberties. Those who choose to not apply themselves, and work hard do not belong in JROTC. As a member of Tuscola High School AFJROTC, you are expected to know this guide and help to ensure that all cadets maintain the highest degrees of personal honor and self-reliance.

Your success and personal reward, as a member of our team, is up to you! AFJROTC will provide many opportunities for all cadets, but excellence can only be achieved through team work, initiative and participation. NC-075 has an outstanding reputation in Tuscola High school and throughout the community. We invite you to accept the challenges that this JROTC program has to offer!

JOHN LESLIE, Cadet Lt Colonel Cadet Corps Commander—NC-075



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CHAPTER ONE

NC-075 Cadet Corps Operations

SECTION 1—Air Force Junior Reserve Officers Training Corps (AFJROTC)

1.1. History. Air Force Junior Reserve Officer Training Corps (**AFJROTC**) can track its heritage to a program founded in 1911 in Cheyenne, Wyoming, by Army Lt Edgar R. Steevers. Lieutenant Steevers was assigned as an inspector-instructor of the organized military of Wyoming. During his assignment, he envisioned a noncompulsory **Cadet Corps** comprised of high school students. His program was aimed toward making better citizens.

1.2. National Defense Act of 1916. Authorized a junior course for non-college military schools, high schools and other non-preparatory schools. The Army implemented JROTC in 1916. Public Law 88-647, commonly known as the ROTC Vitalization Act of 1964, directed the secretaries of each military service to establish and maintain JROTC units for their respective services. The first Air Force JROTC programs were opened in 1966.

1.3. Air Force Junior Reserve Officers Training Corps (AFJROTC). A continuing success story; from a modest beginning of 20 units in 1966, AFJROTC has grown to nearly 900 units throughout the world, with well over 100,000 cadets enrolled. The AFJROTC program positively influences our country especially NC-075 Cadets by helping one student at a time. Comprised solely of active duty Air Force retirees, the AFJROTC instructor force is helping to form tomorrow's nation by educating proud and patriotic cadets—**tomorrow's leaders**.



1.4. Tuscola Air Force NC-075. The NC-075th has a rich history beginning in 1972 with Colonel Jack Carter and CMSgt James Sorrels. Our unit was the 75th AFJROTC unit opened in the nation; and our first Cadet Squadron Commander was Cadet Captain Jeff Sellers. Today, we celebrate a vibrant history of over 40 years serving Tuscola High School, Haywood County, and all our nearby communities!

(Left: Unit NC-075 Cadet Corps patch—

established in 1972)

1.5. AFJROTC Studies Offered at Tuscola High School.
15.23.7.)

(Additional Info in Section 15.23.4. thru

1.5.1. ROTC I. ROTC I is the introductory course to Air Force Junior ROTC and is a prerequisite for all following courses. All cadets must successfully pass this course and be recommended by the Senior Aerospace Science Instructor to take additional courses in AFJROTC. Prior to the beginning of curriculum academics, all students will receive a review on time management, academic study skills and personal motivation. ROTC I is comprised of two major parts: Aerospace Science (**AS**) and Leadership Education (**LE**). The **AS** portion will cover one of the following: (1) aviation history from 2000 BC through the present day, including current uses and applications of airpower; (2) the science of flight, including the aerospace environment and human requirements of flight, as well basic aerodynamics) and navigation; (3) astronomy and exploration of space; or (4) aerospace policy and organization, survival fundamentals, or global and cultural studies.



(LEFT: 1st-Year Drill Team members celebrate at R-S Central Drill and Academics meet.)

The **LE** portion will begin with the history of AFJROTC and progress through Air Force customs and courtesies, traditions, drill and ceremonies, military rank structure, personal ethics, attitudes and values, US flag customs and courtesies, and selected topics on U.S. citizenship. Other LE topics may include the following: (1) communication skills, individual behavior and group problem solving; (2) life skills, including how to begin post-high school job searches; college preparation, scholarship resources, and financial planning; a survey of fundamental practical legal and

citizenship knowledge required after high school including contracts, wills, leases, warranties, voting and jury duty; or (3) principles of management. Sequencing of AS and LE academics may be modified within established AFJROTC curriculum policy guidelines to accommodate ROTC I through ROTC IV class scheduling constraints. Wednesday classes will typically be devoted to uniform inspection, drill & ceremonies. Friday classes are devoted to health and wellness (**PT**).

1.5.2. ROTC II. Prerequisite: Completion of ROTC I

ROTC II is comprised of two major parts: Aerospace Science (**AS**) and Leadership Education (**LE**). See the course description for ROTC I for a complete description of AS and LE components. Sequencing of AS and LE academics may be modified within established AFJROTC curriculum policy guidelines to accommodate ROTC I through ROTC IV class scheduling constraints. Wednesday classes will typically be devoted to uniform inspection, drill and ceremonies. Friday classes will be devoted to health and wellness to include physical fitness training (**PT**).

1.5.3. ROTC III. Prerequisite: Completion of ROTC I & II

ROTC III is comprised to two major parts: Aerospace Science (**AS**) and Leadership Education (**LE**). See the course description for ROTC I for a complete description of AS and LE components. Sequencing of AS and LE academics may be modified within established AFJROTC curriculum policy guidelines to accommodate ROTC I through ROTC IV class scheduling constraints. Wednesday classes will typically be devoted to uniform inspection, drill and ceremonies. Friday classes will be devoted to health and wellness to include physical fitness training (**PT**).

1.5.4. ROTC IV. Prerequisite: Completion of ROTC I, II, & III

ROTC IV represents the capstone course in the AFJROTC curriculum. ROTC IV is comprised of two major parts: Aerospace Science (**AS**) and Leadership Education (**LE**). See the course description for ROTC I for a complete description of AS and LE components. Sequencing of AS and LE academics may be modified within established AFJROTC curriculum policy guidelines to accommodate ROTC I through ROTC IV class scheduling constraints. ROTC IV may also include **Cadet Corps Management**: hands-on **Cadet Corps** leadership and management (**Cadet Corps** staff only). Cadets serving on **Cadet Corps** staff will utilize the leadership skills they have mastered through previous AFJROTC courses to lead, manage, and operate the **Cadet Corps** and conduct training of under-class cadets. Wednesday classes will typically be devoted to uniform inspection, drill and ceremonies. Friday classes will be devoted to health and wellness to include physical fitness training (**PT**).

1.5.5. ROTC II, III, and IV Cadets. Typically cadets spend much time together in the same classroom. This environment allows upper-class cadets the opportunity to develop their leadership and mentoring skills by leading younger and/or inexperienced cadets.

1.6. AIR FORCE JROTC (NC-075) COURSE SYLLABUS, 1st Semester.

1.6.1. AS-1A. Attachment 16A.

1.6.1. AS-2A. Attachment 16B.

1.6.1. AS-3A. Attachment 16B.

1.6.1. AS-4A. Attachment 16B.

SECTION 2—MISSION of AIR FORCE JUNIOR ROTC

2.1. “Develop citizens of character dedicated to serving their nation and community.”

SECTION 3—PURPOSE of AIR FORCE JUNIOR ROTC

3.1. “Instill values of citizenship and service to the United States, develop personal responsibility, and instill a sense of accomplishment—to make the greatest positive impact in the lives of our cadets as possible. This is perfectly encapsulated in our motto: “Building Better Citizens for America.”

SECTION 4—AIR FORCE JUNIOR ROTC VISION STATEMENT

4.1. Air Force Junior ROTC (AFJROTC) will provide a quality citizenship, character, and leadership development program, while fostering enduring partnerships and relationships with high schools, educational institutions, and communities that help meet our citizen development mission.

4.2. Through this vision, AFJROTC Cadets will develop an appreciation of the basic elements and requirements for national security, respect for and an understanding of the need for duly constituted authority in a democratic society.

SECTION 5—U.S. Air Force Mission and Core Values

5.1. The mission of the United States Air Force is to: ***“Fly, fight and win—in air, space and cyberspace.”***

5.2. Core Values: ***Integrity First, Service Before Self, and Excellence in All We Do.***

SECTION 6—FORMULATION of CADET CORPS GOALS

6.1. HQ AFJROTC provides a template for building six organizational goals that support our mission to “Develop citizens of character, dedicated to serving their nation and community.” Why only six goals? More than six goals would be difficult to track and use. Each goal must be tailored and unique to our school and community while steering our support towards the overall JROTC mission. We encourage each Cadet to create goals for their functional areas of responsibility; moreover, attempt to link their individual goals to one of the overall unit goals.

6.1.1. Goal Setting Template. Goals are divided into three broad categories: two goals are related to the **Cadet Corps** itself, two related to the school, and two related to the local community. One of our two Cadet goals will be related to the quest for academic excellence within the **Cadet Corps** itself. One of the two school goals will address recruiting and retention of cadets in the unit. One of the two community goals will be oriented to providing service and getting cadets involved in service related programs. The other goal in each category may address specific, unique unit challenges or aspirations based on local conditions.

6.1.2. Goal Setting Process.

6.1.2.1 Our unit goals will all be Cadet inspired not instructor inspired. Instructors will not direct or write the goals for the cadets nor will we submit them in WINGS. Cadets will take the lead in goal formulation and writing. The cadet leadership's effort to achieve their own goals is much stronger than if the goals are not written by the instructors. We want cadets to own your own goals. Therefore, all unit goals need to come from you.

6.1.2.2. The more people you get involved in goal formulation the better. It is call “buy in.” The time our unit begins to think about goals could be as early as the late spring of the academic year before the goals will be submitted.

6.1.2.3. As your instructors, we recommend you solicit as many ideas as you can possibly get on what our **Cadet Corps** feels are important. One suggestion is by using a **brainstorming session in each class to get those ideas. Some examples of thought provoking/leading questions would be:**

6.1.2.3.1. “What is our greatest challenge in our Cadet Corps?”

6.1.2.3.2. “How can we (our Cadet Corps) truly make a difference in our school?”

6.1.2.3.3. “What could (our Cadet Corps) do to help make things better in our community?”

6.1.2.3.4. “What would you like to see us doing that you’ve seen in other JROTCs or school programs?”

6.1.2.4. Once our ideas are collected from all our classes, we (*instructors*) will ask your cadet leadership (your senior staff), to group the ideas. Some ideas may be duplicates or very similar in nature. We will then categorize each idea as to which of the major categories it supports (*cadet, school, community*).

6.1.2.5. Next, ballots will be prepared for the **Cadet Corps** to rank order the most to least important ideas for next year. The next class period, we will have every cadet vote and submit a ballot with what he or she thinks is most important to the least important. Our leaders then review the ballots & select the highest ranked idea in each of the categories above.

6.1.2.6. Next, our cadet leaders write their goals. Using the **Cadet Corps** solicited ideas, both written and spoken. Take those ideas and suggestions and begin writing goals. Goals need to have several essential components. In the U.S. Air Force we use the following ‘Goal’ writing tool—**SMART**. By using the acronym **SMART** tool in writing goals; it ensures we fully capture the intent of what we are attempting to achieve. The word **SMART** stands for the following: **Specific, Measureable, Accurate, Reliable, Timeliness**. First, Cadet Leaders must make each goal **Specific**, not written in general terms. What exactly do we want to accomplish? Second, they must make each written goal **Measurable**. Next, we need a way to qualitatively (**Accurate**) evaluate our goal accomplishment. Our goals must require Action or effort on the part of the members of our **Cadet Corps**. It should not be something that will happen as a result of some outside-the-unit action or decision by the school administration. Furthermore, all goals should be **Realistic**. Is it within the ability of our **Cadet Corps** to reach? Does our **Cadet Corps** have the ability to control the outcome or is this something imposed from outside the organization? Lastly, each goal should have a **Time** frame attached. This time period may be unrealistic or even place huge constraints on the unit and cadets. In short, it should be within a reasonable time period to complete the goal successfully. One good idea here would be to avoid setting goals that roll into the next academic year or worse yet—years later. Ideally, it should be something we can measure during the academic year.

6.1.2.7. After the cadet leadership writes the goals, cadets can help edit them or ask questions that would clarify what they are trying to accomplish. Once finalized, cadets will enter/type our goals into *WINGS*. We will save a draft until we finish the final edit. Then we will submit the final before 10 Oct.

6.2. Our unit goals are meant to guide the NC-075th organization. Our goals emphasize what is important to our **Cadet Corps**, in-turn, our programs will support our goals. We must be continuously measuring how we are doing in getting our desired outcome(s). Mid-course changes may be needed to accomplish what we set out to accomplish.

6.3. When our cadet staff plans their activities for the year, instructors may suggest and/or require they link each activity to at least one or more of our six goals. That way, going into the year, our leadership knows which activities are supporting which goal. If they are not addressing one of the things they thought was important with an activity or a program, we may need to plan something or rethink the importance of the goal in the first place.

6.4. Instructors may also have the **Cadet Corps** Commander assign members of his/her senior staff to be responsible for keeping records for each goal. Typically, each goal is assigned to an individual cadet leader for tracking and oversight responsibility. When an activity or event is accomplished that supports a goal; the responsible or assigned staff member will record the measures of success. These records are primarily recorded in *WINGS*; the activity/event tracker sheet may be kept in a notebook or a computer spreadsheet.

6.5. At least every 6-9 weeks, the **Cadet Corps** Commander must have a special staff meeting (*a self-check-up*) where each staff officer responsible for a goal, presents to the staff how the unit is doing in relation to accomplishing their goal. Depending on success or lack thereof on each goal, the staff discusses changes or corrections they may need to make to complete the organizational goal by year’s end. For example, on 5 April, if the unit desires to compete for a Distinguished Unit Award, the cadets should enter impact statements for each of their goals into *WINGS*. Again, instructors will allow the cadet leadership to write these impact statements and then edit them before submitting the impacts as final. After using the **SMART** goal writing process, cadets should understand the importance of goal setting. Moreover, each cadet will have better understanding on how their goals impact the NC-075th **Cadet Corps**, school, and their community.

<p>SECTION 7—AFJROTC Admission/Enrollment and CADET PROGRAMS (Planning/Execution)</p>



7.1. All programs in the NC-075th Cadet Corps are Cadet initiated, planned, led, executed, and finally documented in WINGS. At a minimum, this includes all social functions like Military Ball, CIA trips (*even overnight*), all our co-curricular teams (*Drill Team, Color Guard, Orienteering, Model Rocketry, etc.*), Awards Banquet; and, all our community service projects too. The ability of our cadets to do all of these steps will not be gained overnight. Each step in the process must be taught and mentored by both the instructors & cadets alike. It's a journey requiring patience and teamwork; and may take several years to finally arrive—total cadet corps '**ownership**'. *****This is the NC-075th Cadet Corps primary goal.**

7.2. Once the cadets have their goals/plans for the year, the Senior Aerospace Science Instructor (**SASI**) will allow the **Cadet Corps** Commander to assign Cadet Project Officer(s)/NCO(s) (*aka.; PROJO*) for each activity/program. The SASI/ASI will monitor each project ensuring the commander's selections are within the abilities of the cadet(s) being selected. Before announcements are made, the **Cadet Corps** Commander and the SASI/ASI will discuss the selections.

7.3. Cadet Project Officer(s)/NCO(s) should be mature, self-starters, and usually a junior or senior with at least two years' experience in JROTC. An assistant project officer or NCOIC, should also be selected (*normally at least a sophomore with one full year experience in JROTC*).

7.4. The assigned Cadet Project Officers (*aka. PROJO*) and NCOs will develop a chronological checklist of things that need to be done to execute the project/program. As with all unit tasks/projects, the cadets develop all checklist(s). Instructors will periodically ask leading questions that take them in the direction they need to go. Instructors won't spoon-feed all the steps. Cadets must think for themselves, and each project officer will keep a continuity book that can be used by later cadets if they have similar projects or reoccurring projects in subsequent years. Cadets must ensure they accurately record what they did and who they had to work with to make the project come off successfully. Depending on the cadet's ability, the amount of assistance instructors give may vary. Again, instructors will try to avoid telling cadets what to do—rather, instructors will use questioning techniques to lead them.

7.5. It is highly recommended, cadets involved in any project meet weekly. Afterwards, the assigned Cadet Project (Officer(s)/NCO(s)) and/or (**PROJO**) back-brief the instructors on their progress. During the meeting with the instructor(s), project members should discuss any problems, etc. Instructors will use questions to lead them in the proper direction.

7.6. The Cadets, under the supervision of the Officer-in-Charge (**OIC**) and/or Non-Commissioned Officer-in-Charge (**NCOIC**) (*and, if necessary, with the SASI or ASI present*) should do all the work; such as planning, establishing fundraisers, requesting resources (money, tools, classrooms, etc.) solicit volunteers (cadets, parents, coaches, etc.), when necessary schedule and assign teams (i.e., setup, execution, clean-up, etc.) And, always solicit feedback and provide project status reports to their **Cadet Corps** Chain-of-Command. Instructors will provide assistance when necessary especially with areas needing school administration or community coordination.

7.7. Policy and Guidance. Reading and complying with this handbook will certainly increase your chances of being successful in the NC-075th Air Force Junior ROTC program. Each Cadet is responsible for knowing and understanding the content in this Guide; such as the Chain-of-Command, Pledge of Allegiance, and the Air Force Song. Specifically, all Cadet Corps members should not only be familiar but in compliance with 'Cadet Conduct' outlined in Section 15.



7.8. Admission/Enrollment of Students: Cadet Admission requirements are outlined in AFJROTCI 36-2001, Title 10, USC, Section 2031 and DODI 1205.13. The goal of NC-075 is a proportionate representation of the entire student body. In compliance with AFJROTCI 36-2001, to be eligible to participate and continue in AFJROTC, each Cadet must be: (*continued on next page...*)

Haywood Co. Schools Superintendent Dr. Anne Garrett, and C/SSgt Olivia Fleegle

(ABOVE: Cadet 2nd Lt Gabe White,

7.8.1. Cadets are selected by the SASI in coordination with the principal (*or a designated representative*) to ensure enrolled students meet acceptable standards. AFJROTC is a voluntary program. While AFJROTC

instills self-discipline, it is not a remedy for chronic student disciplinary problems.

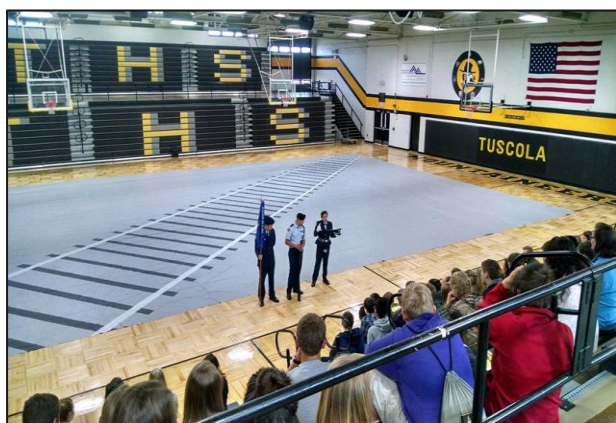
7.8.2. Cadets must be above the 8th grade. Students may participate during the summer between the 8th and 9th grades.

7.8.3. A citizen or national of the United States or a Foreign Cadet per AFJROTCI 36-2001.

7.8.4. There is a mandatory \$30.00 activity fee. The activity fee due date will be determined by the SASI and listed in the Parent Bulletin. The activity fee supplements AFJROTC programming to include unit specific physical training uniform, as well as some cadet activities. The unit physical fitness training uniform is one of several items provided for free.



March 5th, 2016; NC-075th Cadet Corps flies with Young Eagles Chapter #1016 in Hendersonville, NC.



(ABOVE: April 15, 2016; NC-075th Cadet Corps conducting a Tuscola High school recruiting event.

SECTION 8—CADET CORPS FUNCTIONAL AREAS of RESPONSIBILITY

8.1. The NC-075th Cadet Corps leadership has responsibility for ALL functions within the unit. In other words, the Cadet Corps (**plans, assigns, coordinates, commands, and executes**) all operations including any supporting mission set. The following are areas of responsibilities (*but are not limited to*): Logistics, Inventory Control and Record Keeping (i.e., *uniform issue and return*), Cadet Personnel Records Maintenance and upkeep in WINGS (i.e.; *community service and co-curricular events, individual cadet awards and decorations, jobs, ranks and promotions, health and wellness activity documentation, and individual participation in unit activities and community service; financial records; etc.*), and much...much...more. *The NC-075th is proud to say, "We are a Cadet led Corps...Hooah!"*

8.2. The SASI may allow the Cadet Corps Commander to select his/her key staff members to fill these functional jobs. If so, these selections are always subject to the SASI's approval. The SASI or ASI will discuss with the Cadet Corps Commander on any recommendations before the official announcement. The SASI and ASI will consider the capabilities of each cadet recommended. The Cadet Corps Commander is not allowed to select his/her friends. Some reasons for not allowing the commander to do that is simple--these cadets may not be able or not be willing to perform the job in question. Instructors will discuss what action(s) the Cadet Corps Commander would take if the individual being selected fails to do the job properly or adequately.

8.3. Cadets placed in-charge of any function(s) (i.e., *military ball, logistics, flight commander, etc.*) is/are considered cadet leaders. These cadet leaders are responsible for training their assigned staff. Our Cadet Corps needs to be structured to facilitate cadets training their potential replacements in following years. Initially, instructors may have to train the functional leader and then allow them to train their staff. An example of a Cadet Corps structure is one that allows for cadets to train cadets in Logistics who may be a year behind him/her in JROTC.

8.4. Basic Logistics Policies: *At a minimum, each flight (or classroom period) will have one or more logistics specialist assigned to the Logistics Commander; and their NCOIC, if posted.* The same structure may also be true of the personnel staff, health and wellness staff, etc.. When necessary, the SASI and/or ASI will work with the cadet senior staff in finalizing functions with cadets' staff members.

8.4.1. Initial Uniform Issue. The uniform is federal property of the AFJROTC program and is issued to the Cadet free of charge. You are issued one complete AFJROTC dress uniform each year, as well as one complete AFJROTC physical training (**PT**) uniform. Each cadet is responsible for properly maintaining his/her uniform throughout the academic year, and will sign a Uniform Hand Receipt stating what Tuscola AFJROTC NC-075 uniform articles they have in their possession. If any articles throughout the year do not fit the cadet, or become worn or damaged, then the cadet should report to his/her Flight Commander and NC-075 will replace the uniform article. If a cadet loses any uniform articles, or a cadet damages uniform articles due to neglect, the cadet will be responsible for paying for the lost or damaged item. Payment will be made to the AFJROTC department for any uniform item lost or damaged, according to the replacement prices charged by the Air Force. The uniform is issued to you at the beginning of each semester; after signing for the uniform items, each Cadet becomes responsible for its maintenance and protection. Also, you must dry clean the uniform before turning it in at the end of the school year. (**NOTE 1: ANY CADET WHO FAILS TO TURN IN THEIR UNIFORM PRIOR TO FINALS WEEK WILL BE PLACED ON THE SCHOOL'S FINANCIAL OBLIGATION LIST. SENIORS WILL NOT WALK WITH THEIR GRADUATING CLASS NOR WILL THEY RECEIVE THEIR DIPLOMA. ALL OTHER STUDENTS WILL NOT RECEIVE THEIR FINAL GRADES**). (**NOTE 2:** *Cadets will be issued ONE ribbon rack to accommodate the number of ribbons they have received. If the cadet breaks that rack, he/she must pay for the replacement rack*). (**NOTE 3:** *AS100 (first year) cadets will be issued two blue and one silver name tag for their uniforms. If the cadet loses or damages these name tags, he/she must pay for replacement*).

8.4.2. Uniform Turn-in Policies. All cadet uniforms will be turned in at the end of the academic year unless given special status by the Group Commander to conduct operational activities during summer leave. Special Status cadets will turn in an inventory sheet; issued by the Logistics Commander, showing what uniform articles they will possess either during the summer or second semester. Cadets will turn in all uniform items in accordance with the guidelines provided by the instructors.

8.4.2.1. Cadets will be held accountable for every uniform article issued to them, with the exception of: socks, shoes, and Physical Training (**PT**) uniform. (**GRADUATING SENIORS ONLY: May keep ribbons, ribbon holders, medals, and rank**).

8.4.2.2. All uniform items must be turned in completely dry cleaned, on hangers, in a garment bag, in accordance with specific instructions provided by the cadet staff.

8.4.2.3. If a cadet does not turn in every uniform article that was issued to them, in the manner specified above, they will be referred to the Tuscola High School administration to be placed on the *Student Financial Obligations List*. Cadets placed on this list are not be allowed to take any final exams, furthermore, they will not be able to obtain official high school transcripts until the obligation is cleared, resulting in possible failure of their classes.



8.5. Basic Leadership Principles.

8.5.1. These are some basics principles given to assist you, the cadet leader, in accomplishing your mission. Leadership is not an inherent characteristic, but it is something that can be learned, providing YOU are willing to come to terms with yourself and the mission. By utilizing the leadership techniques listed below, you, as a leader, will be able to accomplish your mission efficiently with the least burden on those you have been selected to lead.

8.5.1. Leadership. The art of influencing people to get the job done.

(Left: Cadets conduct all-day Veterans Day Color Guards at local elementary and middle schools)

8.5.2. Peer Leadership. Cadet Leaders understand that the authority and position they hold are to facilitate mission accomplishment and that they are leading their peers with respect and inspirational methods. They are not more important than their subordinates; they simply have responsibilities that require authority.

8.5.3. Unity of Command. Within the command structure, or any level of command, there can be only one commander. The commander is responsible for everything his/her unit does or does not do. The commander's responsibilities are matched by the authority necessary to carry out his/her mission. A commander can delegate authority to take an action, but he/she cannot delegate the responsibility for that action.

8.5.4. Span of Control. One commander can only effectively control a given number of subordinates. Normally the maximum is seven subordinates and the minimum is three. The ideal span of control is five subordinates.

8.5.5. Chain-of-Command. The succession of leaders through which command is exercised is called the chain-of-command. It enables the commander to retain unity of command within the maximum span of control. The Group Commander assigns tasks to the Operations Squadron Commander. The Operations Squadron Commander uses the same procedures with the Flight Commander, and the Element Leaders use the same technique with the element

8.5.6. Staff Authority and Responsibility. The unit staff consists of those officers and noncommissioned officers who assist the commander in the exercise of his/her command. They are advisors only within the specific area assigned to them by the commander. Staff officers will keep the commander informed on matters within their areas of responsibility which may require his/her attention.

8.5.7. ABC's of Management. The ABC's of management are styles leaders can use to assign tasks and consequences to cadets. The cadet's response/behavior to an assigned task will determine consequences given by chain-of-command.

I. ABC words and meanings:

A = Activator: A task assigned to cadets by the chain-of-command.

B = Behavior: What a cadet does in response to the assigned task.

C = Consequences: What the chain-of-command assigns to a cadet for their behavior.

II. Consequences are positive (reward) or negative (reprimand).

III. When a leader assigns an activator or task to a cadet, these procedures will be followed:

- Tell the cadet what task should be accomplished.
- Demonstrate how to accomplish the task.
- Allow the cadet to practice the task. Perfect practice is the best practice.

IV. Observe the practice and assign consequences for the cadet's behavior.

V. Give awards for good behavior and reprimands for poor behavior.



8.6. SPECIAL TEAMS. Any cadet interested in joining any team: *Academic Team, Drill Team, Color Guard, Honor Guard, Rifle Team, Orienteering Team, Raiders, etc.* must have a passing grade in JROTC and an overall grade point average of 2.0 at all times. Grades will be checked at the completion of the first, second, and third quarter. The instructors must approve all team members that have more than ten demerits at any time.

8.6.1. Cadets may participate in more than one special team, and can switch from one team to another with the approval of the SASI/ASI only.

8.6.2. NOTE: A decision to cancel any special team practice will be made by the SASI/ASI only. "NO EXCEPTIONS"

(Left to Right: Luke Birchfield, Gabe White, SMSgt Robertson, Nick Stepp, and Jonathan Delacruz. Veterans Day ceremonies at Haywood Christian Academy on November 11th, 2016.)

8.6.3. General Rules for SPECIAL Teams: (Color Guard, Drill and Raider Teams have additional rules).

NOTE: Cadets must complete Special Teams Contract before being considered.

1. Team Commanders will keep a team book with the following information:

a. An attendance roster with cadet name, rank, company and phone number.

Before weapons are issued; the Team Commander will submit a daily attendance record to the SASI/ASI.

b. A roster of cadets who have participated in each performance.

2. Practices will be held on days specified by the SASI or ASI.

3. Practices will commence at 1515 HRS and end no later than 1830 HRS. If practice is cancelled it must be done before the buses leave school.

Be sure all team members are notified that practice has been canceled.

4. After 5 excused or 2 unexcused absences, a cadet will be removed from the team and added to the inactive roster.

Exceptions will be approved by the SASI/ASI.

5. When a cadet's work or school activity prevents them from attending all practices, he/she will be placed on the inactive roster.

6. While a cadet is on the inactive roster, he/she will not be allowed to participate in team practices or events.

Exceptions will be approved by the SASI/ASI.

7. Inactive team members will be allowed to wear team equipment if playing a sport or academics that keeps them from attending practices and events.

8. Inactive team members may return to a team immediately after a sport, job, or academics are completed.

NOTE: Cadets returning to the active roster must be available for all scheduled practices.

9. New cadets who join a sport activity at the start of the school year may join a team immediately after their sport is complete.

10. Teams such as Color Guard, Drill Team, and RAIDER may seek to add/modify to this list with SASI/ASI approval.



NC-075th Cadet Corps participating in the annual JROTC Leadership Academic Bowl (JLAB) sponsored by the College Options Foundation.

(LEFT: Cadets Jazmin McBroom, Candice McBroom, Isaac Brooks, Makenzie Moore, Hunter Davis, and Jack Leslie concentrate on Academic Bowl)



8.7. Military Ball. Each year the NC-075th *Cadet Corps* will conduct a Military Ball, it is an elegant affair allowing cadets to promote comradery and esprit with in the Corps. It is a formal military event that requires all males in JROTC to wear the Class “A” uniform with a white dress shirt with Air Force issued tie. Females are required to wear a dress that would be worn to a formal affair in accordance with the school dress code. Females have the option of wearing their Class “A” uniform; however they must also wear a white shirt if they chose that option. Male guests not in JROTC are required to wear a suit and tie or a tuxedo. The SASI/ASI must approve all special guests who are non-JROTC members. In addition, guests will also require a background check by the Tuscola School Resources Officer. The ball will consist of a catered sit down dinner with guest speaker and dance with refreshments and beverages.

(LEFT: C/Major Madeline Harverson and Cadet 1st Lt Max Keener)

8.7.1. (Cadet Requirements). Cadets must maintain a grade of “C” or higher in all classes and an “A” in AFJROTC. Any cadet who does not maintain a grade of “C” or better will be put on suspension from the Military Ball Committee and as a condition for returning to the committee will be required to attend Kitty Hawk Tutoring until his/her grades improve. If said cadet grades do not improve by the next report card or progress report, the cadet will be removed from the Military Ball Committee.



8.7.2. Military Ball (Committee). Military Ball Committee consists of cadets that assist in helping plan the Military Ball by doing various tasks asked of them such as, addressing, folding and stuffing thank you cards and invitations. Additional tasks may involve helping in the se-up/tear-down of decorations for the Military Ball; and cadet affairs such as, dates, typing sign-up sheets, and answering questions.

8.7.3. Military Ball Committee will be required to attend mandatory meetings and “workdays” which may include: weekends, snow days, teacher work days and arriving early to the military ball. If a cadet misses a mandatory meeting without a valid excuse, the will be issued an AETC IMT Form 341 for category “1-13” violation. Cadets may not miss more

than two meetings without an excuse and making it up if they fail to do so they will be removed from the Military Ball Committee. **NOTE:** Cadets may not exceed the maximum demerit limit for their Aerospace Science year or they will be removed from Military Ball Committee. Cadets may not miss more than one uniform day while on Military Ball Committee, this includes all days cadets are asked to wear the uniform.



8.8. Cadet Awards Banquet & Change of Command Ceremony. The Cadet Corps will have a quarterly awards ceremony. The first ceremony is held at the beginning of the second and third quarter. The quarterly awards ceremonies are held to promote those individuals that are excelling in JROTC and present awards earned during the quarter. The annual awards ceremony is held prior to the end of the year to recognize outstanding cadets, issue awards, ribbons, and conduct a change of command for the *Cadet Corps*. The annual awards banquet is normally held in late April or early May. Cadets are recognized for their achievements for the year. In addition, the Chain-of-Command (*staff positions*) may be also announced during this event. (ABOVE: NC-075 Cadets receive the AFJROTC Superior Performance Award.)



8.9. Kitty Hawk Air Society (KHAS). KHAS is nationally recognized AFJROTC academic honor society. Its purpose is to promote interest in the Air Force, encourage cadets to attend college, and recognize the importance of an education. The objectives of KHAS are to develop higher academic standards, promote community service within the school and community, and to help cadets develop leadership abilities. KHAS recognizes academic excellence and furthers members' knowledge of the Air Force role in aerospace. In order to be admitted, an instructor will review your eligibility. The membership requirements for admission to the NC-075 chapter include a minimum 2.8 cumulative GPA and an "A" in AFJROTC. (Limited to approximately the top 20% of cadets.)

8.10. Leadership Laboratory Activity (LLA). Typically, these are week long summer programs offering cadets an opportunity to refine their leadership and communications skills in a tightly controlled and monitored training environment. Cadets live, eat meals, and attend class on-campus. Some courses are AFJROTC funded while others are not, thus, training slots are limited. NC-075 cadet leaders will attend summer training by the instructor staff approximately one-to-three weeks prior to the beginning of school. This training will typically be held at Tuscola High school. Instructors will brief selected cadets near the end-of-year on detail. Refer to AFJROTC Supplement for additional guidance on AFJROTC sponsored programs in our region.



Young Eagles!)

8.11. Cadet Flight Programs. Cadet flight programs are school-sponsored activities similar to any other AFJROTC activity and must be approved by the principal according to local guidelines. Cadets must have signed parental and principal permission. Orientation flights are continuous flights performed within the local flying area and terminating at the point of origin. Airlifts are point-to-point air transportation. (*Civil Air Patrol and Young Eagles*).

(ABOVE: Cadet 1st Lt Makenzie Moore is all suited up and ready to fly with the



(ABOVE: Cadet Airman Basic Taylor Allen)

8.12. Other Event Activities. There will be many activities for the cadets to participate in throughout their time in the AFJROTC program. Some will be required while others will be optional and at the individual's own expense. The following are some being considered. The final determination will be based on cadet interest and their participation in planning and organizing of the events/activities.



(LEFT: Our Cadet Corps is often asked to support grand openings like the Waynesville *Chick-fil-A* in December of 2016.



In addition, we perform Christmas caroling at local retirement homes like the Waynesville *Brian Center*.

(left to right: Cadets Olivia Fleegle, Melissa Dellinger, Amanda Ceron, Josie Owings, Candice McBroom, Jazmin McBroom, Dakota Warren, Owen Wright, Ashleigh Tucker, and Jade Lathrop)

Cadets receiving hands-on familiarization with the M-16A2 at the North Carolina National Guard in Clyde, NC.

(BELOW: Cadet Olivia Fleegle takes a picture of Josie Owings holding an M16A2)



8.12.1.
Buncombe County
combined
Buncombe County
district
Army,
Navy, Air
Force
JROTC

dinner/dance, taking place in the spring. The SASI receives invitations and makes final selections for Cadets to attend.

8.12.2. Change of Command – The transition of command to the incoming Cadet Commander; typically conducted during the **Cadet Corps Awards Ceremony** in the spring. The SASI has final decision on event details.

8.12.3. National Awards Ceremony – Held once per academic year; in the spring, usually at the Cadet Corps Awards Ceremony.

8.12.4. NC-075th Cadet Corps Awards Ceremony – We usually hold ours once per academic year; in the spring.



8.12.5. Raider Team – This team promotes high levels of physical fitness within the Cadet Corps. Tryouts will be held to determine if cadets can make the varsity team. Fitness tests are based on the following: 2-mile run, 1-minute (push-ups & sit-ups), and pull-ups. The varsity team will have no more than 16 cadets. All others will be on the junior varsity (JV) team. Members on the JV team may challenge varsity members for their spot at any time. Both rosters are maintained by the Raider Team Captain and Special Teams Commander. The Raider Team Captain along with his/her NCO prepares and conducts all training. The SASI has approved varsity team members to wear specialized uniform items; Red/Maroon Beret with either a letter 'T' or Raider emblem and red cord. Varsity members must compete in a Raider event to be approved to wear

any of these uniform items. The Special Teams Commander and Raider Team Captain will assist the instructor staff in completing all necessary paperwork for competitions; to include research pricing on any related training equipment, etc. When possible, we will enter more than one team at each competition. Our Raider Team members will wear school and SAIS appropriate athletic clothing during competition. In addition, gloves and long pants in some of these events may be highly recommended for safety reasons. Furthermore, athletic shoes without cleats, spikes, etc. must be worn when competing.



Raider team members should expect a high chance of becoming wet and muddy especially after engaging on obstacle courses. As such, cadets are encouraged to plan their wardrobes accordingly; i.e., bring change of clothes, towel, etc. The main purpose of these competitions is to challenge cadets and have a good time. As such, unsportsmanlike conduct will not be tolerated. Cadets should always conduct themselves to bring credit to Tuscola High school, NC-075th Cadet Corps, community, family and themselves. Currently AFJROTC regulations prohibit our cadets from wearing sister-service Raider and/or other related ribbons. Trophies may be earned in team or individual categories. Each event will supply their respective Letter of Instructions pertaining to their event. Attention-to-detail must be given to ensure our team follows all applicable rules and regulations especially financial, safety, etc. items. Most Raider event registration events include: mandatory check-in times, team captain

meeting times, safety/first aid briefing, feeding plan, bathroom/latrine plan, parking plan, and opening/closing ceremonies, etc.

(Above: Cadets Nick Stepp and Kayla Hipp perform team count sit-ups while competing at Erwin High Army JROTC 'Hare-in-the-Woods' Raider event.)

Currently, there are four regional RAIDER events held in our area:

1. Clyde A. Erwin Army JROTC—‘Hare-in-the-Woods’ (September—October). Competition events include: PT test (Push-ups 1 min, Sit-ups 1 min, 1 mile run), Equipment Carry, 3k run (4-person team, one must be a female), Litter carry, and a special Commander’s Event.



C/TSgt Mayra Rios, and

C/AB Stormy Travis.

TEAM 4 was led by C/AB Cole Slater; members were C/AB Damien Velt, Joseph Miller.

C/AB Elizabeth Bradley, and

C/AB

Tuscola—NC-075 TEAM 1 lead the way and ultimately brought home the TOP FIRST PLACE TROPHY.

TEAM 1: led by C/ 2nd Lt Jack Leslie; members were C/AB Bryson Winchester, C/AB Hunter Davis, and C/AB Amanda Ceron. Superb team performance!

TEAM 2 & RAIDER Team Captain: was led by Cadet MSgt Gage Dike; members were C/MSgt Matt Floyd, C/SSgt Troy Mason, & C/TSgt Kayla Hipp.

TEAM 3 was led by Cadet 2nd Lt Jonathan De La Cruz; members were C/2nd Lt Nick Nicolas Stepp, C/TSgt Matthew Thompson,

(Above: NC-075th RAIDER team celebrates their 1st place Erwin High Army JROTC ‘Hare-in-the-Woods’ trophy)



2. Enka High Air Force JROTC—‘Captain’s Trail Challenge’ (April—May). There are 31 competition events. Each team must have five members and one must be a female.

(left: Cadets Jonathan Delacruz and Matthew Thompson perform team sit-ups as Team Captain Jack Leslie provides encouragement)



3. East Henderson High Air Force JROTC—‘Warrior Day’ (May). The competition consists of a timed course around the East Henderson High School campus; Warrior Knowledge, Team Run (two laps around a track), 25 Team Pull-Ups, Log Balance, 75 Team Push-Ups, Haul the Rock (duffle bag), 125 Team Sit-Ups, Sandbag Relay, Land Navigation, Obstacle Course, and HUMVEE pull. The winning team will be the one that completes the course in the fastest time, after any penalties are added. Each team will have six members, which may include cadets from your corps or eighth graders

from feeder schools. There is no gender requirement. Each team must carry a sand bag through the entire course. They may place the bag on the ground when completing each event.

(left to right: Cadets Gabe White, Sam McEwen, Sam Moore, Jack Leslie, Blake Woody, and Angel Garrison pose after completing the East Henderson AFJROTC ‘Warrior Day’ events)



4. Owen Army JROTC—‘JROTC Field Day’ (April—May). The competition consists of a 800 Meter Rifle Relay, Australian Trolley, HMMWV Push, Large Tire Roll, Litter Carry, Log Roll Race, 400 Yard Water Can Shuttle, Obstacle Course, and Tug of War.

(left: NC-075 Cadets pose with their winning trophies from Owen High Army JROTC—Field Day)

8.12.6. Drone Club – This club specializes in the use of flight simulators and our remote quad-copter. (*Not yet funded*)

8.12.7. Parades - Our unit participates in numerous local parades such as: Waynesville Memorial Day, Canton Labor Day, Haywood County Veteran's Day, Folkmoot International in both Waynesville and Franklin, and both the Canton and Waynesville Christmas parades. Cadets should alert their parents/guardians they will be required to participate in at least one of the Haywood County Holiday parades; the Canton and Waynesville Christmas parades are officially graded events.



(Canton Labor Day Parade)

(Waynesville Folkmoot International)



(NC-075th Cadet Corps Color Guard prepares to lead off the parade at the 2016 Folkmoot International Parade in Franklin, NC. Left to right: Cadets Jonathan Delacruz, Gabe White, Jorja Aumen, and Luke Birchfield.)



(NC-075th Cadet Corps conducts a first-ever joint parade with our county rival—Pisgah High Navy JROTC @ the Waynesville Christmas Parade in December 2015)



8.12.8. Community Service Events: Relay for Life, Field Day (*aka. Mud Day*), U.S. Marine Corps Toys for Tots, Salvation Army Bell Ringing, Haywood Co. Christian Ministry Food Bank, U.S. Postal “Stamp-out-Hunger” Food Drive.



8.12.9. Fundraising. To raise money for field trips, award banquet, military ball and other activities are just a few examples. The **Cadet Corps** usually sells 50-50 Raffle Tickets at the home football games, Tuscola High stadium clean-up, Belk Charity Ticket Sales, Letter Campaign, and much more.



8.12.10. Introduction to JROTC Marksmanship. Familiarize AFJROTC cadets with rifle marksmanship and the sport of shooting. It begins by taking a brief look at the origins and history of marksmanship. It goes on to describe the experiences that JROTC cadets receive from participation in marksmanship and how the positive values of rifle marksmanship support the values of the AFJROTC program.



8.12.11. NC-075 Cadet Corps—Annual Haywood County Veterans Day Luncheon. In 2004, our Cadet Corps began a tradition of honoring our local Haywood County veterans and their families' service to our nation. The luncheon is held the first Saturday after Veterans Day; if the holiday falls on a Saturday it will be held that day. The Cadet Corps traditional holds the event at Long's Chapel United Methodist in Clyde, NC. On

average, the Cadet Corps hosts nearly one-hundred veterans and their family members.



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Seated left to right: NC-R (District #118) Michele D. Presnell and WWII Army Technical Sergeant Paul Willis. Standing left to right: Lt Col Kevin Sutton; Cadet Corps Commander C/Lt Col Joy Kelley, SMSgt Steve Robertson.

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8.12.12. NC-075 Cadet Corps 'State-of-the Corps' Town of Waynesville Aldermen Briefing. In 2005, the Cadet Corps began briefing our unit briefing annually to the Waynesville Mayor and Aldermen.



(left to right: Lt Col Kevin Sutton, C/AB Isaac Brooks, C/Lt Col Sam Moore, C/Captain Makayla Moore, C/1st Lt Joy Kelley, and SMSgt Steve Robertson post unit briefing to the Town of Wayneville Aldermen in Jan 2016)



(NC-041—Enka Air Force JROTC ASI; CMSgt Eagle prepares to take 'Tinker-Bell' aloft with Tuscola principal Travis Collins during a hot-air balloon demonstration at Tuscola High School in September 2015)

SECTION 9—CADET AWARDS and PROMOTIONS



9.1. For the *Cadets* to be true owners of the NC-075th Cadet Corps they must play key roles especially in promotions, awards recognition, and administering discipline. Therefore, written procedures are posted in this Cadet Guide. In instances not covered or explained in the Cadet Guide; Cadets must first seek instructions thru their Chain-of-Command, maybe even seeking guidance from the SASI or ASI.

9.1.1. Operating procedures on how promotion boards or activities are conducted are provided in this guide. Cadet leaders are primarily responsible for disciplining the cadets in the **Cadet Corps**.

9.1.2. When necessary, Instructors provide tools that allow the cadet leadership to participate in these activities.

9.2. Special Boards for awards nominations, promotion boards, and disciplinary board procedures are also written here in the Cadet Guide.

9.2.1. Instructors must be present when any board is being conducted to ensure cadets abide by these rules and that the board action is fair and just.

9.2.2. Board actions are only recommendations, and the SASI is the final approving authority for actions recommended.

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



9.3. Promotion Processes and Policies.

9.3.1 General. Promotions are an integral part of the AFJROTC program and are designed to reward individuals when their performance meets the standards outlined in policies and directives. It is an honor to be promoted and a special honor to meet all promotions on time.

9.3.2 Definitions.

9.3.2.1. Permanent Rank: Permanent rank *is earned* by the amount of time you spend in the ROTC program (*called time-in-grade*) and by how well you perform during your time-in-grade.

All cadets will wear their permanent rank unless selected for a position that requires a higher rank.

(ABOVE: Lt Col Sutton promotes Melissa Dellinger to C/SrA; BELOW: Lt Col Sutton promotes Makenzie Moore to C/Captain)



9.3.2.2. Temporary Rank: Temporary rank *is assigned* when you serve in any Group/Squadron/Flight position of duty. All staff/flight positions have a temporary rank associated with that position. Cadets are eligible to wear the temporary rank as long as they serve in the position. They will return to their permanent rank once you complete your tour of duty.

Officer Rank: **Officer Rank is assigned as a special privilege and responsibility to those individuals who show exceptional leadership.**

Although not always available for Cadets, one major item to be considered for officer selection is to attend/complete an approved AFJROTC Cadet Officer Leadership program. Officer selection is accompanied by more responsibility in the **Cadet Corps**. At SASI discretion, if a cadet holds an officer rank for two or more grading periods, he/she typically retains that rank, regardless of job status.

9.3.2.4. IMPACT—Exceptional (On-the-Spot) Promotion: An IMPACT promotion is an immediate and “on

the spot" change in rank that can be earned thru a Cadets' exceptional and extraordinary actions. IMPACT promotions are rare, but may be awarded anytime the instructors determine an individual has shown exceptional ability or outstanding character. Waivers may be granted for cadets to retain a higher temporary rank, if their performance was clearly exceptional. As long as their performance remains satisfactory, seniors may hold the highest rank to which they have been promoted regardless of course level. The SASI and/or ASI are the waiver- approving authorities.

(BELOW: Air Force Junior ROTC Director Col Bobby Woods Jr. presents 2015 NC-075 Cadet Corps Commander Samuel Moore with his new (IMPACT) promotion insignia--Cadet Colonel while visiting North Carolina AFJROTC units in March '16. This was the 1st-ever promotion presentation to a cadet in our unit by any AFJROTC Director.)



9.3.2.5. Demotion. A demotion is the loss of rank caused by serious infractions, or failure to meet standards set for the rank assigned. Loss of temporary rank is not considered a demotion.

9.3.2.6. Senior Rank Privilege. At SASI discretion, seniors who serve with a temporary rank higher than their permanent rank may keep the temporary rank for their senior year.

9.3.2.7 Cadet Grade/Rank. Cadet "rank" and Cadet "grade" are interchangeable – although they are different. It is the level of promotion a cadet has achieved. For example, Airman First Class is the Rank and its respective grade is E-3. In other words, the letter 'E' denotes 'enlisted.' Another example is Captain. The rank is Captain and the grade is O-3. The letter 'O' denotes 'officer.' Cadets are required to know the following at a minimum: cadet rank structure; names of ranks, grades, and titles of those in their chain-of-command (*both Cadet and Air Force*) alike.

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

9.3.2.8. Promotion Policy. Promotions go to those who have earned it. Cadets must be eligible for promotion in order to be promoted. The intent of the promotion system is to reinforce the Tuscola High School AFJROTC program and its ideals (*mission statement, etc.*). All cadets are required to take a rank test at least once during each semester. The purpose of the test is to ensure all cadets are knowledgeable of the Air Force Junior ROTC rank insignia.

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

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

9.3.2.11. Unit Manning Document (UMD). This is a fully established four-year program and organized at Group level. There are a number of temporary cadet rank authorizations based upon the size of the organization. In short, the UMD shows each cadet position, cord color, and indicates the highest rank and the maximum number permitted at each rank. This document affects the promotion of the cadets because it limits the number of cadets permitted in each position.

9.3.2.12. Wear of Insignia. Insignia is exchanged when a new rank is assigned, and must be turned in with other uniform items upon demand.

9.3.2.13. Initial Selection to Officer or NCO Status. The SASI will administer the *NC-075 Cadet Commissioned Officer and Cadet Noncommissioned Officer Declaration, Form 17 (Attachment #32)*; to cadets on their initial selection for promotion to officer and Non-commissioned Officers (NCO) rank.

9.3.3. Promotion Process.

9.3.3.1. General: It is important to have a fair and equitable promotion policy for all cadets. Promotions will be based on participation in **Cadet Corps** activities/teams, merit/demerit points, performance in academics, uniform wear, military bearing, and leadership. Substandard performance in any area may be grounds for a promotion to be denied or withdrawn (*demotion*). NC-075 provides a positive environment where everyone can advance according to demonstrated abilities and performance. The best way to advance in rank is by being a member of the unit's extra-curricular teams. The many hours of after school practice, hard work and dedication in these teams demonstrates a commitment to the unit through participation and performance. Many cadets, however, cannot, for various reasons participate in these after school functions. These students must show their participation and performance in other ways. Examples are:

- a. Wear the uniform when required and wearing it smartly and with pride. Have an excellent military bearing. This is always the first requirement of any promotion.
- b. Show respect to cadet officers, noncommissioned officers and Army instructors.
- c. Carry out orders given by persons of authority without questions.
- d. Show initiative, do something that needs to be done before being told to do it.
- e. Participate in unit athletic events or support the teams by your attendance at these events.
- f. Participate in unit fund raising activities.
- g. Continue to be respectful and courteous to all teachers and administrative staff.
- h. Maintain a satisfactory academic standing in all classes.
- i. Participate in unit community service.
- j. Have a positive attitude and take the goals and objectives of the JROTC program seriously.

9.3.3.2. Cadet Promotion Board. Most promotions are conducted by the Cadet Promotion Board especially the enlisted ranks Airman First Class (E-3) thru Senior Master Sergeant (E-8). The board will normally consist of the Group Commander, Deputy Commander, Command Chief, and Flight Commanders. All decisions regarding promotions, demotions, and rank detainment, will be published as '**Special Orders**'. All '**Special Orders**' orders must be approved and signed by the SASI/ASI. Afterwards, they will be officially released and posted in the classroom at a minimum.

Each cadet competing for promotion to Cadet Airman First Class (E-3) thru Cadet Senior Master Sergeant (E-8) will meet a promotion board at the end of the 1st and 3rd nine week grading periods unless otherwise directed by the SASI/ASI. In these instances, the SASI/ASI may be awarding a special promotion for Exceptional (*Impact promotion*) Performance. Under the guidance of the SASI/ASI; the Deputy Group Commander will oversee; and whenever possible, chair all promotion boards. The Deputy Group Commander may delegate Chairman Responsibilities to Squadron Commanders and their Deputies if necessary. Prior approval must be given by the Group Commander. All other Cadets serving on promotion boards are

identified in this guide. The following is the minimum board composition requirements:

Chairperson—this cadet will only ask questions regarding knowledge of Chain-of-Command, core values, etc. This cadet is also the presiding officer over the board, and is responsible for the discipline/conduct of board members.

Officer—this cadet will only ask questions regarding U.S. Air Force History, ribbon order, rank structure, etc.

NCO—this cadet will only ask questions regarding uniform regulations and requirements, and Drill and Ceremonies, etc...

Computing Promotion Board Assessment Scores -- All cadets attending the board will be evaluated based on twelve (12) criteria.

The results will be documented on the Attachment #46; *Tuscola NC-075 Promotion Board Evaluation, Form #16*.

1. Board Reporting In: The cadet's military bearing is evaluated upon entering the room and while reporting in. Total maximum value allowed is 5 points.

2. Board Reporting Out: The cadet's military bearing is evaluated while reporting out and upon exiting the room. Total maximum value allowed is 5 points.

3. Chain-of-Command: The cadet can expect to answer a question related to the proper wear of insignia. Total maximum value allowed is 5 points.

4. PERSONAL INSPECTION (U.S. Air Force History/Leadership): The cadet can expect to answer a question involving an issue that will demonstrate an understanding of basic leadership concepts. Total maximum value allowed is 5 points.

5. Drill & Ceremonies/Customs and Courtesies: The cadet can expect to answer a question related to U.S. Air Force Drill and Ceremonies; and military customs and courtesies. Total maximum value allowed is 5 points.

6. U. S. Air Force Uniform Regulation: The cadet can expect to answer a question related to wear of the U.S. Air Force uniform. Total maximum value allowed is 5 points.

7. Merit/Demerits Grade: Cadets receiving less than 10 demerits receive = 10pts; 11 to 19 = 5 pts. Cadets receiving more than 20 demerits receive no points. Total maximum value allowed is 10 points.

8. Uniform Inspection: Each board member will score how well the cadet is wearing the uniform and uniform appearance. Total maximum value allowed is 10 points.

9. Activities/Community Service Grade: Cadets participating in three or more NC-075th Cadet Corps Co-curricular activities/and at least two community service events receive = 10 pts, two activities and one community service event = 8 pts, two community service events = 5 pts, one activity or community service event = 3 pts. Total maximum value allowed is 10 points.

10. AFJROTC Academic Grade: Cadet's current grade in AFJROTC can be no less than a "C" to compete for promotion in the current cycle.

Total maximum value is 15 points; A =15pts, B = 12pts, C = 10pts, D = 5pts, F = 0pts.

11. Physical Fitness Test: Cadets are rewarded for completing all five physical fitness test components in WINGS. Total maximum overall value is 10 pts...Gold = 10pts, Silver = 8pts, Bronze = 6pts.

Points based upon the WINGS scoring tabulation.

12. 30-STEP Drill: Total maximum value allowed is 15 points.

9.3.3.3. Enlisted Rank Selection Rate. In each promotion cycle, only a certain percentage of cadets will be selected for the next higher grade. In accordance with our Unit Manning Document (UMD); ranks closely follow these percentages:

1% of top Senior Master Sergeant scores are promoted to Chief Master Sergeant

3% of top Master Sergeant scores are promoted to Senior Master Sergeant

10% of top Technical Sergeant scores are promoted to Master Sergeant

20% of top Staff Sergeant scores are promoted to Technical Sergeant

30% of top Senior Airman scores are promoted to Staff Sergeant

75% of top Airman First Class scores are promoted to Senior Airman

90% of top Airman Scores are promoted to Air First Class

95% of top Airman Basic scores are promoted to Airman within 45 days

9.3.3.4. Cadets will not meet out-of-cycle promotion boards for any reason, including sickness, field trips, or other school activities; unless the SASI/ASI approves.

9.3.3.4. Permanent Rank Progression: The following chart describes the permanent rank progression based on longevity.

AFJROTC I	E-1	1 st Sem. thru 2 nd Sem.	
		thru E-2	
	AFJROTC II	E-2	thru E-3
	AFJROTC III	E-3	thru E-4
	AFJROTC IV	E-4	thru E-5

9.3.3.5. Temporary Rank Progression. The chart below describes the minimum Temporary Rank progression that may occur in the Flight organization structure. 2nd semester promotions are not mandatory. **NOTE: Refer to the UMD for maximum allowable ranks per position.**

AFJROTC I:

	<u>1st Sem. thru 2nd Sem.</u>	
Element Leader	E-3	thru E-4
Flight Guide	E-3	thru E-4
Flight Sergeant	E-4	thru E-5
Flight Commander	E-6	thru E-7

AFJROTC II, III, IV:

	<u>1st Sem. thru 2nd Sem.</u>	
Element Leader	E-4	thru E-5
Flight Guide	E-4	thru E-5
Flight Sergeant	E-5	thru E-6
Flight Commander	E-6	thru E-7

STAFF/CADRE (when assigned)

	<u>1st Sem. thru 2nd Sem.</u>	
AS-II	E-5	thru E-6
AS-III	E-6	thru E-7
AS-IV	E-7	thru E-8

9.3.3.6.. Promotion System.

9.3.3.6.1. Promotion Cycles. NC-075 promotion program includes four promotion cycles; first, second, third, and fourth nine week grading periods. The promotion cycle for cadets competing for advancement to Airman First Class (**E-3**) through Senior Master Sergeant (**E-8**) is at the end of the first (**1st**) and third (**3rd**) nine-week grading periods. The promotion cycle for cadets competing for Chief Master Sergeant through Colonel is at the end of the 2nd and 4th nine-week grading periods. The SASI and ASI will make promotion selections for the fourth nine-week grading period.

The following reflects the promotion cycles or opportunities for promotion during the school year.

<u>Cycles</u>	<u>Promotion Board Held</u>	<u>Promotions Announced/Released</u>
Approx.		
1	7th to 9th week	12th week
2	16th to 18th week	21st week
3	25th to 27th week	30th week
4	34th to 36th week	Before School is dismissed for summer

9.3.3.6.2.. Promotion Zones.

Airman Promotion Zone—this promotion zone pertains only to cadets with an entry rank of Airman Basic. These cadets are eligible for promotion to Airman (**E-2**) within the first 45 days of enrollment in AFJROTC.

Standard Promotion Zone—this promotion zone pertains only to cadets competing for promotion to Airman First Class (**E-3**) through Colonel. All cadets are promotion eligible during the promotion cycle with the following exceptions: those who receive out of school suspension disciplinary action, those who missed wearing the uniform two or more times, and those who received a failing grade in any course.

Special Promotion Zone—a special promotion may be made at any time to recognize unusually outstanding/exceptional (*impacting*) performance and/or to fill an unexpected vacancy on the UMD.

Releasing Promotion Orders. Once promotions have been calculated, signed, and approved by the SASI/ASI; the group commander will post the special orders promotion list on the bulletin board.

9.3.3.6.3. Promotion Eligibility. In addition to the eligibility criteria outlined above; Cadets will also receive individual evaluations using both Attachments; #42—*Tuscola High AFJROTC Unit NC-075 Requirements for Enlisted Rank Promotion*; and Attachment #44—*Tuscola High AFJROTC Unit NC-075 Requirements for Officer Rank Promotion*; Cadets must also:

- (1) Receive no in or out of school suspension (*ISS/OSS*); will be ineligible during the 9-week promotion cycle in which the suspension occurred.
- (2) Obtain recommendation of the ASI and approval by the SASI.

9.3.3.6.4. Cadet Promotion Fitness Exams: Exams may also be utilized in lieu of promotion boards. Exams will cover material found in the Cadet Handbook, and the Leadership Education 100 Text, Chapter 1 such as cadet rank insignia, cadet ribbons, Chain-of-Command, drill terms, 30-Command Drill Sequence, Core Values, customs and courtesies, AFJROTC history and mission, uniform wear and personal appearance standards.

9.3.3.6.4. Promotion Cutoff: At the end of each 9 week cycle, the ASI will review the UMD by rank. From this review, the maximum number of cadets in each rank that are to be promoted for that cycle is determined. Each eligible cadet's total points are computed (refer to Attachment 46—*TUSUCOLA NC-075 PROMOTION BOARD EVALUATION CRITERIA (Form # 16)*). The cadets are then arranged, from highest to lowest, within each rank according to total points. The total numbers of promotion positions are applied to the lists. The last cadet to be promoted in each rank determines the cutoff point for that rank. When there is a tie at the cutoff point, each of the cadets with that score will be promoted.

9.3.3.6.5. Failure to Progress in Rank: Failure to progress in rank, for two consecutive quarters, may result in the removal of a cadet from his or her staff position.

9.3.3.6.6. Maximum Rank Structure within the Cadet Corps Group. The Tuscola High School AFJROTC Cadet Corps Group strength, according to rank, cannot exceed the following percentages:

Cadet Colonel 2%
Cadet Lieutenant Colonel 2%
Cadet Major 3%
Cadet Captain 6%
Cadet First Lieutenant 10%
Cadet Second Lieutenant 20%
Cadet Chief Master Sergeant 1%
Cadet Senior Master Sergeant 2%
Cadet Master Sergeant 8%
Cadet Technical Sergeant 10%
Cadet Staff Sergeant 25%
Cadet Senior Airman 40%
Cadet Airman First Class and Cadet Airman (No Limit)

9.4. The Chain-of-Command (CoC). The Chain-of-Command is a fundamental part of a structured environment. It has been in existence for several millennia. The basic reason for the military's use of it is efficiency. We, just like the military, use it to: (1) Communicate objectives/information from senior positions/functions to lower positions/functions. (2) Communicate responses or to advise from lower positions/functions to higher positions/functions. (3) Voice grievances on policies, directives/orders, or perceived wrong doings (*if the complaint is about an aerospace academic grade, the cadet should communicate directly with the SASI/ASI*). If you want to use the Chain-of-Command to voice a complaint, do the following: (a) Talk with your supervisor about the concern first. This is extremely important because (b) If talking with your supervisor fails to resolve the problem, then use organizational most complaints are resolved at this level. Use the Chain-of-Command, to figure out who is next in the Chain-of-Command to express your grievance. This process is repeated until the cadet feels that their grievance has been addressed to their satisfaction.

9.4.1. Although unusual, it is conceivable for a complaint to go all the way to the SASI. **It is important for all parties (complainant and those responding to the complaint) to act professionally and without recriminations as long as proper procedures are followed.)**

9.4.2. Purpose. The Chain-of-Command's purpose is to draw a line of responsibility and authority up the chain to the top. Cadets should make every attempt to resolve problems at the lowest level possible—starting within their respective flights. If the cadet is unable to resolve the problem at that level, then the Flight Commander will arrange for the cadet to see the desired level of authority. The only authorized bypass of the Cadet Chain-of-Command is described in **SECTION 15.7.6.; "Knock-It-Offs."**

9.4.3. Cadet Authority. The Chain-of-Command starts at the lowest level and works its way up. If possible, cadets should first try to resolve issues and problems at the lowest level of leadership. Dedicated Cadet Officers and NCOs are the key to an effective and efficient **Cadet Corps**. They provide the leadership necessary in any successful organization. Cadets in management positions will ensure that all subordinates are given written job descriptions that inform them of their exact duties. Ensure they are informed about activities within their area of responsibility. This requires considerable effort on the supervisor's part. It will require consistent feedback on expectations, performance progress toward meeting established goals and fulfilling assigned duties. Cadets have limited authority over junior ranking cadets within command relationships and over all cadets under their supervision during functional relationships/activities. Cadet managers are authorized to give direction to cadets who are junior in rank. Cadet Officers and NCOs do not have authority to change seating arrangements, leadership positions, excuse other cadets from classes or formations, or to change any existing orders, directives, or regulations. ALL cadets are responsible to politely advise other cadets if they are out of uniform or displaying unacceptable conduct. If the conduct is not corrected, the discrepancy should be reported up the Chain-of-Command. **All cadets are obligated to be respectful of other cadets, regardless of rank or position. We look after our own!**



9.5. Cadet Staff Appointments.

Throughout the academic year various Group Staff positions may become available. These are minimum cadet character attributes looked for in being selected for promotion.

(LEFT: Cadet 2nd Lt Nick Stepp assists C/SrA Jordan Smelley with his new rank.)

Cadet Officers:

Have normally shown their potential as cadet NCOs.

Serve as role models for other cadets.

Must exercise both leadership and followership skills.

Must remember that authority and responsibilities are limited to Cadet Corps activities.

Promote cadet ideals and standards and will not accept other cadets violating AFJROTC rules, regulations or established procedures.

Cadet NCOs:

Assist the cadet officers to which they have been assigned.

Must serve as role models for the rest of the **Cadet Corps**.

Must address rule violations as they occur.

Must remember that authority and responsibilities are limited to **Cadet Corps** activities.

Are responsible for the appearance and discipline of their flight members.

9.5.1. The potential staff member must submit a one page essay on why he/she should become a staff member and what he/she has to offer the **Cadet Corps**.

9.5.2. To become a staff member, the cadet must stand in front of the Cadet Evaluation Board. When a staff position becomes available, Flight Commanders will notify their cadets on the date, time, and location of the (**CEB**).

9.5.3. Any cadet is welcome to pursue a staff appointment, but the cadet must meet high standards of integrity, dedication, responsibility, professionalism, and military bearing.

9.5.4. The cadet must be involved in **Cadet Corps** activities/teams and project a positive image of Tuscola AFJROTC.

9.5.5. Also, they must have an academic average of at least a "C" in all classes, and an "A" average in AFJROTC.

9.5.6. Additional Selection Criteria. The following factors are also considered when selecting cadets for leadership positions in the NC-075 **Cadet Corps**:

Will the Wing activities improve with the cadet holding this position?

Will the position improve the cadet's leadership potential?

What has the cadet done for the school overall?

Grades/citizenship.

Performance in other positions and level of previous position/rank held.

Recommendation by JROTC Cadet Staff based on past performance.

SASI/ASI recommendations based on personal observations in and out of class.

9.5.7. Again, it should be realized advanced positions of leadership are extremely limited. There is only one Principal at Tuscola High School. Likewise, there is only one Chief of Staff of the United States Air Force. All members cannot be "**Chiefs**" in an effective organization, and only when all of these positions work toward a common goal will an effective organization exist.

9.5.8. Unlike the grading or evaluation in other courses at Tuscola High School, you will be evaluated on a number of subjective factors prior to being promoted. As in the active Air Force, you will be evaluated on the "**whole person**" concept with consideration given to each of the following qualities:

9.5.9. Academic Leadership: How well does the cadet perform during unit quizzes and examinations, on class projects, and presentations in class? Are projects and assignments completed on time and in a thorough and complete manner?

9.5.10. Organizational Leadership: How well does the cadet function in positions of leadership within the organization? Does the cadet command the respect of subordinates? Does the cadet give proper consideration for subordinates? How is the cadet rated by superiors?



9.5.11. Co-Curricular Activity Leadership: To what degree does the cadet carry interest and enthusiasm beyond the classroom? Does the cadet demonstrate excellence in a number of outside activities? **Responsibility:** There are many ways a cadet can reflect responsibility. The most evident measures of responsibility for AFJROTC evaluation/assessment purposes are promptness in arriving for classes or formations, the degree to which the cadet is prepared to respond to assignments

and problems related to the cadet presents him/her.

(left: Corps prepares for parades.)

9.5.12. Service: How active is the cadet in service to the community, school, and the cadet organization?

9.5.13. Organizational Support: To what degree does the cadet perform duties above and beyond required normal group operation? Participating in a community parade (*in uniform*) or posting the flag on the campus, are examples of support above and beyond normal duties.

9.5.12. Core Values: Does the cadet exemplify the Core Values of *Integrity, Service before Self, and Excellence in All We Do*?

9.6. Group Staff. Group staff will be structured by rank as deemed appropriate by the Group Commander/SASI/ASI.

9.7. AFJROTC Military/Organizational Chain-of-Command. (Refer to Attachment # 25 – Hand-Out # 1)



(NC-075th Cadet Corps Color Guard poses with Haywood County School Board Chairman Chuck Francis and Haywood Count Schools Superintendent Dr. Anne Garrett after event at the Junaluska Elementary Safety Patrol Presentation. Color Guard left to right: C/CMSgt Tyler Webb, C/1st Lt Makenzie Moore, Corps Commander C/Lt Col Joy Kelley, C/Major Justin Macemore, and C/Captain Jade Lathrop.)

9.8. Tuscola High School Chain-of-Command.

9.9. Tuscola AFJROTC NC-075 Cadet Corps Chain-of-Command. (Refer to Attachment # 12)

SECTION 10—CADET COMMUNITY SERVICE

10.1. Community service by our **Cadet Corps** is a key tenant of good citizenship. Community Service participation serves as one of the primary means to teach Air Force Core Values especially “Service Before Self.” When conducting any AFJROTC activity, inside or outside of normal school hours, on or off school property, the program must comply with (*and document when applicable*) all school district safety, risk management, and supervision rules and policies. Cadets must be under direct instructor supervision during all AFJROTC activities.

10.2. Throughout the year, the NC-075 will perform a variety of community service events such as raising the flag/presenting the Colors at sporting /community/school events, helping with charity fundraising events (*e.g., American Cancer Society Relay for Life, Salvation Army Bell Ringing, U.S. Postal Workers ‘Stamp Out Hunger’ Food Drive, etc.*), performing community volunteer work, and providing briefings on pertinent citizenship topics at other schools.

10.3. Participation in most of these events will be voluntary.

10.3.1. However, there may be mandatory events for the entire **Cadet Corps**. These include: *parades, ceremonies, pass and reviews, and other special events.*



10.3.1.1. All cadets in AFJROTC are required to attend these mandatory events and the practices. Some of these events even receive an academic grade.

10.3.1.2. Cadet leadership plays a vital role in making community service one of the NC-075th's highest priorities.

10.3.4. The more cadets participate, the better. The higher participation rate in community service means we are influencing more of the cadets in our program.

10.4. Cadets are encouraged to look for opportunities to provide service to both the school and their local communities. Cadet leadership must take the initiative in developing programs throughout the academic year that provides opportunities for every cadet enrolled in the program to participate.

10.5. One great technique that improves the image of NC-075th **Cadet Corps** in the school and community is for our cadet leaders to approach the principal and community leaders asking, “What can we do for our school/community that will help out?”

(ABOVE: Cadet Captain Makenzie Moore teaches students at Junaluska Elementary flag-raising procedures as Cadet SrA Josie Owings and Cadet Corps Commander C/Lt Col Joy Kelley assist.)

10.6. Cadets are not only be responsible for looking for opportunities but they also are responsible for planning, recruiting volunteers to participate, executing, and developing rewards within the **Cadet Corps** that recognizes cadets who participate (*e.g. linking community service as one of the criteria for promotion*).

10.7. Cadets in charge of the function must record participation hours for each individual. Why? Based on cadet records, our leadership recommends cadet(s) who have earned the Service Ribbon. Cadet leadership should also keep a yearly tally (*record*) of service projects and total hours contributed. These hours are then recorded in the “Events section” of WINGS. Updating these events will be done daily (*if possible*), but weekly at a minimum.

(Below: NC-075 Drill Team members (*black beret with letter "T"*) stand at Parade-Rest during the Personal Inspection event at the annual R-S Central High Marine Drill and Academics meet.)



10.8. Drill Team. This team performs in local and area wide drill competitions and demonstrations. Participation requires an extra commitment from cadets since they will spend many hours learning the manual of arms, perfecting teamwork, practicing standardized movements, developing “free-style” movements, and taking care of their uniform. Drill Team participates in many events throughout the year. These include parades, drill competitions, demonstrations, and community service activities. In short, the Drill Team is the ‘core’ of the ‘corps.’ The Drill Team may consist up to 30 cadets. The Varsity Drill Team will consist of 15. All other cadets above 15 are

considered junior varsity (JV) members. JV members may challenge current varsity members for their spot. In order to make an official challenge request; he/she must submit their request to either the Special Teams or Drill Team Commanders. Once received, these commanders will schedule the challenge to be held during the final week of each month. There will be at least five varsity members (of which two will be the Special Teams and Drill Team Commanders) to judge the challenge. The challenge will consist of the following: AFJROTC 30-Step Drill, AFJROTC Knowledge Questions from the Cadet Corps Inspection/Promotion Handout. The number of questions will be determined by the Quorum. In addition, the challenge will also evaluate the 15-Count Rifle Drill, Air Force Drill and Ceremonies Regulation questions (amount determined by Quorum), and any other Drill and Ceremonies related criteria. Prior to the challenge, all criterion items will be present to the instructors for approval. Upon conclusion of the challenge, the two cadets participating in the challenge will be given their scores and results. If a cadet feels they were not treated fairly; he/she may request a Cadet Evaluation Board hearing. If necessary, he/she may appeal the Cadet Evaluation Board decision to the SASI/ASI.



10.8.1. Drill Team Requirements. Any cadet that meets all Drill Team academic and physical requirements can participate.

10.8.1.1. Cadets are expected to meet all scheduled training events. Cadets must be able to attend all scheduled practices and competitions. If a cadet misses one afternoon practice then he/she must report to both the Special Teams and Drill Team commanders w/a valid excuse; if the cadet does not have an excuse he/she will be given a probation warning notice. Cadets must provide the Drill Team Commander and/or Special Teams Commander as much notice as

possible if he/she can't attend scheduled training and/or competitions. Cadets will be placed on probation if they miss two training events; Cadets, who miss more than five practices in a semester, will be removed—regardless of whether or not it was valid. If a cadet was removed for failure to attend scheduled practices; he/she must submit in writing to the Special Teams Commander for reconsideration. In-turn, the Special Teams Commander will hold a Drill Team quorum and vote on whether the cadet will be reinstated. Quorums must consist of at least ten drill team members of whom two must be Special Teams and Drill Team Commanders. If a cadet is not granted reinstatement by the quorum; he/she may request a Cadet Evaluation Board hearing. If necessary, the cadet may approach the instructors for reconsideration.

10.8.1.2. Must maintain a grade of 'C' or better in all classes and an 'A' in AFJROTC. If a cadet does not obtain a 'C' or better at the end of the first semester Nine-Week Grading Period; he/she will be temporarily suspended from Drill Team and required to attend Kitty Hawk Tutoring till his/her grades improve. If cadets continue to fail classes by the end of the semester he/she will be removed from drill team.



10.8.1.3. If the cadet fails the class at the end of the second semester Nine-Week Grading Period, they will be removed from drill team until the end of the next year's first semester nine-week grading period.

10.8.1.4. Drill Team members cannot receive In-School or Out-of-School suspension. He/she will be removed from the team for the current nine-week grading period. If the cadet desire to return to the team; he/she will meet a Drill Team Quorum. Drill Team members cannot exceed their maximum demerit point limit. This will

result in being removed from all Drill Team Activities.

10.8.1.5. Must be able to participate in Physical Training.

10.8.1.6. Drill Team cadets can only miss one uniform day per Nine Week Grading Period. These include all days that the cadets are asked to wear the uniform.

(Drill Team present-arms after receiving 3rd place-overall at the East Henderson 'Strike Eagle Drill meet'.)

10.8.1.7. Drill Team Beret/Cord.

The recipient of the beret must meet all of the following criteria within an academic school year:

Must have attended at least three team competitions or 15 color guard events.

Must have a uniform grade of 90% average and had not missed a day of uniform wear.

Must have at least 90% in AFJROTC.

Must be eligible for competition

Must pass the "competition knowledge test."

Must be able to demonstrate, perform, and command all parts of color guard procedures at least once in practice or actual performance.

Must have attended 90% mandatory team meetings and practices

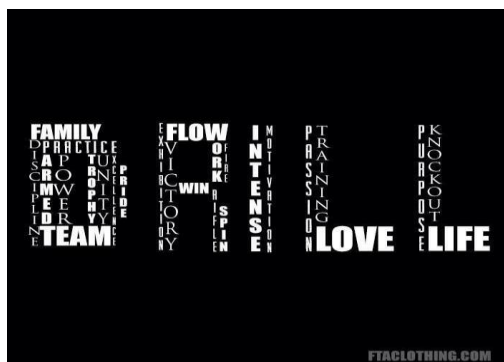
Must not receive more than one referral in an academic school year.

Must not have been assigned to ISS more than once; no OSS at all.

Must have a valid excuse for not being able to participate in team events

After receiving the beret, cadets must maintain the standards listed above.

Any violations will result in the removal of beret until cadet performance and behavior improves; plus the recommendation of the Drill Team Commander for approval of the Special Teams Commander.



10.8.1.7. Drill Training. Training is usually intensive during the first two-three weeks of school. Subsequently, drill will occur typically on Tuesdays and Thursdays. Cadets should expect additional training days to be added as necessary. Training typically consists of physical fitness, rifles, rifle training rods, flags, and any other related drill necessary to perform at a meet or competition. Cadets are required to perform at least one graded AFJROTC 30-Step Drill event each nine weeks. In addition, they will be required to command a graded drill sequence once per semester. Cadets must also memorize all necessary AFJROTC knowledge on the NC-075th Inspection/Promotion handout.

10.9. Physical Training (PT) Activities.

10.9.1. AFJROTC instructors will ensure any program implementation is done with cadet safety as the primary consideration. Ensure cadets are adequately hydrated and have on site clean drinking water. Be aware of the adverse effects of heat stress by familiarizing yourself with AETCI 48-101, *Prevention of Heat Stress Disorders*, which can be obtained electronically at <http://www.aetc.randolph.af.mil/im/ae48ser.html>. For ambient air temperatures above 78 degrees Fahrenheit, determine the heat category (*flag condition*) using the AFROTC Thermal Stress Calculator which is posted on Wings. Once the flag condition is determined, carefully follow the work/rest and water intake recommendations in AETCI 48-101. If the Thermal Stress Calculator indicates a Red or Black Flag condition, use extreme caution. Finally, a first aid kit, school issued two-way radio, and instructor(s) cell phone will be available for communication if an emergency should arise.

(BELOW (left to right) Cadets Mayra Rios, Makenzie Moore, and Jorja Aumen wearing pink-colored cords during Breast Cancer Awareness Month)



10.9.2. Air Force JROTC has implemented a Physical Fitness Test. Details will be provided in class. Cadets will NOT be graded on how well they perform during PT; they WILL be graded on: a) whether they are willing to make an honest effort to try the exercises/activities; b) whether or not they dress out in the issued physical fitness uniform. **NOTE:** Cadets are required to dress out in this PT uniform during AFJROTC class period on specified physical fitness days. ***If they fail to dress out, they will receive a grade of zero for the day and not be allowed to participate. In addition, they must stand at 'Parade Rest' or be instructed to go sit in "A" Bldg. (Main office) for the duration of the class period. In some instances, the SASI/ASI may allow those who didn't dress out to walk in-lieu of standing at Parade Rest.***

10.10. Color Guard Team. This is one of the 'elite' Cadet Corps teams of the NC-075th. The Color Guard is seen by the public many times throughout the year. This group presents and posts the United States Flag, the North Carolina State Flag, the Air Force Flag, and our school and unit colors. Typically, these teams perform at school functions, unit functions, and community events. This highly visible activity provides an opportunity for cadets to learn to respect and properly present national and state flags. The Color Guard consists of the following: Men's and Ladies Varsity teams. In all there will be no more

than 12 assigned to the Color Guard. There should be at least five females in order to have a Ladies Varsity team. In most cases, the Color Guard team is both male and female. Tryouts for the Color Guard must be officially submitted to both the Special Teams and Color Guard Commanders. Official tryouts will be scheduled when necessary; however, the primary days will be during the final week of each month.

There will be at least five Color Guard members (of which two will be the Special Teams and Drill Team Commanders) to evaluate the tryout. The tryout will consist of the following: AFJROTC 30-Step Drill, AFJROTC Knowledge Cadet Corps Inspection/Promotion Handout. The number of questions will be determined by the Quorum. In addition, the challenge will also evaluate the 15-Count Rifle Drill, Air Force Drill and Ceremonies Regulation questions especially Color Guard specific (amount determined by Quorum), and any other Drill and Ceremonies related criteria. Prior to the challenge, all criterion items will be present to the instructors for approval. Upon conclusion of the challenge, the two cadets participating in the challenge will be given their scores and results. If a cadet feels they were not treated fairly; he/she may request a Cadet Evaluation Board hearing. If necessary, he/she may appeal the Cadet Evaluation Board decision to the SASI/ASI.

10.10.1. Color Guard teams are authorized by the SASI to wear special uniforms such as the General Hap Arnold Honor Guard items; cord, hat, belt, and pants. In addition, they may wear ascotts/scarfs. They participate in the following at a minimum:

10.10.1.1. Home football games.

10.10.1.2. Home basketball games.

10.10.1.3. Drill Competitions.

10.10.1.4. Parades.

10.10.1.5. Ceremonies.

10.10.1.6. Other special events.



10.10.2. Color Guard Requirements.

10.10.2.1. Must be on Drill Team and maintain the Drill Team standards.

10.10.2.2. Must be present for all scheduled Color Guard and Drill Team practices.

10.10.2.3. Must maintain a 'C' average or better in all classes and an 'A' in AFJROTC.

10.10.2.4. No ISS or OSS; cannot exceed their maximum demerit limit.

10.10.2.5. Must be able to participate in physical activities required to maneuver flag and harnesses.

10.10.2.6. Must be able to participate in physical activities.

10.10.2.7. Must be selected in try-out process.

10.11. Ribbon Team. Cadets who help prepare awards for the Awards Banquet. These cadets also help personnel take inventories and help do personnel folders. This group is officially assigned to the Mission Support Squadron with any tasks they might need help on with emphasis on awards and ribbons for Awards Banquet. There is no minimum or maximum number of cadets assigned. These cadets must be highly motivated and of good character.

10.11.1. Ribbon Team Requirements.

10.11.1.1. Open to all cadets that are not currently on staff or cadre.

10.11.1.2. Cadets must have an "A" average in AFJROTC and a "B" average in all other classes.

10.11.1.3. Cadets must express dedication and display good conduct.

10.11.1.4. No more than 10 demerit points during time of application process.

10.11.1.5. Recommendations from both a teacher of choice and flight commander.

10.11.1.6. Be able to stay after school and pass entry test.

10.11.1.7. Must wear uniform every Wednesday up until date of application and continue to do so throughout school year.



10.12. Awareness Presentation Team (APT) Requirements.

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.

10.12.1. 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 will coordinate the topic/content with the elementary/middle school principal.

10.12.2. 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 must be cleared and approved by the high school principal.

10.13. School Flag Detail. The NC-075 Flag Detail raises and lowers the colors in the morning and afternoon during the school year. They also participate and supervise the raising and lowering of the colors at home football games.

Detail Requirements. A detail consisting of a minimum of four cadets will raise and lower the flag each school day. Cadets in 1st/2nd period will raise the flag no later than 0745 and cadets in 3rd/4th period will lower the flag at 1445 hours. The NC-075th Flag Detail Monitor for each flight will create their own Flag Detail Roster to appoint cadets to flag detail duty. Overall responsibility is with the Flight Operations Commander.

10.14. Pledge of Allegiance. Each cadet will be given the opportunity to recite the pledge of allegiance to the entire school during the morning announcements. Each flight will have a cadet monitor whose turn it is for the next day by creating a tracking sheet and brief it each day. In addition, the pledge of allegiance will be recited at the beginning of each class period. When in uniform, cadets will assume the position of attention during the pledge of allegiance. If you're in civilian clothes, you are to assume the position of attention and place your right hand over your heart. Traditionally, in military formations and ceremonies, the Pledge of Allegiance is not recited. Overall responsibility is with the Flight Operations Commander. This is a graded event and will go towards the Cadets' overall leadership grade on their report card.

SECTION 11—CADET CORPS EXCELLENCE



11.1. AFJROTC Instructors. Tuscola High School has two AFJROTC instructors, both selected and certified by the Air Force and hired by the school district to provide instruction. The Senior Aerospace Science Instructor (**SASI**) is a retired Air Force Officer and the Aerospace Science Instructor (**ASI**) is a retired Senior Noncommissioned Officer (**NCO**). Both instructors set and model the standard for excellence in our unit. Likewise, the NC-075 **Cadet Corps** is expected to also emulate this standard throughout the school, community, and all they come in contact with.

11.1.1. Cadets are taught to encounter life with a “**do it right the first time**” attitude because it saves time and effort. Successful units exceed school averages in attendance, academics, graduation, and discipline rates.

11.1.2. History of cadets striving to meet this standard also reflects

evidence of a lower number of disciplinary referrals in every class among cadets as compared to the general student body.

11.2. In short, the NC-075th **Cadet Corps** should be regarded by faculty and students as the “**best student organization on campus.**”

11.2.1. Cadet Officers (Role and Relationships.)

11.2.1.1. Cadet Officers' role in NC-075 is to provide overall **Cadet Corps** leadership:

Leads by setting the example in bearing, behavior and appearance.

Takes initiative.

Is a champion of “**What's right.**” **NOT** “**Who's right!**”

Teacher and mentor.

An advocate of AFJROTC.

A doer...not procrastinator.

Delegate when necessary, but knows they still are responsible.

11.2.1.2. The cadet officer must strive to maintain appropriate relationships with all members of NC-075. Without exception, all relationships should be based upon mutual respect:

Cadet officer to AFJROTC Instructors: Subordinate to superior, and as an advisor.

Cadet officer to cadet officer: Executive to executive, superior/subordinate/superior, advisor, fraternal.

Cadet officer to NCO: Superior to subordinate, senior partner, leader, teacher. It is important to keep in mind that this is a division of management, not a measurement of self-worth. Many officers in the Armed Forces have caused personal and organizational problems by either being arrogant towards enlisted members (*especially towards NCOs*), or by trying to be buddies with enlisted members.

Cadet officer to enlist: Superior to subordinate, leader. The same cautions apply as cited above. That does not mean cadet officers and cadet-enlisted members cannot associate, it does mean that friendships cannot interfere in a cadet doing their duty.

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

11.2.1.3.1. The role of the NCO **Cadet Corps** is to be the backbone of NC-075 and to be closer to the general **Cadet Corps** membership (*much like the time honored tradition of active-duty military*).

Sets the example on how to carry out orders.

A teacher and mentor.

A doer...not procrastinator.

An advocate for AFJROTC.

An advisor to cadet officers and, when appropriate, to SASI/ASI.

Maintainer of discipline and standards.

Delegate when necessary, but knows they are still responsible.

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

Cadet NCO to cadet officer: Trusted subordinate to superior, advisor.

Cadet NCO to cadet NCO: According to rank, fraternal.

Cadet NCO to **Cadet Corps**: Superior to subordinate, teacher.

11.2.1.4. General Leadership Guidelines

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

Be quick to publicly give credit when someone has done something worth praising. Don't go overboard, but a few sincere remarks will accomplish more than all the criticism in the world.

Criticize in private when possible. If it is a behavioral issue, make sure the person knows it is the behavior that is being criticized and what is expected of them. If it is a performance issue, tell them how to correct it.

Respect their dignity.

When criticism is necessary in public, try to avoid making it sound personal. There is a difference between observing that someone in formation needs a haircut and singling that person out for ridicule. Respect their dignity.

11.2.1.4.2. Be facilitators (*people who help to make positive things happen*). Regardless of your position in the **Cadet Corps**, you should always ask yourself in every situation "How can I make this work?" By being a facilitator, you are helping to make NC-075 a positive experience.

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

11.2.1.4.4. As members of NC-075, you are responsible for creating **Cadet Corps** environment others want to be in.

11.3. Cadets in our **Cadet Corps** are expected to make recommendations by seeking out opportunities for our unit to participate in cooperative/joint efforts with other school organizations, clubs, and programs help bond cadets throughout the school and community while expanding visibility of our program.

11.4. Academic success by our cadets is of high priority and is factored into promotions and job advancement. Cadets in need of are identified and supported through study tables/tutoring. Academic recognition programs are evident (e.g. *Kitty Hawk Air Society (KHAS)*) identifying our academic "top guns".

11.5. Our Health and Wellness Program, physical fitness is led and managed by the cadets to include planning and leading exercises to documentation and Evaluation. Program modifications are made to strengthen cadet weaknesses. Warrior or elite PT programs are encouraged.



11.6. Recruiting and Retention: In the pursuit of recruiting and retaining quality cadets, the NC-075th Cadet Corps (at all levels) is encouraged to be involved in promoting the viability of the NC-075th Cadet Corps—in other words, “**Cadets who help recruit and retain cadets are the foundation of a viable unit—We’re ALL Recruiters!**”

11.7. Cadets are encouraged to be active participants in other student organizations.

11.7.1. The NC-075th Cadet Corps is to mirror the student body and be an integral part of the student body.

11.7.2. Instructors periodically review ways to reward that participation.

11.7.3. The ASI and SASI also actively recruit

students across the entire student body: honor students, varsity athletes, band and chorus members, Key Club members, special needs students, etc.

11.7.4. In short, the NC-075th doesn’t want our Cadet Corps stereotyped as a place where the “**students who cannot do anything else join JROTC.**”

(ABOVE: Cadets perform recruiting activities at Waynesville Middle School.)

11.8. Cadets should take pride in our JROTC and school facilities. Cadets should be actively involved in keeping the JROTC area clean and neatly organized all the time (*not just when a visitor is coming*). Upon approval, cadets are allowed to decorate their area to reflect their originality and the spirit of the unit. Cadets are encouraged to keep bulletin boards neat, organized, and up-to-date.

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

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

11.9. NC-075 Instructors also encourage the principal and other administrators to publically applaud the cadets’ contributions and awards at every opportunity. For example, when a cadet excels, a 3x5 card with a short narrative be given to the principal for announcements.

11.10. Instructors also keep our activities and Cadet Corps excellence in front of the entire student body.



11.11. All of these efforts contribute to our **Cadet Corps** reputation, unit pride, and morale (*esprit-de-corps*).

11.12. Remember, our principals/administrators have many activities going on all the time and may not always see what we're up to...therefore, never forget to tell your story...give them a snap-shot on a 3x5 card to help them—help us.



SECTION 12—CADETS ASSESSMENTS & EVALUATIONS and DISENROLLMENT

12.1. Everything in the Cadet Guide assists in conducting cadets' assessments and evaluations. You become a leader in the NC-075th **Cadet Corps** by exhibiting qualities of intelligence, good judgment, decisiveness and initiative. You inspire others to follow you by setting examples of confidence, maturity and respect. In order to realize your highest potential, you must maintain high standards of self-discipline, high ideals, good manners, social grace, appropriate dress (*in or out of uniform*), and good grooming.

12.1.1. Determining how well the NC-075 **Cadet Corps** is doing.

12.1.2. Tell us how well our Instructors are doing their job especially as mentors.

12.1.3. Are we achieving our mission of citizen development in JROTC.

12.2. It is because of this that this section of our Unit Evaluation is weighted heavier than any of the others.

12.2.1. The Department of Defense Instruction and HQ requires an Inspection be accomplished annually.

12.2.2. The NC-075th will receive a formal external Evaluation from AFJROTC/HQ every third year, and we must also conduct a self-inspection in the other two years.

12.2.3. Each leadership group (*every semester*) is given the opportunity to prepare our unit for inspection—this is a great learning tool for all cadets.

12.2.4. NC-075th Cadet Leaders (*along with the instructors*) prepare and execute an inspection every year just as they would for an external unit evaluation from HQ. The event date will be recommended and scheduled by the Cadet Senior Staff after gaining SASI approval then annotated in our unit's yearly planning calendar.

12.3. The NC-075 appoints our cadet Vice Commander as the one responsible for preparing the unit for inspection. He or she may want to farm out the parts of the Evaluation checklist to the functional leaders in the unit. Unit involvement from every cadet in the preparation/execution is mandatory.

12.4. The SASI will normally solicit someone of importance to be the '*Inspecting Officer*' for our self-inspection. This could be a local National Guard Commander, the Haywood County School Superintendent, our principal, etc. Cadets must plan the day of the inspection just as if AFJROTC/HQ was the inspecting offer.

12.5. Adherence to dress and appearance standards and uniformity define the pride and professionalism of a unit. Cadet leaders must take individual pride in wearing their uniform but also inspect, correct, and help others wear the uniform properly demonstrate teamwork. Staff level cadets should be involved in the uniform inspection process and provide feedback to younger cadets.

12.6. *ASSESSMENT CHECKLIST ITEM* Please note, the first item in the "**Cadet Operations**" portion of the Assessment Checklist is centered on uniform wear—everyone is in the same uniform, the uniforms are clean/pressed, and cadets are properly groomed. The NC-075th's **Cadet Corps** grade in this area is dependent on whether all or only a portion of unit is in compliance.

12.7. Cadets must develop a **Cadet Corps** Unit Briefing Presentation (*i.e., a promotional unit mission PowerPoint presentation*) describing the NC-075's demographics (*introduces the unit to the evaluator and discusses special conditions that unit may face*), goals and goal progress, other unit achievements not addressed in their unit goals, and future challenges. The presentation must also address the unit health and wellness program (*how it operates, assessments, progress to date*). Our unit presentation should include pictures of our activities. Cadets may include activities that go back to the last external evaluation we received. After the cadets have rehearsed their briefing, the SASI may want to roll-play as the inspector and have the cadet leaders' field questions from the evaluator. **NOTE:** The NC-075th Cadet Corps Commander is responsible for the completion of this presentation.

12.8. The Cadet-Led 30 Command Drill Sequence will be accomplished by 2nd year cadets (*in a 4 year program*) or first year cadets (*in a 3 year program*). Cadets will be given the opportunity to practice in the gym area if available,

12.9. Cadet Disciplinary Evaluation Board. (For detailed info, "Section 15 Cadet Disciplinary Evaluation Board").

12.10. Cadet Evaluations. Cadets will receive three (3 each) written evaluations. One is informal and the other two are formal. All cadets receive an informal evaluation during the first 30-days of each semester. This informal evaluation is a self-assessment tool allowing each cadet to evaluate themselves, and to gain feedback from their supervisor (element leader, Flt Sergeant, or Flt Commander), and finally, receive feedback from the instructors. All cadets will use the **NC-075 Cadet Self, Peer, and Supervisor Assessment (Form # 15)** to conduct this informal evaluation. All informal evaluation forms will be maintained at each cadet's respective flight.

12.10.1. Cadet Evaluation Purpose. The purpose of the evaluations is for cadet supervisors to give written objective feedback to cadets on their performance and progression in the **Cadet Corps**. Supervisors will accomplish the evaluations and submit them through the Chain-of-Command to reach the Deputy Group Commander by the established suspense date. Once the Deputy Group Commander has accounted for all evaluations, they will be forwarded to the Group Commander and SASI/ASI for review, after which they'll be filed in the cadets' personnel file. Evaluation reports may be used for promotion, awards, and other considerations.

12.10.2. After all informal evaluations on ALL personnel have been accomplished; Cadets should now be prepared to use the feedback received and work towards accomplishing any personal/unit goals identified during the evaluation. At the conclusion of each nine weeks, ALL Enlisted Cadets will be evaluated using the **NC-075 Enlisted Cadet Evaluation Form # 13; refer to Attachment # 43**. There are eight categories that are rated on enlisted cadet's weekly performance – *time management, perseverance, willingness to try, ability to work with others, helpfulness, ability to work without close supervision, alertness to instruction, and maturity*. At the end of the semester, ALL Enlisted Cadets will receive their final evaluation using **NC-075 Form 29; Cadet Performance Evaluation (quarter/SEMESTER)**. Refer to Attachment # 29.

12.10.2. Officer Cadets also receive an informal evaluation during the first 30-days of each semester using **NC-075 Cadet Self Evaluation, Cadet Supervisor, Instructor Evaluation Performance Assessment (Form # 15)**. After all informal evaluations on ALL personnel have been accomplished; Cadets should now be prepared to use the feedback received and work towards accomplishing any personal/unit goals identified during the evaluation. At the conclusion of each nine weeks, ALL Officer Cadets will be evaluated using the **NC-075 Cadet Officer Evaluation Form # 14; refer to Attachment # 45**. There are eight categories that are rated on officer cadet's weekly performance – *time management, perseverance, willingness to try, ability to work with others, task management, ability to work without close supervision, maturity, and future responsibility*. At the end of the semester, ALL Enlisted Cadets will receive their final evaluation using **NC-075 Form 29; Cadet Performance Evaluation (quarter/SEMESTER)**. Refer to Attachment # 29.

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

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

12.12.1. Disenrollment is recommended by the AFJROTC instructors and approved by the Tuscola School Administration.

12.12.2. Disenrollment WILL used be a last resort; proceeded by substantiated documentation and corrective counseling, to maintain the morale and discipline of the unit.

12.12.3. The following list is NOT all inclusive and a cadet may be removed for any one or combination of the following:

12.12.3.1. *Cadet Honor Code* violation(s), disciplinary problems, and other derogatory reasons.

12.12.3.2. Failing to maintain acceptable course standards such as, but not limited to the following: failing grades, improper haircuts, unacceptable grooming, incorrect uniform wear, failure to wear the uniform when required, i.e., four or more no uniform days per semester or half of the academic year, etc.

12.12.3.3. Ineptitude (*inability or unwillingness to grasp academic material*) or indifference to training; i.e., participation in drill and ceremonies or leadership development activities.

12.12.3.4. Undesirable traits of character and/or inappropriate behavior (*in or out of uniform*) while participating in AFJROTC. 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.

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

12.12.3.6. Individual request for release, consistent with current THS drop/add policy.

12.12.4. Failure to Comply with AFJROTC and/or Tuscola High School Regulations and Standards.

12.12.4.1. Failure to comply with the personal appearance and grooming standards prescribed in Air Force Instruction 36-2903 and the AFJROTC Uniform and Awards Chapter of the Operation Supplement. Examples of inappropriate grooming include (**males**) earrings, dreadlocks/braided hair, beards, fad haircuts, baggy/saggy pants; (*females in uniform*) multiple earrings, facial piercing, multicolored fingernails, excessive hair that interferes with proper wear of headgear.

12.12.4.2. Cadets not demonstrating proper conduct will be limited in participation so that the “good order and discipline” of the unit is not compromised. If rescheduling these cadets is not possible, they will be permanently removed from the Good Standing List and the training environment with a failing grade for not meeting Congressional standards.

12.12.5. Any other reason deemed appropriate by the SASI and/or school administration.

SECTION 13—NC-075 CADET CORPS ORGANIZATION

13.1. Organization of a Cadet Corps. A unit's organizational structure should be appropriate to the number of cadets enrolled. Units with 250 or less cadets are typically organized as a Cadet Group; and units with more than 250 cadets are typically organized as a Cadet Wing. Units are authorized to deviate from the recommended organizational structure criteria to ensure an efficient organization and effective program, e.g., units with less than 175 cadets may desire a small organization structure such as a squadron.

13.1.1. A Wing is comprised of two or more Groups. A Group is comprised of two or more Squadrons. A Squadron is comprised of two or more Flights. A Flight is comprised of two or more Elements. Elements will consist of three or more cadets (*including element leader*). The NC-075th **Cadet Corps** is organized as a Group with two Squadrons; 1) Operations, and 2) Mission Support.

13.1.2. The organizational structure reflects the actual functions of the **Cadet Corps** with command, staff, and rank identified. The functional organization is consistent with military organizational principles. The SASI may add/delete appropriate positions within the **Cadet Corps** organization as required.

13.1.3. Job descriptions are required and provided for each **Cadet Corps** position and are provided in an attachment to the Cadet Guide. All Position/Duty Titles and Office Symbols are standardized to Air Force nomenclature. The NC-075th **Cadet Corps** has developed an organizational structure chart that clearly indicates unit structure and Chain-of-Command. Additionally, the attachment provides a detailed listing showing all designated **Cadet Corps** positions and job descriptions in a location accessible to the entire **Cadet Corps**.

13.1.4. Instructors select the NC-075th **Cadet Corps** Commander, subordinate commanders, and key staff members required by the organizational structure of the unit. Instructors allow cadet commanders and key staff members to propose remaining cadet staff members.

13.1.5. Units are required to have many cadet functional positions. One of those required positions is a Cyber Officer position. Our Cyber Officer position is aligned under the Mission Support Squadron. The primary duties of this position is coordinate Cyber Patriot issues, to serve as POC for the unit web-site, help provide information security for unit information systems and handle any other cyber or information technology issues for the unit.

13.2. Both our Operations and Mission Support Squadrons report directly to the Group Commander.

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

13.3.1. There is a commander at group, squadron, and flight levels; a deputy commander and superintendent at group level; first sergeant at squadron level; and a flight sergeant at flight level.

13.3.2. Staff positions are established to perform the "committee work" of the organization. These positions have titles similar to those used in active Air Force organizations. Positions are assigned based on a cadet's leadership potential and ability, recommendations from the staff, and participation in the **Cadet Corps**.

13.3.2.1. Each cadet occupying a position must know his/her job description, and should become familiar with the responsibilities of the other positions. It is important each cadet know how the group, squadron, and flights are designed to function and how tasks are divided and related to one another. Job descriptions for each staff position/function are detailed below in this section.

13.3.2.2. Staff positions are similar to those of almost any organization. For example: personnel – membership committee; information management – secretary or record keeping; logistics – supply; public affairs – news and publicity.

13.3.3. Cadets schedule and run their respective Staff meetings, may be held in either AFJROTC Classroom E4 or E8, so **Cadet Corps** activities must be planned, organized, and coordinated thru the Executive Officer.

13.3.3.1. Group Commander will conduct the meeting. Staff will speak one at a time when given the floor.

13.3.3.2. Both the Executive Officer (*Primary*) and Director of Information Management (*Alternate*) serve as recorders and prepare a report of each meeting detailing decisions reached, actions taken, assignments made, etc. The report will be submitted through the Group Commander to the SASI no later than two school

days following the meeting. A copy of the minutes will be posted on the bulletin board.

13.3.3.3. The Group Commander will follow-up to ensure actions directed during staff meetings are accomplished by the responsible staff members.

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

13.4. Cadet Duty Titles and Rotation. The Unit Manning Document (**UMD**) outlines the NC-75th's authorized positions.

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

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

13.4.1.2. The Deputy Group Commander is usually selected from among senior-year AFJROTC cadets and holds cadet officer rank.

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

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

13.4.1.5. Flight Commanders usually hold officer rank while element leaders are typically enlisted positions.

13.4.2. Positions are rotated to allow several cadets an opportunity to experience the various leadership positions. Changes of **Cadet Corps** Group Commander and staff will normally occur at the end of each school year. More frequent changes will be made, if necessary. Rotating Key Staff cadet positions will generally occur following the end of two nine- week grading periods. Other staff positions will be rotated in such a way to utilize the experience and talent of **Cadet Corps** members and fill available **Cadet Corps** positions of authority. Cadet flight positions will normally be rotated at nine week intervals. Due to experience limitations, certain cadets may be kept in specific positions for longer periods. Special promotions may be made at any time in order to fill a need or to recognize special merit.

13.5. ORGANIZATIONAL CHART. The NC-075th organization chart shows how our unit is organized. In looking at the organization chart, it identifies position relationships and most importantly, it shows who works for whom.

13.6. NC-075 CADET CORPS UNIT JOB DESCRIPTIONS.

13.6.1. General. AFJROTC Instruction 36-2001 requires that the SASI write and make available job descriptions to all cadets. The purpose of a job description is to outline the general duties and responsibilities of any particular leadership position in the group. As cadets consider personal goals in AFJROTC, they should refer to the general job descriptions to see those areas that apply.

13.6.2. Remember, each leadership position has responsibilities and a rank that will allow a cadet to carry out these responsibilities. The goal should not be to "be a cadet captain," but to fill a leadership position that has a rank of cadet captain associated with it.

SECTION 14—CADET RANK, STAFF SELECTION and ROTATION

14.1. Cadet Rank and Rotation in the NC-075th depends primarily on the strengths and shortcomings of the individual cadets when assigning them to positions to ensure they gain the greatest leadership benefits. Promotions are a motivational tool that are unavailable if rank structure is not managed properly; i.e., avoid promoting cadets to the maximum authorized rank too quickly to ensure proper progression and promotion opportunities.

14.1.1. Rank is evidence of promotion and standing among cadets. Rank is also evidence of a cadet's increase in maturity, ability, and willingness to accept additional responsibility.

14.1.2. The word “cadet” or an abbreviation must be a part of all references to cadet ranks.

14.1.3. AFJROTC Candidates: Candidates are “first year” students who are new to the AFJROTC program. Candidates will be given training and instruction in the first few weeks of the AFJROTC I course. After successfully completing this initial orientation phase of instruction, and taking the cadet oath, “candidates” will be upgraded to “cadet” status at the rank of Airman Basic. Candidates will be addressed as “Mr./Ms.” (*last name*) until they upgrade to cadet status.

14.1.4. All cadets are assigned a permanent grade commensurate with the number of AFJROTC years satisfactorily completed; i.e., the permanent grade for first-year cadets is Airman; second-year, Airman First Class; third-year, Senior Airman; fourth-year's receive Staff Sergeant. Permanent grades may be awarded during the second semester of each year. Retention of permanent grades is contingent upon satisfactory performance and behavior as determined by the AFJROTC Instructors. Permanent officer status will be awarded to cadets holding officer positions for two or more grading periods. Exceptions are authorized at the discretion of the AFJROTC Instructors and in accordance with published unit guidance.

14.1.5. Cadets may be assigned a temporary grade based on a specific position. Use of a temporary-permanent grade pattern is optional and intended to serve as an administrative vehicle for rotation of responsibility and to avoid imbalances in grade structure. Cadets serving in a temporary grade may revert to their permanent grade upon completion of these duties. At the discretion of the AFJROTC Instructors, cadets in their final term of AFJROTC may retain the highest rank to which they have been promoted, regardless of course level.



(In March 2016, the NC-075th Cadet Corps flew with the NC-019th Civil Air Patrol Squadron in Asheville, NC.)

SECTION 15—CADET CORPS STANDARDS of CONDUCT

IT'S ALL ABOUT RESPECT.

15.1. Importance of Standards. The nature of the JROTC mission, as well as its high visibility within the school and the community, requires its members to adhere to higher standards than might normally be found among

the student population.

15.2. BASIC MILITARY COURTESY.

15.2.1. Yes Sir/Ma'am. Cadets will address the SASI, ASI, and other AFJROTC cadets with the words, “*Sir/Ma'am*”, “*Yes Sir/Ma'am*” and “*No Sir/Ma'am*” as appropriate. These rules also apply when addressing any other personnel who warrant such courtesies (*principal, teachers, visiting military/guests, etc.*).

15.2.2. Cadet Rank vs. Military Rank. Cadet rank/grade will not be confused with U.S. Military Rank/grades. The word *cadet* will be a part of any written or spoken reference to a specific cadet rank. When writing your rank and name, place a capital ‘C’ with a ‘/’ in front of your name, i.e. “C/SSgt. Smith.”

15.3. Conduct, Character, and Responsibility (CCR).

15.3.1. As stated earlier in this guide (*Chapter 1/Section 2*) the mission AFJROTC is to develop citizens of character dedicated to serving their nation and community. The goals supporting this mission are to instill values of citizenship and service to the United States, develop personal responsibility, and instill a sense of accomplishment in high school students. We accomplish the mission and those goals by meeting six primary objectives; educate and train high school cadets in citizenship; promote community service; instill responsibility, character, and self-discipline; and provide instruction in air and space fundamentals.

15.3.2. CCR is a critical element in AFJROTC mission accomplishment especially when considering the goal and objectives highlighted above. Holding cadets accountable providing established, communicated, and equitable consequences for both positive and negative behavior and actions is a necessity. The Demerit/Merit Program concerns the overall (*in and out of the classroom*) activities of our cadets is the second element of CCR.

15.4. U.S. AIR FORCE CORE VALUES. As stated earlier in **Section 5**; the U.S. Air Force Core Values are the foundation upon which it is built upon; and AFJROTC is its vehicle in which these values are taught to high school students around the world. In short, these values are a fundamental set of guidelines one can use throughout their life.

15.4.1. INTEGRITY FIRST. Integrity means devotion to honesty, truthfulness, doing one's duty, and doing what is right. This means that your word can always be counted upon and that you can be trusted to accomplish your job. The willingness to do the right thing even when no one is looking.

15.4.2. SERVICE BEFORE SELF. Service is the giving of self to provide for the welfare of other. Personal desires are not considered in the concept of service. Professional duties take precedence over personal desires.

15.4.3. EXCELLENCE IN ALL WE DO. Excellence means doing the very best you can in each job you perform regardless of how large, small, difficult, or easy it is to accomplish. Strive to do your best, always giving 100 percent in all you do. Service Before Self also means that professional duties take precedence over personal desires. Military service is not just another job. Every military member realizes from day one, that his or her individual needs will be second to the needs of the nation. A leader unwilling to sacrifice individual goals cannot convince other unit members to do so. While personal goals often coincide with Air Force goals, there is no room for personal agendas at the expense of the institution or the American people. JROTC emulates the military. Excellence in all we do directs us to develop a sustained passion for continuous improvement that will propel you into an upward spiral of accomplishment and performance.

15.4.4. Present times call for values that serve as a beacon toward the right path. They set the standard for our behavior, our service to country, and our treatment of one another. The Core values; Integrity First, Service Before Self, and Excellence in All We Do, are the foundations upon which a truly quality Air Force is built.

15.5. CADET CREED. (See Attachment)

15.6. CADET PLEDGE. (See Attachment)

15.7. RULES of CONDUCT.

15.7.1. CADET HONOR CODE.

15.7.1.2. "I will not lie, cheat, or steal nor will I tolerate any cadet who does."

15.7.1.3. The Tuscola High School AFJROTC Cadet Honor Code serves as a moral guideline for cadet conduct. You are expected to uphold the high standards set forth in the Honor Code.

15.7.1.4. Definition of terms:

15.7.1.4.1. Lying = making misleading, partial, or untrue statements with the intent to deceive

15.7.1.4.2. Stealing = willfully depriving another of property, either real or intellectual

15.7.1.4.3. Cheating = willfully taking advantage of others such as copying homework

15.7.2. GUIDELINES FOR PROPER CONDUCT.

15.7.2.1. Respect those in positions of authority and those appointed over you

15.7.2.2. Show respect for the American flag, your JROTC instructors, teachers and principals, and higher-ranking cadets.

15.7.2.3. Render the proper salute to the flag, AFJROTC instructors, and active duty military officers of any service.

15.7.2.4. Respect your uniform by wearing and maintaining it properly.

15.7.2.5. Obey all AFJROTC and school rules.

15.7.2.6. Obey your teachers without argument.

15.7.2.7. Participate in all classroom activities and extracurricular activities when possible.

15.7.2.8. Always strive to do your very best.

15.7.2.9. Firmly refuse to participate in immoral or degrading activities or those which could damage your personal integrity or integrity of the *Cadet Corps*.

15.7.2.10. Constantly strive to be a positive example for other cadets and students at Tuscola High School.

15.7.2.11. If at first something does not seem right to do, it probably isn't. ..Don't do it!

15.7.3. GOOD STANDING LIST. To be in good standing, cadets must meet the following requirements:

- ☐ **Conduct must be outstanding. Cadets must have no integrity violations, insubordination, disrespect, and disrupting class. Behavioral Conduct issues could result in immediate removal from the Good Standing List.**
- ☐ **Miss no uniform wear days without an instructor's permission.**
- ☐ **Meet program deadlines for required information/forms, haircuts, etc.**
- ☐ **Meet Chain-of-Command deadlines and job responsibilities if assigned a leadership position.**
- ☐ **Must have an 85 test average and satisfactory participation in the physical fitness program.**
- ☐ **No Tuscola High School ISS or OSS after the effective date established by the SASI.**

NOTE: Removal from the Good Standing List may be initiated by the Cadet Chain-of-Command for any of the above reasons; however, only the instructor may actually remove a cadet. The SASI will keep a current list of cadets on the Good Standing List. A cadet may be placed back on the Good Standing List when deficiencies have been corrected as determined by the instructors.

15.7.4. UNIFORM WEAR DAYS and INSPECTION: Uniform Wear Days and Inspection. Uniforms are part of the AFJROTC program. United States Code (law) requires that “cadets will wear the prescribed JROTC uniform at least 1 day per week.” AFJROTC cadet activities, such as field trips and Summer Leadership School, are funded by Congress, and are limited to cadets who met standards of academic achievement and conduct. Over 100,000 AFJROTC cadets (and over 500,000 Army, Navy and Marine JROTC Cadets) wear this uniform every week worldwide. AFJROTC Instruction 36-2001, dictates that uniform inspections are a significant part of your grade. Wednesday is the weekly uniform inspection. Check our AFJROTC monthly calendar on GOOGLE for inspection dates and uniform combination. You are provided all the uniforms you are to wear. Wearing the uniform reflects pride in yourself, & the *Cadet Corps*! Maximum possible uniform points = 100.

MONDAY	Tuesday	Wednesday	Thursday	Friday
AEROSPACE SCIENCE (AS)	PT Uniform NO SANDALS!!	Wear the uniform & Inspection	AEROSPACE SCIENCE (AS)	Make-Up Day for Presidential Fitness Program
LEADERSHIP EDUCATION (LE)	YOU MUST WEAR SHOES NO BARE FEET!		LEADERSHIP EDUCATION (LE)	Optional AS/LE/Drill/

NOTE: Wednesdays - You must remain in uniform throughout the entire school day, If you change out of uniform before the end of the school day you will earn a zero (0) grade for uniform inspection, and a referral.

☐ Cadets assigned to In-School Suspension (ISS) will wear their uniform to those disciplinary facilities.

***If SASI/ASI Approved—Uniform Make-Up Day When Absent:**

On Air Force blue, ABU, or designated detail uniform day if you are...	Wednesday	And worn on next JROTC day...	And worn on next JROTC day...
Present in uniform	Grade is up to 100%		
Absent but are excused	Are absent	Grade is up to 100%	Grade is up to 70%
Absent but are not excused	Are absent	Grade is up to 70%	Grade is 0%
In ISS or OSS	Wear in ISS only; Grade is ZERO unless worn.	Grade is up to 100	Grade is zero

If a cadet is not in uniform on uniform or inspection day they receive a zero grade (0) for the inspection; and will require one of the following explanations: email, phone or face-to-face explanation, from a parent or guardian presented to the SASI/ASI'S.

Most common excuses and explanation:

“I forgot.” (POOREST EXCUSE) Response: You must learn responsibility for your actions and must plan ahead in order to meet your obligations.

“My parents forgot.” (*NEXT POOREST EXCUSE*) Response: Do not depend on anyone else to prepare your uniform. It is your responsibility. We don’t give grades to your parents; we give them to you.

“It’s in the cleaners.” (*POOR EXCUSE*) Response: Uniform day is once a week, therefore, after wearing, inspect it and ensure it is ready for the following week. If it needs cleaning or washing (shirt only), take care of it immediately so it will be ready for inspection day.

“The trousers or pants are torn.” Or, “The zipper is broke.” (*Costly in terms of grade and money*). (*ANOTHER POOR EXCUSE*) Response: Prior to the inspection (*written excuse*) advise an instructor when this happens. If it just happened, perhaps it was caused by last minute rushing or by not taking proper care of the uniform.

“No excuse, sir.” (*HONEST*) Response: Take the poor results of your performance and most of all “it demonstrates the cadet integrity by accepting responsibility for their actions.”

15.7.4.1. Health and Wellness (Physical Training), the Presidential Physical Fitness Program and Drill. The Air Force Junior ROTC (AFJROTC) cadets have physical fitness every Tuesday, and/or physical fitness and leadership/drill training every Friday. The goal of the program is to practice health and fitness, develop leadership and followership skills, group problem solving and personal responsibility. All students are expected to wear the provided Air Force Physical Fitness uniform. Cadets will change out prior to exercise and will shower afterwards.



15.7.4.2. Health and Wellness (Physical Training); The Presidential Physical Fitness Program and Drill Grades:

On designated PT day if you are...	PT DAY - TUESDAY	Leadership/PT/Drill Day – Friday
Present and participate in proper PT/gear	Points up to 100	Points up to 100
Present and non-participant with signed note from physician/nurse or parent.	Points up to 100	Points up to 100
Present and have only half of your PT uniform or do not participant.	50% grade reduced or ZERO points and office referral/parent note. Indifference to training and subject to removal from AFJROTC with >69 (F) grade	50% grade reduced or ZERO points and office referral/parent note. Indifference to training and subject to removal from AFJROTC with >69 (F) grade
Absent but are excused (includes field trips)	Points up to 100	Points up to 100
Absent but are not excused.	ZERO Points and office referral/parent note	ZERO Points and office referral/parent note
In ISS or OSS	ZERO Points	ZERO Points

15.7.5. JROTC PUBLIC DISPLAY OF AFFECTION (PDA) POLICY. Refined and dignified adults refrain from PDA. Kissing or other overt displays of affection by cadets are prohibited anywhere, anytime while in uniform. Additionally, cadets are prohibited from PDA when not in uniform anywhere in JROTC classrooms or during JROTC-sponsored activities in or away from school.

15.7.5.1. This includes holding hands with boyfriend/girlfriend, hugging, kissing, sitting in laps, or any other displays of affection. Partaking in any such activities while in uniform will result in an Infraction *1-14: Misconduct or other actions bringing discredit upon the Cadet Corps*) and be issued an AETC Form 341; with four demerits.

15.7.5.2. 1st PDA warning by an instructor—Cadet's personnel record will be annotated. Promotion, staff selection, field trip participation could be affected.

15.7.5.3. 2nd PDA warning by an instructor—Offending cadet will be demoted at least one cadet rank. A Cadet serving in a *Cadet Corps* leadership position will be removed from that position. Cadet will be ineligible for the JROTC "good conduct ribbon," end-of-year awards, and scholarships.

15.7.5.4. 3rd PDA warning by an instructor—Instructors and principals will determine appropriate punishments that could include dismissal from the JROTC program.

15.7.5.5. The reasons for PDA policy are as follows:

The good order and discipline of the *Cadet Corps*.

Detracts from the image we are trying to establish and maintain.

Potential undermining of superior to subordinate roles/relationships.

Changes relationships from professional to personal.

Gives rise to perceptions of favoritism within the *Cadet Corps*.

PDA RULES If you are ...	In any AFJROTC uniform (all combinations)	Not in an AFJROTC uniform	Dating one of the cadets	Dating a non- cadet	Non Cadets
... and in the AFJROTC facility	...then NO PDA	...then NO PDA	...then NO PDA	...then NO PDA	...then NO PDA
ON Campus	NO PDA	Haywood County School (HCS) Rules apply	HCS Rules apply	HCS Rules apply	HCISD Rules apply
OFF Campus	NO PDA	Does not apply	Does not apply	Does not apply	Does not apply
AFJROTC Events (Includes joint community service)	NO PDA	NO PDA must be clearly separated	NO PDA must be clearly separated	NO PDA must be clearly separated	NO PDA must be clearly separated
	...on AFJROTC trips & rare overnight trips	NO PDA	Does not apply	Only one may go on overnight trips; otherwise, must be clearly separate.(see para. 28)	Does not apply
... at a military ball	Limited to Dancing	Limited to Dancing	Limited to Dancing	Limited to Dancing	Limited to Dancing

15.7.5.6. PDA Philosophy on cadet dating relationships: Dating is acceptable and can be an expected activity of high school students. However, as a member of the military's junior cadet corps, and our AFJROTC unit, cadets are held to higher levels of values, customs and courtesies. Cadets should practice self-control and respect for themselves, their dating partner and anyone else in a public situation. Respect is the key and the relationship should not impede on the accomplishment of missions in the *Cadet Corps*. Responsibility, and self-control are all part of a good mutual relationship based on trust.

15.7.5.7. In general (see matrix above), Cadets in a dating relationship may participate in *Cadet Corps* activities.

With the following rules applying:

PDA will be briefed to cadets/parents/teachers/students and guests; prior to any AFJROTC sponsored event. Only one cadet in a dating relationship may attend an overnight (rare) curriculum in action, drill competition event, and work on the same cadet activity, project or committee.

Dating cadets must be physically separated at all times inside our facility, or while on any AFJROTC single day event. Meaning you can't work next to each other, work on the same JROTC projects together, and sit next to each other on buses, chairs, meals, or presentations.

Our facility, activities, or trips are NOT dating events. JROTC is not your way of being together. Our purpose has a higher meaning and value to all cadets.

No appearance of PDA, in accordance with the rules will be tolerated during any event.

No cadet in a command staff position from superintendent all the way up to the *Cadet Corps* Commander will be able to date each other in the command staff.

Cadets may, however, date each other as long as they are not in the same direct chain of command.

NOTE: The only exception to this rule is the *Cadet Corps* Commander, whom cannot date ANYBODY in the *Cadet Corps*.

During a Dining Out, Military Ball or Dance. It is within decorum to hold hands and dance. However, placement of hands or touching needs to be respectful and follow to the letter the Haywood County School District Student Handbook.

When Cadet Corps activities and non-cadets in attendance.

All non-cadets will follow PDA rules outlined in the cadet guide and the Haywood County School District Student Handbook – Tuscola High School NC-075th Cadet Guide.

Students from other School District/ organizations participating in an AFJROTC sponsored event (e.g. *Can Food Drive, Blood Drive or other community program*) will abide by the PDA rules and any Haywood Co. School governance.

15.7.5.8.. PDA rules while in civilian clothes: PDA is prohibited in civilian attire ONLY while you are in the JROTC building, 100 paces away from the front doors in any direction outside of the JROTC building, at any JROTC function on or off campus and any sponsored AFJROTC event (*to include drill practices, physical training, fund raisers, etc....*), in the community, or on field trips while in civilian clothes. Cadets in civilian clothing are reminded that their character is a reflection to others of the military and civil values we teach. While we cannot force you to abide by this rule in civilian clothes away from cadet activities, or cadet facilities, we encourage cadets to show respect and restraint in public.

15.7.5.9. Failure to follow PDA rules. Cadets who cannot control their behavior whether in uniform or not, show a weakness for PDA as defined in this guide. This conduct is not consistent with the Air Force Core Values (*i.e. Integrity First, Service before Self, and Excellence in All We Do*), the leadership traits developed in AFJROTC, or the unit values. Cadets who cannot control their behavior may jeopardize their further participation and success in AFJROTC with consequences.

NOTE: Engaging in PDA as defined in this guide will be dealt with by any or all of the following methods: a verbal or written warning to the cadet, demerits, serving detention, termination of a staff position the cadet holds in the unit, demotion of rank, referral to the school administration, and for sure - a conference with the parent(s) or guardian(s). Further actions could lead to dismissal from our program.

15.7.6. Quibbling. When a Cadet Officer or NCO gives an order, it can be considered to be an order from the Cadet Commander. This means that orders should be followed to the fullest extent possible.

15.7.6.1. Cadets who feel they are being treated unfairly should still carry out the order to the best of their ability without quibbling. After the order has been carried out; he/she should attempt to discuss the incident to the ordering Officer/NCO.

15.7.6.2. If the Cadet still feels that they are being treated unfairly, then they should take the incident to the next cadet on the Chain-of-Command.

NOTE: Cadets should make every attempt possible to use their chain-of-command; however, he/she believes their best course of action is to speak with the SASI or ASI—they are authorized to do so.

15.7.7. Knock-it-offs. Any time a cadet feels that he/she or someone else is being treated in an inappropriate manner not in accordance with applicable Air Force Junior ROTC regulations, NC-075 Cadet Corps Guide, Tuscola Student Handbook, and Haywood County School Board policies, the cadet may call a “*Knock-it-off.*”

15.7.7.1. This includes any degrading comments or discrimination with respect to race, religion, ethnicity, gender, or any other offensive remarks. Most importantly, if a cadet senses that his/her physical well-being is in danger, or an incident occurs that requires immediate teacher or administrator attention, he/she will call a “*Knock-it-off.*”

15.7.7.2. The intent of this phrase is to automatically bypass the Cadet Chain-of-Command, and report such serious incidents directly to the SASI/ASI.

15.7.7.3. Cadets will only call “Knock-it-offs” in the appropriate circumstances, and will not abuse the phrase to by-pass or undermine the cadet Chain-of-Command

15.7.8. Treatment of Cadets—*Inappropriate Behavior.*

15.7.8.1. All NC-075 cadets are to treat one another with courtesy and respect.

15.7.8.2. Inappropriate behavior, in or out of uniform, is prohibited while ENROLLED in AFJROTC.

15.7.8.3. These behaviors include, but are NOT limited to; involvement with illegal drugs, alcohol consumption, cyberbullying, tobacco use, horseplay, fighting, derogatory/disparaging remarks, insubordination, disrespect, verbal threats, and physical attacks.

15.7.8.4. Cadets are strictly forbidden to use improper or abusive language. In addition, Cadets are not allowed to coerce lower class cadets for personal gain. Refer to para. 15.7.9. for additional prohibited behaviors.

15.7.8.5. Misuse of authority/position will not be condoned; nor will these behaviors be tolerated.

15.7.9. PROHIBITED BEHAVIORS—ASSAULT / HAZING / HARASSMENT / *Improper Use or Abusive LANGUAGE*

15.7.9.1 Assault, Improper use/abusive language, Hazing/Harassment of Cadets are ALL STRICTLY PROHIBITED!!!

15.7.9.1. Any form of physical/verbal assault or mental abuse is strictly prohibited.

15.7.9.2. Hazing; is defined as the practice of directing someone of lesser rank to perform a humiliating act which entails the surrender of dignity and self-respect or a hazardous act which exposes one to physical danger or bodily harm, is strictly forbidden. Requiring cadets to perform push-ups or any other physical activity as punishment is also forbidden. These activities may only be performed as a part of a unit's regular physical conditioning program.

15.7.9.3. Your receipt of this guide constitutes your understanding and acceptance of the prohibition on student Hazing and/or Harassment in accordance with North Carolina General Statutes and Haywood County School Board Policies.

15.7.9.4. The NC-075 **Cadet Corps**, and moreover, the Haywood County Schools will NOT tolerate assaults, threats, or harassment from any student. Any student engaging in such behavior will be removed from the classroom or school environment for as long as is necessary to provide a safe and orderly environment for learning.

15.7.10. PROHIBITED BEHAVIOR.

15.7.10.1. Assault Students are prohibited from assaulting, physically injuring, attempting to injure, or intentionally behaving in such a way as could reasonably cause injury to any other person. Assault includes engaging in a fight.

15.7.10.2. Threatening Acts. Students are prohibited from directing toward any other person any language that threatens force, violence, or disruption, or any sign or act that constitutes a threat of force, violence, or disruption. Bomb and terrorist threats are also addressed in Haywood County School Board (**policy 4333**) *Weapons, Bomb Threats, Terrorist Threats, and Clear Threats to Safety*.

15.7.10.3. Harassment. Students are prohibited from engaging in or encouraging any form of harassment, including bullying and cyberbullying of students, employees, or other individuals on school grounds, at school-related functions, and at any time or place when the behavior has a direct and immediate effect on maintaining order and discipline in the schools. Harassment is unwanted, unwelcome, and uninvited behavior that demeans, threatens, or offends the victim and results in a hostile environment for the victim. A hostile environment may be created through pervasive or persistent misbehavior or a single incident if sufficiently severe.

15.7.10.4. Harassment and bullying are further defined in (policy #'s:1710/4021/7230); *Prohibition against Discrimination, Harassment, and Bullying*. Complaints of harassment will be investigated pursuant to (policy #'s:1720/4015/7225); *Discrimination, Harassment, and Bullying Complaint Procedure*.

15.7.10.5. For incidents of misbehavior that do not rise to the level of harassment, see policy 4310, Integrity and Civility, which establishes the expectation that students will demonstrate civility and integrity in their interactions with others.

15.7.10.6. Policies presented in this Guide are not inclusive, but are examples of approved Haywood County School Board policies regarding Student behavior.

15.7.10.7. For a full list of Haywood County School Board Policies please refer to the Haywood County Schools home page; keyword <policy> at the following link <http://www.haywood.k12.nc.us/> : *Prohibition Against Discrimination, Harassment, and Bullying* (policy #'s: 1710/4021/7230), *Discrimination, Harassment, and Bullying Complaint Procedure* (policy #'s: 1720/4015/7225), *Student Behavior Policies* (policy #: 4300), *Integrity and Civility* (policy #: 4310), *Assaults, Threats, and Harassment* (policy #: 4331), *Weapons, Bomb Threats, , Terrorist Threats, and Clear Threats to Safety* (policy #: 4333). *These were officially Adopted by HCS Board of Commissioners' on June 8, 2015.*

15.8. Cadet Corps Awards (*Merit*) and Discipline (*Demerit*) Program.

15.9. Air Education and Training Command (AETC) Form 341. Attachment 15A

15.9.1. Purpose: Used to record displays of excellence/discrepancies.

NOTE: These forms are also commonly referred to as "341's."

15.9.2. Each cadet must maintain at least two AETC Form 341's' on his/her person at all times.

NOTE: *AETC Form 341's may only be "pulled" by cadet Officers and AS-III and AS-IV Cadre (when assigned).*

15.9.3. AETC Form 341's will be **pre-filled** out displaying the cadet's last name, first name, and middle initial, JROTC class year, unit organization and flight name.

15.9.4. The excellence/exhibited discrepancy description will be filled out by the signing Officer or AS-III and AS-IV Cadre using the infraction/action identification numbers.

15.9.5. The AETC Form 341 form will include the time, date, and place of the infraction/action, and a brief description if needed. All authorized cadet personnel "*pulling*" 341's must print and sign their name.

15.9.6. Cadets cannot sign their own AETC Form 341.

15.9.7. A cadet receiving a demerit slip can appeal the action if he or she feels it is unfair.

15.9.8. In the NC-075th, the Group Command Chief oversees the Merit and Demerit program. However, the following may also assist when necessary: the Group First Sergeant, and Squadron Senior Enlisted Advisors such as Squadron First Sergeants when assigned.

15.10. All these actions and programs are benchmarks of cadet ownership of our unit.

15.11. Our **Cadet Corps** may not be able to incorporate everything, therefore; the NC-075th may need to implement these programs gradually as our unit and cadets mature over time.

15.12. Cadet ownership will vary from year to year depending on the strength of our senior class leadership. The idea is to start the process and develop a tradition of excellence perpetuated by each class coming through your **Cadet Corps** of cadets.

15.13. Disciplinary Action for Behavior & Conduct Unbecoming of a Cadet. Violation of the Cadet Honor Code or other rules of conduct will result in disciplinary action. Violations should be reported through the cadet's Chain-of-Command. Infractions should be reported to your flight commander or Instructor. Corrective action should be taken at the lowest level possible. However, if the infraction warrants, you may report the misconduct to your instructor.

15.13.1. Reprimands. Cadets who engage in inappropriate behavior are subject to being reprimanded.

15.13.1.1. This could range from the most lenient reprimand that is verbal to the more severe being placed in Out of School Suspension for three days.

15.13.1.2. Cadets may be reduced in rank (*demoted*) due to misconduct (*in AFJROTC or other classes*), or attitude.

15.13.1.3. Another vehicle used for behavioral matters is the letter of reprimand (*a warning*), **Figure 1.2**, which can be given by the Group Commander, Deputy Group Commander, Squadron Commander, or Flight Commander.

15.13.1.4. The letter of reprimand will outline what the cadet has done wrong and it must be approved by the SASI/ASI.

15.13.1.5. The cadet will be placed on probation for a period of time (*normally four weeks*). Everything the cadet does will be evaluated. If the cadet does a good job, at the end of the probation period, all will be forgotten.

15.13.1.6. If, however, during the probation period there is another discipline issue (*or the same one continues*), the cadet will be given another letter reducing them in rank (*normally one grade*). For a severe offense, the SASI may approve reduction by more than one grade, including removal of the cadet from officer status. If enlisted, once reduced in rank, a cadet must wait at least nine weeks before meeting the promotion board. If the nine weeks is up between promotion cycles, the cadet must wait for the next cycle.

Air Force Junior Reserve Officer Training Corps (AFJROTC)
TUCOLA HIGH SCHOOL
564 TUSCOLA SCHOOL RD
Waynesville, North Carolina 28786

**MEMORANDUM FOR Cadet Airman Stephen M.P. Cop
2016**

17 JULY

FROM: Cadet 2Lt Jonathan Im Encharge

SUBJECT: Letter of Reprimand

1. It has been brought to my attention that on or about 3 December 2015; you failed to report for flag detail at 0745 hours. This was the second time you failed to do so.
2. Flag detail is an important part of the AFJROTC program. All members of the detail play an important role in the raising and lowering of the flag. If someone doesn't show up, it is difficult for the rest of the team to perform their job. In the future, if you have a problem or conflict with this detail, you must notify your supervisor, Flight Sergeant/Commander or Squadron Commander far enough in advance so a replacement can be obtained.
3. Failure to report on time reflects poorly on the AFJROTC program and the **Cadet Corps**. If this happens again, administrative actions such as placement in detention and/or demotion in rank could occur.
4. Please acknowledge receipt by signing and dating below.

**Makenzie Moore, Cadet Captain
Squadron Commander**

**Joy E. Kelley, Cadet Lt Col
Group Commander**

1st Ind

17 July 16

To: SASI

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

**STEPEHN M.P. COP, Cadet
Amn Cadet**

2nd Ind

17 July 16

SASI

MEMORANDUM FOR CADET SQUADRON COMMANDER

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

**KEVIN L. SUTTON, Lt Col, USAF (Ret)
(Ret)
Science Instructor**

**STEVEN W. ROBERTSON, SMSGT, USAF
Senior Aerospace
Assistant Aerospace Science Instructor**

FIGURE 1.2 (*Attachment # 42*)

15.14. Cadet Disciplinary Evaluation Boards. The **Cadet Evaluation Board (CEB)** will serve to evaluate all cadets that have: committed serious infractions, exceeded their demerit point limit, failed AFJROTC for a grading period, are pursuing a staff appointment, or are under review for staff dismissal, or misconduct allegations. The use of cadet boards is not required by AFJROTC/HQ. However, the SASI has elected to utilize these boards because they serve as a tool for cadet involvement and leadership training.

15.14.1. An Evaluation Board may be called at any time with the approval of the Group Commander and the SASI.

15.14.2. The **Cadet Corps** Vice Commander will serve as (**CEB**) President and will select five impartial cadets to form a board to formally review the case.

15.14.3. The Cadet Evaluation Board (**CEB**) will consist of five Group Staff personnel.

15.14.4. The Cadet Evaluation Board (**CEB**) Chairman will be an upper-class cadet on the senior staff at all times possible.

15.14.5. If the cadet under evaluation is an enlisted cadet, then 3/5 of the (**CEB**) will be enlisted cadets as well, the remaining two will be cadet officers.

15.14.6. If the cadet under review is a cadet officer, then 3/5 of the (**CEB**) will be cadet officers as well, the remaining two will be enlisted cadets.

15.14.7. The evaluated cadet will be notified in writing by the Cadet Evaluation Board Chairman of all decisions and guidelines established by the Cadet Evaluation Board after the (**CEB**) is ended.

15.14.8. The cadet must abide by all decisions and guidelines established by the Cadet Evaluation Board.

15.14.9. If a cadet is absent for his/her (**CEB**), the Cadet Evaluation Board will make a decision regarding discipline, reward, appointment, or dismissal in the absence of the cadet.

15.14.10. The (**CEB**) will consider all facts and circumstances surrounding the allegations during a closed, formal hearing.

15.14.11. The hearing will take place within 10 school days of the (**CEB's**) appointment. At the hearing, witnesses and evidence will be heard.

15.14.12. The accused cadet will be notified by the (**CEB**) President well in advance and will be present at the hearing and may provide the (**CEB**) with statements, witnesses and additional evidence on his/her behalf.

15.14.13. Following the hearing, the (**CEB**) President will provide the **Cadet Corps** Commander and Senior ASI a written summary of the case along with recommended actions.

15.14.14. This written summary will be presented within five school days after the (**CEB**) concludes the hearing.

15.14.15. The Senior ASI will review the (**CEB**) hearing summary and recommendations.

15.14.16. After reviewing the hearing summary and recommendation; the Senior ASI will render either accept ALL the recommendations in its entirety, modify/reduce, or not accept any of the recommendations.

15.15. Cadet Evaluation Board (CEB) Appeal.

15.15.1. If a cadet wishes to appeal the decision of the Senior ASI, he/she may type a letter of appeal in USAF memorandum form to the Command Chief Master Sergeant. Upon receiving the appeal letter, the Command Chief will deliver the letter of appeal to the Senior ASI.

15.15.2. The letter should include: why the cadet was put under evaluation, the decision and guidelines established by the Cadet Evaluation Board, why they are sending a letter of appeal, and what they feel should be done regarding the Cadet Evaluation Board's decision.

15.15.3. The letter of appeal will be replied to promptly by the Senior ASI. The Senior ASI may direct the Command Chief to conduct a second (**CEB**).

15.15.4. If the cadet feels that they are still being treated unfairly by the Cadet Evaluation Board; they may discuss the situation with the SASI/ASI directly. If the cadet feels the SASI/ASI is treated them unfairly; the cadet may contact school administration if they believe

15.16. Loss of Rank and Position as the Result of Disciplinary Action.

15.16.1. It is impossible to list every possible breach of discipline that could lead to the loss of a leadership position and the rank that goes with the position.

15.16.2. The SASI will weigh each case carefully before reaching a decision. Demotion action along with the loss of any leadership position(s) will also occur with any of the following:

15.16.2.1. Purchase, possession, use, or sale of alcohol, tobacco, or illegal drugs.

15.16.2.2. Two or more suspensions during any semester. In-school suspension for a full day counts as a suspension.

15.16.2.3. One suspension from school for three (**3**) or more days during a semester.

15.16.2.4. A discipline referral to Tuscola School administrators from the SASI or ASI two (**2**) or more times during a semester. This applies to the cadet's AFJROTC class period.

15.16.2.5. A discipline referral for detention from the SASI or ASI two (**2**) or more times during a semester.

15.16.2.6. Fighting.

15.16.2.7. Any other discipline problems, including violations of the Cadet Honor Code, may result in a loss of leadership position and the rank that goes with the leadership position.

15.17. Unauthorized Clubs. No unit, or school sponsoring an AFJROTC unit, may encourage, facilitate, or otherwise condone secret societies, private clubs, or "special operations/combat training" as part of the AFJROTC program.

15.18. STANDARDS OF CONDUCT.

15.18.1. General. You should always conduct yourself in a manner that reflects favorably upon Tuscola High School, AFJROTC NC-075, and the United States Air Force.

15.18.1.2. The Instructors would like to expound for a moment on why we think AETC 341s or other merit/demerit systems are generally great tools to use, if done correctly.

15.18.1.3. If you look at the documentation and guidance on how to run a **Cadet Corps** program (*Air Force JROTC 36-2001 Instruction Supplement, Cadet leadership books, etc.*), it's pretty clear that the training cadets receive should be progressive in nature. After a Cadet has been taught something, and demonstrated competency in it, the focus should move to learning other things.

15.18.1.4. In Merit/Demerit environments, your SASI/ASI have seen examples where cadets generally get dinged for things like uniforms, drill, being late to a meeting, failing to render a salute, etc. One simple way to ensure each Cadet doesn't make these behaviors a habit is to provide solid, basic instruction. New Cadets receive a lot of information in the first few weeks. In fact, some instruction is so critical to JROTC; your instructors will even provide refresher training for upperclassmen too. These basic items are necessary and most often covered the first few weeks of class each semester.

15.18.1.5. All too often, what ends up happening is that these basic topics are constantly reiterated, even to the people who already demonstrated competency in them. And when "we" all (*instructors and Cadet Leaders*) begin to focus on these basic items every day, it takes time away from teaching the "harder" stuff; small-team leadership, core values, hands-on projects, etc.

15.18.1.6. Cadet leaders should be careful not to fall in to this trap; dwelling on the very basic things—they should already be in practice. Yes. Cadet leaders will have to provide corrective inputs from time-to-time, but as Cadet leaders (**we**) should not get comfortable with the just focusing on the basics; when in fact, we should be moving on to teaching more complex things such as the ones mentioned above...and much more.

15.18.1.7. In most cases, Cadets will remember to salute if they get a quick (professional) verbal reminder every time they forget. Moreover, Cadets will wear their uniform properly if everyone else does; and if a Cadet is bringing down their flight's inspection scores (*peer pressure is typically more effective than simply writing them up with an AETC 341*).

15.18.1.8. In short, after cadets receive the basic, initial instructions such as; uniforms, customs/courtesies, drill and ceremonies, during the first couple weeks of orientation; Cadet Leaders should only have to provide an occasional correction now and then. Thus, allowing cadet leaders from wasting precious meeting time on rehashing these old subjects. So...the challenge is on both the junior Cadet, and senior member leadership of a squadron to make sure this happens. We can almost guarantee you there will be problems in the **Cadet Corps**. However, if you:

1. *Set the expectation and teach it right the first time,*
2. *Make it clear that the basic stuff (uniforms, salutes, drill, etc.) are required for participation, and*
3. *Help the SASI/ASI make the program interesting and worthwhile.*

We just might eliminate the majority of poor behaviors. It's a lot harder than it sounds, but no one ever promised it would be easy especially the SASI/ASI.

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

Course Material/Textbooks: All materials especially textbooks are the property of the Air Force JROTC Program. Textbooks will remain in the JROTC classroom unless cadet is given permission to check out a textbook or workbook to make up assignments or study. Cadets are responsible for all books issued and they must be returned in good condition. **DO NOT WRITE IN TEXTBOOKS.** The cost for lost or damaged textbook is approximately \$20.00; and \$10.00 for workbooks. These prices are subject to change and a cadet should consult the SASI for final prices.

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

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

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

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

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

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

15.19. Attendance and Tardiness: Attendance is strictly monitored! Cadets will lose points from their weekly leadership grade for all unexcused absences (2A) and tardiness (2L). If a cadet has six or more unexcused absences or tardies during a promotion cycle, he or she will not be promoted. Continued violations may result in the cadet being removed from the AFJROTC program.

15.20. CLASSROOM RULES and PROCEDURES.

15.20.1. Student Preparation. Cadets will be expected to come to class prepared. That includes:

15.20.2. Properly wearing the uniform when assigned.

15.20.3. Pen, sharpened pencils, writing paper, 1" binder, planner, NC-075 Cadet Guide, AETC Form 341s always have two completed with cadet information, and on cadet's person, backpack, etc.

15.20.4. Calling Rooms to Attention. When the United States Flag, Principal, Assistant Principal, SASI/ASI, military officer, or distinguished guest, enters the room, the first person that notices their presence calls the room to attention. The occupants of the room remain at attention until ordered otherwise (e.g., "*carry on,*" or "*as you were.*"). The room will not be called to attention if a higher ranking person already occupies the room (e.g.; *if the ASI enters the classroom while it is already occupied by the SASI*).

15.20.5. Food or drinks, gum. No food, drinks, chewing gum or candy are allowed in the classroom or staff offices unless authorized by the SASI/ASI. Bottled water will be allowed.

15.20.6. Sleeping. Cadets may NOT sleep in class. If you become drowsy quietly get up, move to the rear of the classroom, and stand at "parade rest" to stay awake. Do NOT lay your head on the desk.

15.20.7. Entering Class. Every day, cadets are to stand quietly, "*at ease*", to the left side of their seats after entering the room. All backpacks will be grounded against the left side of the cadets' desks. Upon entering the classroom, cadets are to place planners in the upper left hand corner of the desk, 341's on the upper right hand corner of the desk, and center notebook along the bottom of the desk.

15.20.8. Class Reporting.

15.20.8.1. When the final bell rings, the Flight Sergeant will call the room to "*Attention*". The Flight Commander will then call "*Flight Sergeant, Report*". The Flight Sergeant will march in the most direct route and report to the Flight Commander by saluting and saying "*Sir/Ma'am Flight Sergeant Reporting As Ordered, Sir/Ma'am*". The Flight Commander will then say "*Take Report of the Flight.*" The Flight Sergeant will then execute an About Face, and issue a command "*Element Leaders Report.*"

15.20.8.2. When giving report the Element Leader will turn to face the Flight Sergeant and render a salute. The Element Leader will then report "*Sir/Ma'am First Element all present or accounted for sir/ma'am*". If any cadets are missing from their element the Element Leader will report "*First Element all present or accounted for with the exception of Cadet(s) (last name of the missing cadet(s))*", i.e. "*Sir/Ma'am First Element all present and accounted for with the exception of Cadet Smith, Sir/Ma'am.*" The Flight Sergeant will render a salute; after the Flight Sergeant drops their salute, the Element Leader will drop their salute. Reporting goes on to the next Element Leader and the process begins again.

15.20.8.3. After all Element Leaders have given report; the Flight Sergeant will turn to face the Flight Commander and render a salute, reporting "*Sir/Ma'am Flight all present or accounted for, sir/ma'am.*" If any cadets are missing the Flight Sergeant will report, "*Sir/Ma'am Flight all present of accounted for with the exception of Cadet(s) (last name of missing cadet(s)) sir/ma'am*".

15.20.8.4. The Flight Commander will return the Flight Sergeant's salute and will call "*Post.*" The Flight Sergeant will return to his/her respective area in the formation. The Flight Commander will turn to give the report to the SASI/ASI.

15.20.8.5. The Flight Commander will render the salute and give the report to the SASI/ASI saying, "*Sir Flight all present or accounted for, sir*". If any cadets are missing the Flight Commander will report, "*Sir Flight all present or accounted for with the exception of Cadet(s) (last name of missing cadet(s))*".

15.20.8.6. The SASI/ASI will then return the Flight Commander's salute and record all cadets that are absent. While the SASI/ASI is recording absent cadets the Flight Commander will assume the position of attention facing the flight. After all absent cadets have been recorded The SASI/ASI/Flight Commander or Sergeant will command "*Seats*". When this command is given; all cadets are encouraged to shout out, "*Airpower;*" and immediately proceed to sit down in their seats without talking.

15.20.9. Behavior: Cadets will display proper courtesy and manners toward the instructors and other cadets at all times. If cadets wish to speak, they will raise their left hand and will not speak until recognized by the SASI/ASI/Flight Commander. No extemporaneous conversations, talking or yelling will not allowed during lectures and/or discussion periods. Again, raise your hand in order to be recognized by the SASI/ASI or the discussion leader. Be courteous to others—let them finish before you comment.

15.20.10. Seats: Cadets will remain in their seats during class unless given permission by the SASI/ASI/Flight Commander. Cadets will sit by elements, as assigned by the flight commander.

15.20.10. Class Dismissal. Flight commanders will dismiss cadets. He/she will call the flight to "*attention*" and give the order "*dismissed*" After the command you will do an about face. Do not load book bags, put on coats, etc. until the flight is dismissed. It is the responsibility of the Element Leaders to police their elements and make sure that the desks are properly aligned, and all materials in the bottom racks are situated correctly as advised by the SASI/ASI. Be sure the area around your desk is clean and where applicable, your chair is left in the proper position. In the Absence of the Flight Commander, the Flight Sergeant will dismiss the Flight.

15.21. Cadet Administrative Time. The first five minutes of class after taking report of flight belong to the Flight Commander/Flight Sergeant. That time will be used to brief the flight on any new information or upcoming events. On occasion (*at the discretion of the SASI or ASI*) an Upper-Class Cadre may conduct class, or teach a specific lesson.

15.22. Cadet Staff Offices (Supply Room/Instructors Office). Both are restricted areas. Access to these rooms is limited to the SASI, ASI, key cadet staff, and the cadet logistics officer and staff; unless you have been given specific permission to enter. Examples include but not limited to: speak with instructors, do your job, use the telephone or any other official business. This concept is important because these areas contain accountable items or sensitive information. It should go without saying but "*Horseplay*" or "*kicking back*" is not allowed in these locations.

15.22.1. Use of the Instructor Staff Office is a privilege. The office exists to provide an environment conducive to the professional, efficient conduct of official Cadet Group business or homework.

15.12.2. The following rules governing use of the Instructor Staff Office will be strictly enforced by all cadets:

Only General and Command staff members are allowed in the office, unless otherwise authorized by the instructors.

At NO TIME will non-cadets be allowed in the staff office.

Command Staff Officers and the First Sergeant reserve the right to clear the staff office to conduct official business.

Access to the staff office is for the conduct of official business ONLY. The staff office is not an area for socializing.

File cabinets and distribution boxes are to be used for staff support only. They will not be used as lockers for storage of personal items.

Computers are provided for the conduct of official Cadet Group business ONLY.

Computers WILL NOT be utilized for personal business or game playing.

Cadets may use the staff office computers to complete homework assignments, if computers aren't being utilized for cadet staff work. During lunch, homework takes priority over staff work.

Cadets will access the internet only for the purpose of research to support homework or Cadet Group business.

Cadets are prohibited from sending/receiving/checking personal email from the staff office computers. EXCEPTION: Your school email account may be accessed.

Cadets WILL NOT install or remove software or change the operational setup or parameters of the computers. This includes screensavers, backgrounds, desktop settings, etc.

Failure to comply with and enforce staff office rules will result in loss of staff office use and/or demerit action.

15.13. MILITARY CUSTOMS/COURTESIES.

15.13.1. Addressing Instructors and Cadets.

15.13.1.1. Addressing the SASI and ASI. When addressing the SASI/ASI, you state their rank, followed by their last name i.e. Lt. Col. Kevin Sutton would be addressed as "Col. Sutton," "Lt Colonel Sutton," or "Sir." And Senior Master Sergeant Robertson would be addressed as either; "Senior Robertson," "Senior Master Sergeant Robertson," "Sergeant Robertson".

15.13.1.2. General Rule. Following military customs and courtesies, cadets **will not** address each other by first name in the JROTC classroom, in formation, or at any time while in uniform.

15.13.1.3. Cadet Officers. When addressing Cadet Officers in the classroom, in formation or any other time in uniform state their rank, followed by their last name i.e. C/Captain Smith would be addressed as "Captain Smith". Cadet Officers will also be addressed by stating their rank i.e. C/Lieutenant Smith may be addressed simply as "Lieutenant". Cadets will also address Cadet Officers as "Sir/Ma'am", or as "Mr./Ms." followed by their last name.

15.13.1.4. Chief Master Sergeants. When addressing Chief Master Sergeants, state their rank followed by their last name i.e. C/Chief Master Sergeant Smith would be addressed as "Chief Smith". Chief Master Sergeants may also be addressed by simply stating their rank i.e. "Chief". Cadets will address Chief Master Sergeants as "Mr./Ms." followed by their last name.

15.13.1.5. First Sergeants. When addressing First Sergeants, state their rank followed by their last name i.e. C/First Sergeant Smith would be addressed as "First Sergeant Smith". First Sergeants will also be addressed by simply stating their rank i.e. C/First Sergeant Smith may be addressed simply as "First Sergeant". Cadets will also address First Sergeants as "Mr./Ms." followed by their last name.

15.13.1.6. Senior Ranking Non-Commissioned Officers (NCOs). When addressing Senior Ranking NCOs, you state their rank followed by their last name i.e. C/Staff Sergeant Smith would be addressed as "Sergeant Smith". Senior Ranking NCOs may also be addressed by simply stating their rank i.e. "Sergeant". Cadets may also address Senior Ranking NCOs as "Mr./Ms." followed by their last name.

15.13.1.7. Cadets of equal rank. When addressing cadets of equal rank, you state their rank followed by their last name i.e. C/Senior Airman Smith would be addressed as "Airman Smith". Cadets of equal rank will also be addressed by simply stating their rank i.e. "Airman". Cadets will also address cadets of equal rank with Mr./Ms. and their last name.

15.13.1.8. Cadets of lower rank. When addressing cadets of lower rank, you state their rank followed by their last name i.e. C/Airman Basic Smith would be addressed as "Airman Smith". Cadets of lower rank will also be addressed by simply stating their rank i.e. "Airman". Cadets will also address cadets of lower rank with Mr./Ms. and their last name.

15.13.1.9. Active Duty, Reserve, and Retired Military Personnel. Military personnel are addressed by their rank, followed by their last name.

15.14. Walking With Cadets and Military Personnel of a Higher Rank. When walking with a cadet of higher rank, walk to their left and in step. When passing through a doorway, the person of lower rank opens and holds the door and allows the person of higher rank to proceed through the doorway first. When boarding and leaving a vehicle, the person of lower rank gets in first and gets out last.

15.14.1. Position of Honor. According to military customs and courtesies, the position of honor is always to the right.

15.14.2. When walking with an officer or cadet of a higher rank, the cadet will place him/herself to the left of the senior.

15.15. Courtesies Rendered To Adults. Adults will be treated with courtesy and respect. Adults are addressed as "Mr.," "Ms." followed by their last name. In conversation they are answered as "Sir/Ma'am".

15.16. Answering Superiors.

15.16.1. When answering a question or replying to an order given by the SASI/ASI, Military Officer/NCO, Senior Cadet Officer, or other appointed commanders, the cadet will reply using the following:

"Yes Sir/Ma'am",

"No Sir/Ma'am",

"No Excuses Sir/Ma'am",

"Request Better Judgment Sir/Ma'am", and

"Permission to speak freely, Sir/Ma'am".

15.16.2. When answering a question or replying to an order from a Cadet NCO, the cadet will reply by: Substituting Sergeant for Sir/Ma'am i.e. "Yes Sergeant".

15.16.3. When answering a question or replying to an order from a Cadet First Sergeant, the cadet will reply by substituting First Sergeant for Sir/Ma'am i.e. "Yes First Sergeant".

15.16.4. When answering a question or replying to an order from a Cadet Chief Master Sergeant, the cadet will reply by substituting Chief for Sir/Ma'am i.e. "Yes Chief".

15.17. Saluting.

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

15.17.2. You will be taught the proper manner for saluting and the rules that govern its use among military services. The following are some special rules within the NC-75th with which you must become familiar.

15.17.3. Procedures.

15.17.3.1. Saluting higher rank. Cadets in uniform will salute all Cadet Officers of higher rank, officers of the United States Armed Forces, and the SASI/ASI.

15.17.3.2. Timing of salutes. Cadets will render a salute to the SASI and any Cadet Officer of senior rank first while within a range of three paces, and will hold the salute until it is properly returned or otherwise acknowledged. A salute is a courteous form of military greeting that may be exchanged between any cadets, but is not required. If a cadet renders a salute common courtesy requires that the salute be returned.

15.17.3.3. American Flag. When a cadet in uniform sees the American Flag being raised on a flagpole, he/she will assume the position of attention, render "PRESENT ARMS", and hold it until the flag reaches the top (*summit*) of the flagpole. When the flag is being lowered, the salute will be held until the flag reaches the

hands (*base*) of the individuals lowering the flag. If the cadet is in civilian clothes, he or she will assume the position of attention with the right hand over the heart. If a cadet is wearing civilian headgear, he or she will remove it and hold it to his left shoulder so that the right hand is over the heart.

15.17.3.4. Color Guards. As the Color Guard passes bearing the American flag, cadets will come to attention and render a salute when the Color Guard is within three paces to them and hold the salute until the American Flag is approximately three paces past them.

15.17.3.4. Classroom Late Reporting. When a cadet is late for an official formation, the tardy cadet will approach the cadet in command when the formation is at a halt. He/she will salute and request permission to fall in, i.e. *"Sir/Ma'am Cadet Tech Sergeant Smith, requesting permission to fall-in, Sir/Ma'am."* This also applies to flag raising/lowering ceremonies, and details.

15.17.3.5. Designated Saluting Areas. The mandatory saluting areas at Tuscola High School are:

15.17.3.5.1. Outside. Salute any time, while in uniform, when not in an enclosed structure such as a building or vehicle (*including school buses*). Covered walkways do **not** constitute enclosed structures. (**NOTE:** There are three exceptions designated "No Salute Zones" at Tuscola. These are the walkways connecting: B & C Buildings, D & C Buildings, and E & C Buildings (also known as the, *"the short ones."*)

15.17.3.5.2. Inside.

When reporting to the SASI/ASI

When reporting late to class

When taking report of flight

When reporting to the Chairman of the Cadet Assessment/Evaluation Boards

When being recognized at awards ceremonies

15.17.4. All cadets salute the SASI and all active duty officers. Enlisted cadets salute cadet officers when in uniform and out-of-doors adjacent to the school grounds. Cadet officers salute each other with the junior officer saluting first. This policy includes the parking lots, bus loading and unloading area, and the main entrance to the school. Also, we salute at military installations when we are on a field trip.

15.17.5. Saluting out of uniform is not required; however, it is not uncommon for juniors to recognize their officers by saluting them.

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

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

15.17.8. Cadet Officers and NCOs will correct saluting violations by cadets junior to them in a courteous and helpful manner. You are expected to accept these corrections in the same spirit.

15.18. General Grading Procedures.

15.18.1. *Cadets are expected to meet minimum AFJROTC Standards.* Your AFJROTC grade is based on meeting standards. While you will work hard for the best grades, FAILING AFJROTC takes more work than passing. All cadets learn differently. Each of you has a talent or skill. Some things are easier for one cadet than another. Your grades are based on many different skill areas. Some require hands on work, other areas studying and writing, and other areas may challenge you in your learning to lead and organize your fellow cadets. Cadets are graded based on their attitude, willingness to participate, and compliance with procedures. Cadets receive three standards grades each week: Weekly Physical Fitness grade, Weekly Uniform Inspection grade, and Weekly Discipline grade. Weekly Physical Fitness grades and Weekly Discipline

Grades are worth 100 points each week, and Weekly Uniform Inspections are worth 200 points each week. In addition, cadets receive participation grades for special events such as parades or cadet promotion boards. Cadets who fail to wear the issued PT uniform will receive a maximum Weekly Physical Fitness grade of 70. Cadets who fail to wear the AFJROTC blue uniform will receive a Weekly Uniform Inspection grade of zero. Initially, failure to wear the PT uniform or AFJROTC blue uniform will only impact the Weekly Physical Fitness grade or Weekly Uniform Inspection grade respectively. If cadets consistently refuse to wear the PT uniform or AFJROTC blue uniform over a period of time, it will impact their Weekly Discipline grade also. The Weekly Discipline grade takes into account a cadet's overall discipline for each week. **HABITUAL (REPEATED) 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.

<u>Course Evaluation</u>		<u>Number of Points Awarded</u>
1.	Weekly Physical Fitness (16 at 100 points each)	1,600
2.	Weekly Uniform Inspection (13 at 200 points each)	2,600
3.	Weekly Discipline (17 at 100 points each)	1,700
4.	Parades, Special Events, Projects (1 at 100 points each)	100
5.	End-of-Semester Final Exam* (1500 points)	1,500
Total	7,500	

*The Final Exam will appear in the electronic gradebook as being worth 100 points, but the Final Exam counts for 20% of the overall grade for the course. Therefore, the adjusted value of the Final Exam is 1,500 points.

15.18.1.1. Uniform Wear and Inspections—each week 200 points are possible. Uniform wear is a major part of the AFJROTC program. ALL cadets are required to wear the appropriate uniform each **Wednesday from the beginning of the school day until released from school (0755 – 1500)**. Cadets who do not wear their uniform to school on Wednesday will receive a uniform grade of zero. The SASI occasionally grants exceptions to cadets with adverse circumstances. Cadets with adverse circumstances requesting an exception must have their parent/guardian call or email the SASI explaining the situation; a typed/written note requesting an exception does not suffice. “I woke up late and didn’t have time to get my uniform ready” or “I forgot to wear my uniform today” are not considered adverse circumstances. Cadets granted an exception by the SASI must wear their uniform the next school day if possible. Cadets who are absent or in out-of-school suspension (OSS) on Wednesday should wear their uniform the day they return to school. Cadets in in-school suspension (ISS) should still wear their uniform to school; Mr. Perry supervises ISS students and will allow them to report to the AFJROTC classroom for their Wednesday uniform inspection. Occasionally, the SASI may direct cadets to wear the uniform on a different day of the week (usually Tuesday) if wearing the uniform on Wednesday is not practical (i.e. no school on Wednesday). Failing to wear the uniform all day will result in a “0” (zero) grade for that uniform day. Failure to turn in uniforms by the end of the semester/year will result in a being placed on the “**Obligations**” list until the uniforms are returned to NC-075 or paid for in full. Unless SASI approved, there is NO make-up day for reduced points. Wear the uniform all day for points – take uniform off without approval & receive a zero. Exceptions must be approved by the SASI/ASI prior to uniform day. Cadets may change into shop/lab or P.E. clothes, as this is required dress for that class. However, need to change back into uniform.

15.18.1.2. Drill and Ceremonies—Non participation or indifference (bad attitude) will affect the Weekly Discipline Grade. No written medical excuse will also affect points taken away from the Weekly Discipline Grade.

15.18.1.3. Weekly Discipline (Leadership & Military Bearing)—each week 100 points are possible. 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 most of the student population. Inappropriate behavior, in or out of uniform, is prohibited while 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 (to include spreading rumors) and physical attacks. 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 during drill, physical fitness, and uniform inspection days. Weekly Discipline includes cadet adherence to published rules and proper grooming standards daily as outlined in AFJROTC, Air Force, and school guidance. Non participation or indifference (bad attitude) equals ZERO points. Discipline action in/our class (classroom interruption, talking in formation, ISS, OSS, Demerits, and general

any conduct unbecoming of a cadet/student) will all affect your final grade. Leadership & /Military Bearing. Leadership/Military bearing is evaluated daily, and cadets will receive a military bearing grade every week. That grade will be based upon: general ability to follow class instructions, display self-discipline, AF 341 merit/demerit points, and correction of problems identified by instructors. Examples of Poor Military Bearing; a cadet fails repeatedly to comply with Air Force grooming standards, comply with Air Force customs and courtesies to adults/school/superior cadet officers/instructors, or turn in assignments as required, those infractions will also impact their military bearing grade. Specifically, if the SASI/ASI reminds a cadet to get a haircut during a weekly uniform inspection, the next week the cadet will lose points on the military bearing portion of the uniform inspection. Initially, failure to wear the AFJROTC blue uniform will only impact the Weekly Uniform Inspection grade. However, if cadets consistently refuse to wear the AFJROTC blue uniform over a period of time, it will also impact their Weekly Discipline grade too. The Weekly Discipline grade takes into account a cadet's overall discipline for each week. **HABITUAL (REPEATED) NON-WEAR OF THE UNIFORM AND FAILURE TO MAINTAIN STANDARDS WILL RESULT IN A FAILING GRADE AND DISMISSAL FROM THE PROGRAM.**

15.18.1.4. Oral and Written Evaluations (Examples include but not limited to: *Exercises, Tests, quizzes, final exams, cadet-peer or instructor evaluations, end-of-course examinations, etc.*). These evaluations are usually worth 100 points and are not normally scheduled every week. This is all about informing your team. All you have to do is your best. You can only fail if you don't try.

15.18.1.5. Health and Wellness—each week 100 points are possible. Cadets who fail to wear the issued PT uniform will receive a maximum Weekly Physical Fitness grade of 70; and will result in standing at parade rest and not participating in the event. Written medical excuses must come from either an email or phone call and will result in a ZERO grade if not provided. Initially, failure to wear the PT uniform will only impact the Weekly Physical Fitness grade. However, if cadets consistently refuse to wear the PT uniform over a period of time, it will also impact their Weekly Discipline grade too. The Weekly Discipline grade takes into account a cadet's overall discipline for each week. **HABITUAL (REPEATED) NON-WEAR OF THE UNIFORM AND FAILURE TO MAINTAIN STANDARDS WILL RESULT IN A FAILING GRADE AND DISMISSAL FROM THE PROGRAM.**

15.18.1.6. Assignments/Classwork (i.e.; *workbooks, briefings, projects*). These evaluations are usually worth 100 points and are not normally scheduled every week. This is all about informing your team. All you have to do is your best. You can only fail if you don't try. These grades also impact the Weekly Discipline Grade.

15.18.1.7. AFJROTC Class Student 3-Ring Binder = will impact the Weekly Discipline Grade with a 5-point deduction per week.

15.18.1.8. Community Involvement and AFJROTC activities/events require you to be part of the team. Simple participation is your key to passing leadership grades. These grades also impact the Weekly Discipline Grade.

15.19. Grade Point Matrix.

Graded Area	Weekly	Report Card Period (Each 9 weeks)	AFJROTC Grade
AFJROTC Uniform Wear	100	Must have 70% points Wear of uniform Uniform Inspection	Must have 70% for passing grade
Weekly Discipline Program	100	Must participate 70% level	Must have 70% for passing grade
PT/Presidential Fitness Program	100	Must participate 70% level	Must have 70% for passing grade
Tests and Quizzes		Number of quizzes per semester are not set Points go towards Weekly Discipline Grade No attempt is ZERO	
Writing and Oral Presentation		Impacts Weekly Discipline grade No attempt is ZERO	Must have 70% for passing grade
30-STEP Drill Evaluation		<i>Refer to FINAL EXAM AREA for specifics</i>	PART I OF THE FINAL EXAM
Community Involvement and AFJROTC event		Part of the Weekly Discipline Grade	Must participate for passing grade
Leadership Exercises		Part of the Weekly Discipline Grade	Must participate for passing grade
HOLIDAY PARADES and or Military Ball		1 st semester has two parades. 2 nd semester has the Military Ball 100 points	Must participate in one of the two Haywood County parades for passing grade during 1 st semester...2 nd semester cadets must participate in the Military Ball
Letter Fundraiser Campaign		When assigned...One event per semester 100 points each	Must participate for passing grade

<p>FINAL EXAM</p>		<p>There are 4 components to the AFJROTC final exam.</p> <p>Component 1 is an Open Ranks inspection of the cadet uniform. Component 2 is an assessment of each class period's drill performance as a unit (flight). Component 3 is a 2-part written exam: Part 1 consists of 35 open-book multiple choice or true/false questions, and Part 2 consists of 15 closed-book multiple choice or true/false questions. Component 4 is uniform turn-in at the end of the semester.</p> <p>Each component is scored as a percentage from 0% to 100%. The percentage is then multiplied times the number of points the component is worth. For example, if a student scores 80% on the drill component of the exam (drill exam is worth 20 points), the student earns 16 points for that component of the final exam. The points for each component are added up to determine the student's total final exam score. A student who scores 100% on all 4 components of the final exam will receive a score of 100 on the final exam. If a student misses a component of the final exam (i.e. the student is absent), the student's percentage of points earned on the components completed will be used to calculate the student's final exam score out of a total of the remaining points possible.</p>	<p>For example, if a student is absent for the drill component of the exam but completes all other components, the student's percentage of points earned on the components completed will be used to calculate the student's final exam score out of a total of 80 points. The point breakout for each component of the final exam is listed below:</p> <p style="text-align: center;"> Uniform Inspection: 50 points Drill: 20 points Uniform Turn-in: 20 points Written Exam: 10 points Total: 100 points </p>
<p style="text-align: center;">Non-participation or indifference (bad attitude) equals ZERO points.</p>			

15.19.1. Letter Grades. Letter grades follow the Tuscola High School Student Guide. Participation in AFJROTC Uniform Inter-Scholastic League (UIL) events, such as Drill Competitions, is based on a passing grade in all your classes, as well as AFJROTC. Below are the grade points for each letter grade:

A = 90 – 100	B = 80 – 89	C = 70 – 79	D = 60 – 69	F = 59 or BELOW
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15.19.2. Academics. See separate Tuscola High School Course of Study and Cadet Syllabus Handout forthcoming under separate cover, which will provide complete curriculum requirements, syllabus, and grading details.

NOTE: The SASI/ASI will not allow a cadet who is failing any of his/her classes to participate in NC-075 Cadet Corps (off-campus after school hours) Curriculum-in-Action (CIA) Field Trips.

15.20. Uniform Wear. To pass this course, you must correctly wear the uniform when directed to do so. Uniform day will be once a week on Wednesday or as otherwise specified. There may be times when we will be called upon to wear it more often.

15.20.1. Failure to wear the uniform will have a huge impact as uniform grades count DOUBLE.

15.20.2. The SASI or ASI may grant a cadet **EXCEPTIONS (*alibi*)** for not wearing their uniform if the cadet has their parent/guardian provide an email or make a phone call requesting permission prior to the scheduled uniform day.

15.20.2. Changing out of uniform. Is NOT allowed during the school day unless the activity in another class could damage the uniform. Any cadet changing out of uniform will have his/her grade changed to "0" for that day's uniform inspection.

15.21. Authorized "NO HAT/COVER Areas on Tuscola Campus. Cadets must wear their cover (*service cap/flight cap, beret/etc.*) in all salute zones on uniform days; Cover/Hat will not be worn in the "**No Salute Zones**" defined in paragraph

15.17.3.5 Listed above; will be removed immediately upon entering all buildings.

NOTE: Cadets must wear their cover/hat for indoors 'Open-Ranks' formations.

15.22. Additional Cadet/Student Responsibilities.

15.22.1. Classwork/Homework Policy. Cadets must accomplish and turn in all assigned classwork and homework on time to successfully complete an AFJROTC course. All homework is due at the beginning of the class period on the day it is due unless excused by the instructor. If absent, cadets will have two school days to make up and turn in homework. Additional time may be granted by the instructor. Advanced notice homework assignments and test outlined in the course syllabus are due the ROTC class day you return to school. Failure to make-up test assignments within two school days after you return will result in a "zero" grade for the assignment.

15.22.2. REMEMBER, IT IS YOUR RESPONSIBILITY TO MAKE-UP ANY WORK MISSED.

15.23. CURRICULUM & CLASSROOM MANAGEMENT.

15.23.1. Academic Program.

15.23.2. Tuscola NC-075 offers a four-year AFJROTC curriculum. The curriculum includes *Aerospace Science (AS)*, *Leadership Education (LE)*, and *Wellness/Physical Training (PT)* components. AS and LE materials are blended within each course, with approximately 60% AS and 40% LE. (*AFJROTC 4 40% AS, 40% LE, 20% Wellness*) All students will be granted academic credit toward graduation requirements for successful completion of AFJROTC courses.

15.23.2.1. Aerospace Science (AS). This course acquaints students with the elements of aerospace and the aerospace environment. It introduces them to the principles of space flight, principles of aircraft flight and navigation, the history of aviation, development of air power, contemporary aviation, human requirements of flight, the space environment, space programs, space technology, rocketry, propulsion, the aerospace industry, and the science of flight, astronomy, geography, survival, and the study of some cultures across the world.

15.23.2.2. Leadership Education (LE). LE is the portion of the AFJROTC curriculum that develops leadership skills and acquaints students with the practical application of life skills. The LE curriculum emphasizes discipline, responsibility, leadership, followership, citizenship, customs and courtesies, **Cadet Corps** activities, study habits, time management, communication skills, and drill and ceremonies.

15.23.2.3. Cadet Wellness and Physical Training (PT). The AFJROTC program also includes a Wellness and PT program. The purpose of the PT/Wellness Program is to provide a standardized, facility variations minded curriculum offering substantial individual health improvements. The objective is to motivate cadets to lead healthy, active lifestyles. PT/Wellness provides leadership opportunities, builds '**esprit-de-corps**' and increases cadet confidence. This will make up about 20% of the AFJROTC IV curriculum. AFJROTC cadets will take the Presidential Fitness Challenge twice per year and may participate in optional sports days and competitive fitness teams.

15.23.3. Course Completion Certificates. Passing grades in every credit-granting period of AFJROTC constitutes successful completion of the AFJROTC Academic Program. Certificate of Training: All cadets will be awarded a Certificate of Training for successful completion of two (2) academic program years of AFJROTC.

NOTE: Cadets may be awarded certificates even if they do not graduate from high school since the certificate is based only on AFJROTC performance.

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

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

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

15.23.5. Example Curriculum Plan. The curriculum plan ensures a cadet will not take the same course, with the same material being taught, more than once. Cadets are not allowed to take the same course twice.

CADET YEAR	2015 - 2016	2016- 2017	2017 - 2018	2018 2019
1	AS100 LE100	AS100 LE100	AS100 LE100	AS100 LE100
2	AS200 LE200	AS200 LE200	AS200 LE200	AS200 LE200
3	AS300 LE300	AS300 LE300	AS300 LE300	AS300 LE300
4	AS400 LE400	AS400 LE400	AS400 LE400	AS400 LE400

15.23.5.1. AFJROTC—*“A Journey into Aviation History.”* In this course, students learn the origins of flight, early growth of the U.S., the progress of flight and use of airpower during World War I, the Golden Age of Aviation, World War II, the Korean War, the Vietnam War, Desert Shield/Storm, Kosovo, and the Global War on Terror. Students will also learn about the customs, courtesies, traditions and history of the military. AFJROTC I emphasizes leadership, character development and good citizenship.

15.23.5.2. AFJROTC—*“The Science of Flight: A Gateway to New Horizons.”* In this course, students learn the fundamentals of flight and are exposed to weather and its effects on flight, human physiology of flight, basic aeronautics and navigation. Students will also learn about communication, preparing for leadership and understanding groups and teams.

15.23.5.3. AFJROTC—*“Exploring Space, The High Frontier.”* This course examines our Earth, the Moon and the planets, the latest advances in space technology and the continuing challenges of manned flight. Students will also learn about life skills, personal finances, aiming towards college and pursuing a career.

15.23.5.4. AFJROTC—*“Principles of Management.”* This course is designed to focus on the fundamentals of leadership and management. Attention will be given to four specific areas: management techniques, management decisions, management functions and managing self/others.

15.24. Admission/ Enrollment Eligibility. To be eligible for membership in the NC-075th AFJROTC program, students must: Be enrolled in and attending a regular course of instruction at Tuscola High School. Be physically able to participate in AFJROTC training (*you are considered physically fit if you are qualified for the Tuscola High School physical education program*). Refer to **paragraph 7.8.**; for more specific information.

15.25. Management of the Cadet Corps. In this course, put into practice their communication, decision-making, personal-interaction, managerial, and organizational skills learned while members of the **Cadet Corps**. It is through use of these skills that they provide assistance to the instructors with leadership education training of **Cadet Corps** cadets.

15.25.1. Each year, you'll take part in leadership activities through laboratory and classroom work. Course work prepares you for leadership positions in any civilian or military career.

15.25.2. A typical weekly schedule consists of three days of academics (*Aerospace Science and Leadership Education*), one day of drill with uniform inspection, and one day of physical training.

NOTE: An additional day of drill may be held in lieu of academics.

15.25.3. Each summer, you may be invited to attend a cadet leadership school for a week of intense leadership training to prepare you for a leadership role in the **Cadet Corps**.



(ABOVE: March 2016; cadets tour National U.S. Naval Aviation Museum on Pensacola NAS, Florida.)

CHAPTER TWO

NC-075 Cadet Corps Curriculum-In-Action (CIA) Trips

2.1. Curriculum-In-Action (CIA) Trips. Cadets who wish to participate in the Curriculum in Action (CIA) trip are expected to maintain specific standards. Cadets will not be allowed to date each other or mix socially with non-cadets while on field trips, attending leadership school, or taking part in off-campus activities, which are supervised by AFJROTC instructors. The “Buddy System” will apply. Cadets will not leave supervised areas without a cadet companion. Cadets will not be allowed to consume alcoholic beverages at any time, regardless of age.

2.2. In order to participate in Tuscola NC-075th CIA trips, a cadet must not be failing *any* course in which he/she is currently enrolled, regardless of parental or teacher endorsement of the cadet’s participation in the CIA trip.

2.3. Cadets must not have failed to wear the uniform on the prescribed day more than once during the current Nine Week Grading Period or more than three in total for the year.

2.4. Cadets must obtain permission from parents and teachers.

2.5. The SASI will not allow a cadet who is failing any of his/her classes to participate in NC-075th (off-campus overnight) Curriculum in Action Trips.

2.6. Additional information can be found in AFJROTC Reference Guide, “*Chapter 2-CIA Trips.*”

CHAPTER THREE

Logistics

3.1. The NC-075th uses the Air Force Junior ROTC 36-2001 for proper logistical procedures. In addition, our unit uses the AFJROTC Reference Guide Book as a quick reference point for basic supply and logistical procedures.

3.2. Additional information can be found in AFJROTC Reference Guide, "*Chapter 3-Logistics.*"

CHAPTER FOUR

Co-Curricular Programs

4.1. Co-curricular activities are ROTC functions held outside the classroom. All co-curricular activities are voluntary; there is no requirement to join or to participate. However, participation may earn you awards and often provides practical experience in academic subjects and leadership skills taught in the AFJROTC classroom. Ribbons may also be earned for specific curricular activities if a cadet participates in 75% or more of that team's or club's activities performances.

4.2. Requirements: Co-curricular participants must strive for high academic standards at all times. Specifically, in order to participate; you must earn a minimum report card grade point average (GPA) of at least 1.33 each marking period during the activity. Failure to meet this minimum standard makes you academically ineligible for the next marking period. During a period of ineligibility, you may not participate in that activity. However, if you exceed this minimum on the next report card, you may again fully participate. To ensure academic eligibility, you must show your report card to your activity advisor each marking period of participation.

4.3. Standards: Since many of our curricular teams and clubs represent NC-075th and TUSCOLA High School around the city and often outside the local area, standards of behavior and appearance must even exceed those expected of other cadet corps members. Decorum, language, and behavior must always be the highest quality. Failure to meet expectations will result in dismissal from that activity and disciplinary action.

4.4. The following is a general list of Co-curricular Activities Offered to Cadets: (NOTE: This list is not all-inclusive).

4.4.1. COLOR GUARDS. The NC-075th Color Guard presents our unit's flags for many official events during the school year.

4.4.1.1. The NC-075th Color Guard leads the cadet corps in parades and during ceremonies. The NC-075th Color Guard is often invited for opening exercises for AFJROTC activities, school assemblies, and other patriotic events throughout the local area.

4.4.1.2. The NC-075th Color Guard has the distinct honor of being one of the official color guards for Waynesville and nearby counties. For each performance, the Cadet Corps Ceremonies Officer recommends to the NC-075th Color Guard Advisor, four to six cadets to perform. Once approved, the designated cadets then practice together the week before the performance. The NC-075th Color Guard Advisor will designate the required uniform combination for the performance and provide performance details. The advisor will then decide if the NC-075th Color Guard is fit to perform.

4.4.1.3. NC-075th Competitive Color Guards compete as teams in the armed and unarmed categories at Drill League competitions. These teams are formed through competitive tryouts and then travel with our drill teams to competitive meets. The NC-075th Color Guard Commander along with the Special Teams Commander are the final authorities in all Color Guard matters.

4.4.2. FLAG CORPS. The NC-075th Flag Corps is part of our color guard program. The team consists of twenty-four cadets each carrying an historical American flag. The NC-075th Flag Corps may perform during parades, football games, and other ceremonies. The NC-075th Flag Corps Commander recommends members to the faculty advisor for approval. Flag Corps practices are called by the NC-075th Flag Corps Commander as needed. Often the best Flag Corps members become prime candidates to fill Color Guard vacancies.

4.4.3. DRILL TEAM. The NC-075th Drill Team is a co-curricular activity that requires skill, dedication, regular attendance, and academic excellence. Our Drill Team is composed of several individual units that each competes in a specific category of drill. Team membership is determined by competitive tryouts for starting positions. Team coaches determine team makeup and positions. Practices normally take place Tuesday, Wednesday, and Thursday afternoons between 1515 hours and 1730 hours throughout the school year. Regular attendance is expected with attendance recorded at every practice session. Attendance can be a significant factor in deciding who performs during drill meets.

4.4.4. AFJROTC Academic Honor Society. NC-075's Kitty Hawk Honor Society is the most elite organization in our program. Honor Society members are awarded the distinctive black shoulder cord to be worn on the left shoulder of the uniform as long as the cadet meets high academic standards. Every cadet who earns THS Honor Roll status during a marking period becomes an Honor Society member for the following marking period. In addition to the distinct status of membership, Honor Society members often receive priority in certain AFJROTC activities, first chance for trip sign-up, and other special recognition.

4.4.5. DRUM CORPS. The NC-075th Drum Corps is a special marching unit that keeps cadence during parades. Practices are called by the NC-075th Drum Corps Commander as required. The commander also recommends cadets to the faculty advisor for approval.

4.4.6. SABER TEAM. The NC-075th Saber Team will typically consist of the Top-5 Group Staff members and selected Drill Team captains. Sabers are only worn by the Top-5 during parades and special ceremonies. Drill Team captains may use sabers during practice and during meets. Saber Team practices are called by the Corps Commander. Each Saber Team member is personally and solely responsible for the weapon and for safety of others while armed. The Cadet Corps Commander selects Saber Team members for the Military Ball, Awards Ceremony, and the Tuscola High School Graduation.

4.4.7. AEROSPACE CLUB. The NC-075th Aerospace Club is for cadets who wish to go beyond the science activities taught in the classroom. Depending on the interests of the membership, Aerospace Club may focus on model rocketry, model airplanes, or other hobby aspects of aerospace science. The Aerospace Club usually begins shortly after the drill season ends and meets after school one day a week. The club is open to all AS year-groups.

4.5. The following table is not all-inclusive, but merely a snap-shot schedule of NC-075th Cadet Corps activities conducted in previous years. This list is used by the Cadet Corps Staff for planning purposes:

NC-075th Cadet Corps Co-curricular Calendar	
MONTH	ACTIVITIES
AUGUST	Cadet Summer Leadership School New ASI's attend Basic Instructor School ASIs attend required Training
SEPTEMBER	Cadet Corps Uniform Issue Basic Drill Training Football Games (<i>Color Guard/50-50 Ticket Sales</i>)
OCTOBER	East Henderson Strike Eagle Drill Competition Football Cont. Belk's Charity Ticket Sales
NOVEMBER	Veterans Day Luncheon CIA FIELD TRIP Basketball Color Guards Haywood Co. Veterans Memorial Markers
DECEMBER	Canton & Waynesville Holiday Parades Spirit Night RS Central Drill Meet Salvation Army Bell Ringing Wreaths Across America
JANUARY	New Semester Begins Uniform Issue Daniel Boone Drill Meet Town of Waynesville State of Corps Briefing
FEBRUARY	Haywood Co. Winter Festival Buncombe Co. Joint JROTC Military Ball Zaxby's Spirt Night
MARCH	Enka & Erwin Drill Meets Waynesville Middle School Recruiting CIA FIELD TRIP Belk's Charity Ticket Sales
APRIL	NC-075 th Cadet Corps Military Ball Honor Society Trip (<i>every four years</i>)
MAY	NC-075 th Awards Ceremony Cadet Corps Uniform Turn-In Spirit Night Memorial Day Color Guards Next year's Cadet Corps Staff announced
JUNE	VFW Flag Day FOLKMOOT Color Guards Cadet Summer Leadership Schools
JULY	Independence Day Color Guards Folkmoot Color Guards (<i>Waynesville and Franklin</i>)
NOTE: Planning guide only—not all-inclusive list.	

4.6. Kitty Hawk Air Society. The *Kitty Hawk Air Society* is an AFJROTC academic honor society, with admission requirements based on merit, proscribed by AFJROTC Instructions, and by invitation only. Admission is open to 2nd Semester Freshmen and Sophomore through Senior Cadets.




4.6.1. Must maintain an "A" average in AFJROTC.

4.6.2. Must have at least a "B" average in all other classes.


4.7. Additional information can be found in AFJROTC Reference Guide, "*Chapter 4-Co-Curriculum Programs.*"

CHAPTER 5—AIR FORCE Junior ROTC Awards and Decorations.





SPECIAL AWARDS

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<p><i>Valor Award (Gold)</i> (All Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Recognizes the most outstanding voluntary act(s) of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life beyond the call of duty.	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	Forward recommendations for valor awards through HQ-OpsSupport@afjrotc.com for review and approval within 6 months of the incident. Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. Hq-Ops Support will forward the valor award to the HQ AFJROTC Director for final approval. Upon approval, Operation Support will distribute the citation, medal, and ribbon for presentation.
	<p><i>Valor Award (Silver)</i> (All Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Voluntary act of heroism that does not meet the risk of life requirements of the Gold Valor Award.	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	Forward recommendations for valor awards through HQ-OpsSupport@afjrotc.com for review and approval within 6 months of the incident. Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the valor award to HQ AFJROTC Director for final approval. Upon approval, HQ-OpsSupport@afjrotc.com distributes the citation, medal, and ribbon for presentation.
	<p><i>Cadet Humanitarian Award</i> (All Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Humanitarian act above and beyond the call of duty. Not to be used to recognize community service. It is intended to recognize cadets who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has placed or has the potential to place a hardship on their fellow citizens. This award is not to be used to recognize day-to-day service in the community.	<p>Ribbon and Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	Forward recommendations for humanitarian awards to HQ-OpsSupport@afjrotc.com for review and approval within 6 months of the incident. Include a detailed description of the situation, newspaper clippings (if available), statements by victims & observers, and any other info deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. Upon approval, HQ-Ops Support distributes the citation/ribbon for presentation.




SPECIAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<p><i>Community Service with Excellence Award</i></p> <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>It is intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefit the local community. This is not an award given to participants but to the key leader(s) of the project.</p>	<p>Ribbon and Certificate</p>  <div> INSERT CADET NAME: </div>	<p>Forward recommendations for Community Service with Excellence Award to HQ-OpsSupport@afjrotc.com for review and approval within 6 months of completion of the project. Include a detailed description of the contributions of the individual(s) along with newspaper clippings (if available) describing the outcome of the project, letters of appreciation from civic leaders, or other information deemed appropriate to validate eligibility. Ribbon must be purchased from a local vendor using MilPer funds.</p>





NATIONAL AWARDS

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
Mr. Ralph Hightower 647 Tom Rogers Rd Brevard, NC 28712 Phone: (828) 883-8706 Blue Ridge Chapter Pres. William Duncan Asheville, NC Phone: (828) 743-4134 Wdduncan06@frontier.com	Air Force Association Award 2 ND year Cadet (in a 3year program) AND/OR 3 RD year Cadet (in a 4year program) <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: </div>	Positive attitude (toward AFJROTC and school). Outstanding personal appearance (uniform and grooming). Display personal attributes such as initiative, judgment, and self-confidence. Courteous demeanor (promptness, obedience, and respect for customs). Be recommended by the SASI.	Medal/Ribbon/Certificate  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	Manager of National Aerospace Awards Air Force Association 1501 Lee Highway Arlington VA 22209-1190 Phone: 703-247-5800 ext: 4807 Fax: 703-247-5853 Email: aedgar@afa.org Web Site: www.afa.org POC: ALEX EDGAR
Order from GRACO.com (800) 421-0227 www.daedalians.org/JROTC.htm Order of Daedalians 48 th Flt – Harley H. Pope Fayetteville, NC 28311	Daedalian Award 3 RD year cadet <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: <u>NC-075</u> <u>ASI</u> Guests: Y / N RCV'D: Y / N </div>	Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation. Indicate the potential and desire to pursue a military career. Be in the upper 10% of AS-III. Be in upper 20% of high school class.	Medal/Ribbon/Certificate  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	Order of Daedalians PO Box 249 Randolph AFB TX 78148-0249 Phone: 210-945-2111 Fax: 210-945-2112 HQ Email: kristie@daedalians.org Web site: www.daedalians.org/ NC POCs: jfritz77@earthlink.net
Mr. Roy Pressley 1424 Big Cove Rd Waynesville, NC 28786 Phone: (828) 452-1015 Post Commander ~ Rick Strubeck 1kat@aol.com Adjutant ~ Roy Pressley degabogey@charter.net Service Officer ~ Joan Calvert who is vjcalvert@gmail.com David E. McCracken (828) 550-5980	American Legion Scholastic Award 2 ND OR 3 RD year Cadet (in a 3year program) AND/OR 3 RD OR 4 TH year Cadet (in a 4year program) <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Based on the Cadet's overall scholastic achievements Rank in the top 10% of the high school class. Rank in the top 25% of their AS class. Demonstrate leadership qualities. Actively participate in student activities.	Medal/Ribbon/Certificate  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	American Legion National Headquarters National Security Division 1608 K Street NW Washington DC 20006-2847 Phone: 202-861-2700 ext: 1503 Fax 202-861-2728 Web site: www.legion.org/ POC: Roshawn Treadwell
Mr. Roy Pressley 1424 Big Cove Rd Waynesville, NC 28786 Phone: (828) 452-1015 Post Commander ~ Rick Strubeck 1kat@aol.com Adjutant ~ Roy Pressley degabogey@charter.net Service Officer ~ Joan Calvert who is vjcalvert@gmail.com David E. McCracken (828) 550-5980	American Legion General Military Excellence Award 2 ND OR 3 RD year Cadet (in a 3year program) AND/OR 3 RD OR 4 TH year Cadet (in a 4year program) <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Based on the Cadet's general military excellence Rank in the top 25% of their AFJROTC class. Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.	Medal/Ribbon/Certificate  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	American Legion National Headquarters National Security Division 1608 K Street NW Washington DC 20006-2847 Phone: 202-861-2700 ext: 1503 Fax 202-861-2728 Web site: www.legion.org/ POC: Roshawn Treadwell




NATIONAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
<p><i>Hugh Rogers Chapter c/o Mrs. Laura Rodgers</i> 271 Pigeon Gap Rd Waynesville, NC 28786 Phone: (828) 734-0053 laura.rodgers50@yahoo.com</p>	<p><i>Daughters of the American Revolution Award</i> 3RD year Cadet (in a 3year program) OR 4TH year Cadet (in a 4year program)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>Rank in the top 25% of their AS class. Rank in the top 25% of their high school class. Demonstrate qualities of dependability and good character. Demonstrate adherence to military discipline. Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training.</p>	<p>Medal/Ribbon/Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	<p>National Defense Committee, NSDAR 1776 D Street NW Washington DC 20006-5392 Phone: 202-628-1776 ext 292 Web site: www.dar.org/ Email: vholfmes@dar.org</p>
<p><i>Mr. Keith Dean</i> 31 Zenith Drive Sylva, NC 28779 Phone: (828) 586-6170</p>	<p><i>American Veterans Award (ALL CADETS)</i></p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N BY PHONE Presenter: <u>NC-075 ASI</u> Guests: Y / N RCV'D: Y / N </div>	<p>A positive attitude toward AFJROTC programs and service in the Air Force. Personal appearance (wearing of the uniform, posture, and grooming, but not physical characteristics per se). Personal attributes (initiative, dependability, judgment, and self-confidence). Officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards). Obtained a grade of "A" (or the numerical equivalent) in their AS class. Be in good scholastic standing in all classes at the time of selection and at the time of presentation.</p>	<p>Medal/Ribbon/Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	<p>AMVETS National Headquarters ROTC Programs Coordinator 4647 Forbes Blvd Lanham MD 20706-9961 Phone: 301-459-9600 Fax: 301-459-7924 Web site: www.amvets.org/</p>
<p><i>NC POC:</i> LTC Charles M. Moose USA (retired) Fayetteville Phone: (910) 867-6559 wuvamoose@hotmail.com</p> <p>Order medal from:</p> <p>American Awards Inc. 100D Bill Robinson Parkway Anniston, AL 36206 (256) 820-6445 www.minutemanawards.com</p>	<p><i>Reserve Officers Association Award – ROA</i> 3RD year Cadet OR 4TH year Cadet (in a 4year program)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: <u>NC-075 ASI</u> Guests: Y / N RCV'D: Y / N Download/Print Cert. </div>	<p>The recipient must possess individual characteristics contributing to leadership such as: Positive attitude toward the AS curriculum. Outstanding personal appearance (wear of the uniform, posture, and grooming). Attributes of initiative, judgment, and self-confidence. Courtesy (promptness, obedience, and respect). Growth potential (capacity for responsibility, high productivity, adaptability to change). Demonstrate the highest personal, ethical standards & strong positive convictions. Rank in the top 10% of their AS class.</p>	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	<p>Local ROA chapter contacts each ASI before 15 Sep and furnishes name of ROA representative. If contact is not made by 15 Sep, SASI must contact National Headquarters, Reserve Officers Association 1 Constitution Avenue NE Washington DC 20002-5655 Phone: 800-809-9448 ext 731 Web site: www.roa.org/ POC: Richard Booth Email: lcooper@roa.org</p>





NATIONAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
<p>Send "report of presentation" after ceremony. Gary.green@njcs.net H: (910) 791-4522</p>	<p><i>The Military Order of World Wars Medal (ASI, II, III)</i></p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Guests: Y / N RCV'D: Y / N </div>	<p>Selection is based on outstanding accomplishments or service to the AFJROTC unit. Excel in all academics and military training. Actively participate in AFJROTC extracurricular activities. Presented annually to an outstanding cadet who has committed to continue the aerospace science program the following year.</p>	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	<p>National Headquarters, Military Order of the World Wars 435 N Lee Street Alexandria VA 22314-2301 Phone: 730-683-4911 Fax: 703-683-4501 Email: mow@comcast.net Web site: www.moww.org</p>
<p>Jeff Snyder, Col, USAF H: (828) 697-5411 jsnyder243@aol.com Presenter: CAPT (0-6) Brent Ramsey bramsey4783@bellsouth.net Lt Col Rusty Presson</p>	<p><i>Military Officers Association Award (a.k.a. The Retired Officers Association Award)</i> 2ND year Cadet OR 3RD year Cadet (in a 4 year program)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N Rcv'd: </div>	<p>Cadet shows exceptional potential for military leadership. Each cadet must: Be a member of the junior class. Be in good academic standing. Be of high moral character. Show a high order of loyalty to the unit, school, and country. Show exceptional potential for military leadership.</p>	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	<p>The Retired Officers Association 201 N Washington Street Alexandria VA 22314-2529 Phone: 800-234-6622 Web site: www.troa.org/ Email: chapters@moaa.org</p>
<p>Waynesville Post #5202 216 Miller Street Phone: (828) 456-9346</p> <p>Mary Bevell (828) 454-0463 marybevell@yahoo.com</p> <p>Bobby Rathbone Cell: (828) 593-8951 Home: (828) 926-9695 Incoming CC: Earl Stowers (828) 550-6865</p>	<p><i>Veterans of Foreign Wars Award</i> 2ND OR 3RD year Cadet (in a 3 year program) AND/OR 3RD OR 4TH year Cadet (in a 4 year program) Who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>Each cadet must: Have a positive attitude toward AFJROTC. Have outstanding military bearing and conduct. Possess strong positive personal attributes (such as courtesy, dependability, punctuality, respect, and cooperation). Demonstrate patriotism (being a member of the color guard or drill team) and actively promote Americanism. Demonstrate leadership potential. Attain a grade of "B" in AFJROTC with an overall average grade of "C" in all subjects for the previous semester. Be active in student activities. Not have been previous recipients of this award.</p>	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	<p>If no local chapter or local chapter does not offer award, Contact HQ Veterans of Foreign Wars of the U.S. 406 West 34th Street Kansas City MO 64111-2736 Phone: 816-756-3390 ext 220 Fax: 816- 968-1149 Email: info@vfw.org Web site: www.vfw.org/ POC: Susan Wilson Email: swilson@vfw.org</p>
<p>Mr. Col. Richard Ripley (919) 772-7688 rripley@nc.rr.com Send email with mailing address...give date/time/location of ceremony. Ask Scottish Rite if they will present award on their behalf. _____</p>	<p><i>National Sojourners Award</i> 1ST OR 2ND year cadet (in a 3-year program) OR 2ND or 3RD year cadet (in a 4-year program)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>Contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must: Be in the top 25% of their academic class. Encourage and demonstrate ideals of Americanism. Demonstrate potential for outstanding leadership. Not have previously received the award.</p>	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	<p>If no local chapter or local chapter does not offer award, Contact National Sojourners 8301 E Blvd Drive Alexandria VA 22308-1399 Phone: 703-765-5000 Fax: 703-765-8390 Email: nationalsoj@juno.com Web site: www.nationalsojourners.org/ POC: Renee Malzahn</p>





NATIONAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
Mr. Bill McEntire H: (828) 648-0816 C: (828) 550-0186 billmcentire@charter.net	<i>Sons of the American Revolution Award</i> 2 ND year cadet (in a 3-year program) OR 3 RD year cadet (in a 4-year program) <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and not have previously received the award. Each cadet must: Be currently enrolled in the AFJROTC program. Be in the top 10% of their AFJROTC class. Be in the top 25% of their overall class.	Medal, Ribbon, Certificate  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	President Joe Sam Queen at 209 Hillview Circle in Waynesville, NC 28786, joesam@joesamqueen.com , 1-828-508-2191 Awards Chairman David E. McCracken at 103 Montrose Lane in Waynesville, NC 28785, dem32415@aol.com , 1-828-550-5980 Secretary Bill McEntire at 35 Oakland Circle in Canton, NC 28716, billmcentire@charter.net , 1-828-550-0186 The National Headquarters, Sons of the American Revolution 1000 S 4th Street Louisville KY 40203-3292 Phone: 502-589-1776 Fax: 502-589-1671 Voice mail: 502-589-1779 Web site: www.sar.org/
Mr. Rick Patton 253-9911 / 776-1050 aasrasheville@bellsouth.net Masonic Temple PO Box 6086 Asheville, NC 28816	<i>Scottish Rite, Southern Jurisdiction Award</i> 2 ND year cadet (in a 3-year program) OR 3 RD year cadet (in a 4-year program) <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Each cadet must: Contribute the most to encourage Americanism by participation in extracurricular activities or community projects. Demonstrate academic excellence by being in the top 25% of class. Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism. Not have been a previous recipient of this award.	Medal, Ribbon, Certificate  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	If local chapter does not offer award, contact Scottish Rite JROTC Americanism Medal Ancient and Accepted Scottish Rite of Freemasonry, Southern Jurisdiction, USA 1733 Sixteenth Street, NW Washington DC 20009-3103 Phone: 202-232-3579 FAX: 202-387-1843 Web site: www.srmason-sj.org/
Mr. Ron Brookshire 648-1102 PO Box 1684 Canton NC 28716 brookr_bbrookshire@att.net www.purpleheart.org <i>Alternate Mr. Stewart McKeown</i> stewartmckeown@purpleheart.org	<i>Military Order of the Purple Heart Award</i> 2 ND OR 3 RD year Cadet (in a 3year program) OR 3 RD OR 4 TH year Cadet (in a 4year program) <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N Submit WEB Request </div>	Each cadet must: Have a positive attitude toward AFJROTC and country. Hold a leadership position in the cadet corps. Be active in school and community affairs. Attain a grade of "B" or better in all subjects for the previous semester. Not have been a previous recipient of this award.	Medal, Ribbon, Certificate  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME: </div>	If no local unit available, contact Military Order of the Purple Heart 5413-B Blacklick Road Springfield VA 22151 Phone: 703-642-5360 Fax: 703-642-2054 Email: info@purpleheart.org Web site: www.purpleheart.org/ POC: Stewart McKeown Email : smckeown@purpleheart.org


NATIONAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
<p>Asheville, NC Chapter 363 (828) 729-8501 CMSgt Turner afsa363@earthlink.net Brandon Alsobrooks balsobrooks@hqafsa.org memrel83@hqafsa.org</p>	<p><i>Air Force Sergeants Association</i> 2ND OR 3RD year Cadet (in a 3year program) OR 3RD OR 4TH year Cadet (in a 4year program)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N Submit recipient name w/two to three bullets </div>	<p>The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must: Be in the top 25% of the AFJROTC class.</p> <p>Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.</p> <p>Not have been a previous recipient of this award.</p>	<p>Medal, Ribbon, Certificate</p>  <div style="border: 1px solid black; padding: 10px; margin-top: 10px; text-align: center;"> INSERT CADET NAME: </div>	<p>Air Force Sergeants Association (AFSA) Achievement Award AFSA Member Services Awards & Scholarships 5211 Auth Road, Suite 303 Suitland MD 20746 Phone: 800-638-0594 ext 288 Fax: 301-899-8136 Email: staff@AFSAHQ.org</p> <p>Web site: www.afsahq.org/ POC: Ashley Bryan (301) 899-3500, ext 230</p>
<p>Mr. Wayne Hamilton Submit nomination form Railman1959@aol.com complete/submit APP to George Shadman Asst Quartermaster 99 Elizabeth Drive Barbersville, VA 22923</p>	<p><i>Sons of Union Veterans of the Civil War Award</i> (AS I, II, III, or IV)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>The recipient must display a high degree of patriotism and have demonstrated a high degree of academic excellence and leadership ability.</p>	<p>Medal w/ribbon</p>  <div style="border: 1px solid black; padding: 10px; margin-top: 10px; text-align: center;"> INSERT CADET NAME: </div>	<p>If local chapter does not offer award, contact Sons of the Union Veterans of the Civil War P.O. Box 1865, Harrisburg, Pennsylvania 17105 Phone: 717-232-7000 Website: www.suvcw.org</p>
<p>Mr. John Davis Sons of Confederate Veterans Commander Zebulon Baird Vance Camp #15 Asheville, NC Chapter jonnyblooz@bellsouth.net johnnyweb@scvcamp15.org (828) 273-6445</p>	<p><i>Sons of Confederate Veterans</i> <i>H. L Hunley Award</i> (Rising 2nd Year Cadet)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>The <i>H. L. Hunley</i> Award was created by the South Carolina Division, Sons of Confederate Veterans, to recognize deserving Junior ROTC cadets who have demonstrated the qualities of Honor, Courage, and Commitment to his or her unit throughout the school year. The award honors the crews of the Confederate submarine <i>H. L. Hunley</i>, the first submarine to sink an enemy vessel in combat. Demonstrated the qualities of Honor, Courage and in particular Commitment to his/her unit throughout the school year.</p>	<p>Medal w/ribbon</p>  <div style="border: 1px solid black; padding: 10px; margin-top: 10px; text-align: center;"> INSERT CADET NAME: </div>	<p>Send applications to the following address: NCCM(SS/AW) A. C. Wilson, III, U.S. Navy (retired) SCV, H.L. Hunley JROTC Awards Prog. Coordinator P.O. Box 12920 Florence, SC 29504-2920 e-mail: tripwilsonnavy@earthlink.net phone: 843.618.5217</p> <p>1200 Spring Street Mountain Home, AR 72653 The program has been expanded beyond the Navy / Marine JROTC program to all branches of service and beyond the state of South Carolina to any interested school in the United States.</p>
<p>AFJROTC Unit SC-065, C.A. Johnson High School</p>	<p><i>Tuskegee Airmen Inc.</i> <i>AFJROTC Cadet Award</i> 1st, 2nd, or 3rd year (in a 3- or 4- year program) 2 cadets total.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>Attain a grade of "B" or better in AFJROTC. Be in academic good standing. Actively participate in cadet corps activities. Participate in at least 50% of all unit service projects.</p>	<p>Ribbon and Certificate</p>  <div style="border: 1px solid black; padding: 10px; margin-top: 10px; text-align: center;"> INSERT CADET NAME(S): </div>	<p>AFJROTC Unit SC-065, C.A. Johnson High School will provide this award without units requesting. Do not e-mail, fax, telephone or write for the award. Contact the SC-065 if award is not received by 15 March. Only two award devices and certificates will be provided.</p>

NATIONAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
On website click "Members" then "Forms" to download certificate; order medal from online "TREA Store." They will not accept purchase order, order online with credit card and get reimbursed.	<i>The Retired Enlisted Association (TREA) Award.</i> (SASI discretion for a cadet serving in the Enlisted Rank) <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	For exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year.	Ribbon and Certificate  <div> INSERT CADET NAME: </div>	Mr. Bob Roloff at 1-800-338-9337 or write to: 1111 South Abilene Court Aurora, CO 80012-4909 FAX: 303-752-0835 WEB Site: www.trea.org TREA email: treahq@treahq.org
Mr. Dave Capps JROTC Award Program 2833 Aviation Way Columbia, S.C 29170 jrotc@cff-soar.org and/or Kathi Free	<i>Celebrate Freedom Foundation Award</i> (SASI discretion for either a 1 st or 2 nd year) <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	For outstanding performance in academics and cadets corps activities.	Ribbon and Certificate  <div> INSERT CADET NAME: </div>	1300 Pickens Street, Suite 200 Columbia, SC 29201 Phone: 803-708-4752 Fax: 803-708-4815 Email: info@cff-soar.org Web site: www.thecelebratefreedomfoundation.org
Ms. Debbie Young Send nominee to email: DYoung@wcsr.com Send nominee report.	<i>National Society United States Daughters 1812</i> <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	For academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits. (SASI discretion)	Medal, Ribbon, Certificate  <div> INSERT CADET NAME: </div>	1286 Riverside Ave Baltimore, MD 21230 Phone: 410-530-7083 Web site: http://www.usdaughters1812.org/chapters.html
AFJROTC Unit PA-20091	<i>Air Commando Association Award</i> (SASI Discretion) <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	For completing a one page essay based on a historical AF Special Operations Mission possessing the thirteen critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness and family strength.	Ribbon and Certificate  <div> INSERT CADET NAME: </div>	Air Commando Association P.O. Box 7 Mary Easter, FL 32569 AFJROTC Unit PA-20091 will mail ribbon and certificate template to each AFJROTC unit no later than the last day of month of each calendar year as national service project.
(800) 424-2929 (518) 563-9479	<i>Non-Funded National Awards. (NFNA) American Military Retiree Association</i> <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Robert J. Jock Award	<div> INSERT CADET NAME: </div>	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)






NATIONAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
211 TH M.P. O: (828) 627-9024 C: (828) 508-9429 jeffrey.a.wheeler.mil@mail.mil NCNG 258 Armory Dr. Clyde, NC 28721	<i>Non-Funded National Awards. (NFNA)</i> NC National Guard INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N		INSERT CADET NAMES: AS I: AS II: AS III: AS IV:	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
	<i>Non-Funded National Awards. (NFNA)</i> Military Family Support Trust INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N		INSERT CADET NAMES: AS I: AS II: AS III: AS IV:	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
MRS GAIL POWELL H: (828) 627-6154 gailpowell@bellsouth.net 129 Paige Lane Clyde, NC 28721	<i>Non-Funded National Awards. (NFNA)</i> Daughters of American Colonists INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N		INSERT CADET NAME:	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
<u>NCOAJROTC@aol.com (Order)</u>	<i>Non-Funded National Awards. (NFNA)</i> Non-Commissioned Officers Association INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N	To be awarded to the most outstanding Enlisted (E1 – E9) Cadet(s) in the Unit during the past academic block/year. The award must be made to the Enlisted Cadet(s) who has/have consistently exhibited the best military bearing, personal appearance, deportment and leadership ability. Multiple awards can be given to outstanding Cadets in a Unit as determined by the Selection Board.	Certificate, presentation folder, bar ribbon and drape with medal INSERT CADET NAME:	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
Mr. Rick Strubeck 26 Kanuga Place Waynesville, NC 28785 C: (828) 316-1031 H: (828) 926-6198	<i>Non-Funded National Awards. (NFNA)</i> Vietnam Veterans of America Chapter # 980 INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N		INSERT CADET NAME:	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)



NATIONAL AWARDS continued...

POC INFO	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	NATIONAL INFORMATION
Mr. Fred Underwood C: (828) 246-8201	<i>Non-Funded National Awards. (NFNA)</i> Disabled American Veterans (DAV) <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>		<div> INSERT CADET NAME: </div>	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
Mr. Derrick Shipman 648-8669 98 Twinkle Star Drive Waynesville, NC 28786	Sons of Confederate Vets Steven Mallory Award <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>		<div> INSERT CADET NAME: </div>	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
Mrs. Beverly Elliott O: (828) 452-6002 C: (828) 400-5556 Congressman Meadows beverly.elliott@mail.house.gov 285 N Main St. Room 1300 Waynesville, NC 28786	CONGRESSIONAL LETTERS OF COMMENDATION <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>		<div> INSERT CADET NAME(S): REFER TO LETTER </div>	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
Mrs. Amie Owens MPA Administrative Services Director Town of Waynesville, NC 16 S. Main Street PO Box 100 Waynesville, NC 28786 (o) 828.452.2491 (f) 828.456.2000 aowens@waynesvillenc.gov v www.waynesvillenc.gov	Town of Waynesville Mayor <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>		<div> INSERT CADET NAME(s): REFER TO LETTER </div>	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)
Mrs. Judy Stamey O: (828) 646-2841 Public Affairs Manager Evergreen Packaging P.O. Box 4000 Canton NC 28716 judy.stamey@everpack.com SEND EMAIL	Evergreen Packaging Award <div> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation. Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.	<div> INSERT CADET NAME: </div>	(Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction)



AFJROTC AWARDS

	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	CONTACT INFORMATION
	<p>Distinguished Unit Award (DUA). (All Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>The <i>Distinguished Unit Award</i> (with and without Merit) Indicates unit ranked in the either the top 5% (with Merit) or top 20% of the AFJROTC units worldwide.</p>	<p>Congratulatory Letter and Certificate of Recognition, Streamer for Unit Guidon, Ribbon</p> <p>Distinguished Unit W/Merit</p>  <p>Disgtinguished Unit</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px; text-align: center;"> INSERT CADET ROSTER </div>	<p>Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. The DUA ribbon is ordered through EMALL.</p>
	<p>Outstanding Organization Award. (All Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div> <p style="margin-top: 20px;"><i>Aerospace & Technology Honors Camp Ribbon (All Cadets)</i></p>	<p>Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OOA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. The OOA ribbon is ordered through EMALL. OOA recipients do not receive a streamer.</p> <p style="margin-top: 20px;">Successful attendance of Aerospace & Technology Honors Camp.</p>	<p>OOA recipients do not receive a streamer.</p>  <p style="margin-top: 20px;">Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px; text-align: center;"> INSERT CADET ROSTER: </div>	<p>Aerospace & Technology Honors Camp Ribbon (use the same ribbon as the Leadership School Ribbon and add the "H" device: Order the "H" device from Vanguard item #7653600)</p>
	<p>Outstanding Flight Ribbon. (All Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Presenter: _____ </div>	<p>Awarded each academic term to members of the outstanding flight under criteria determined by the SASI. Specific Criteria is identified in the Cadet Guide. .</p>	<p>Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> 1st Semester - 2nd Semester - </div>	<p>Awarded each academic term to members of the outstanding flight under criteria determined by the SASI.</p>





AFJROTC AWARDS continued...

	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<p><i>Top Performer Award</i> (2% of Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INVITE: Y / N Presenter: _____ Guests: Y / N RCV'D: Y / N </div>	<p>The Cadet Top Performer Award is a Headquarters, AFJROTC award presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). All currently enrolled cadets may be considered. Specific consideration should be given to cadets not previously recognized for superior performance</p>	<p>Certificate and Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME(S): </div>	<p>1. The award will recognize a cadet's performance in the following key areas: Leadership and job performance: in primary duty and specifically in preparation for the unit's annual assessment. Leadership qualities: involvement and positions held in extracurricular activities. Academic performance: nominee must be in good academic standing in all high school course work. Significant self-improvement. Community involvement. Other accomplishments.</p> <p>2. SASI may nominate candidates to their respective Area Administrator. Area Administrators will present awards to nominees during their visit unless personal observation of the cadet warrants otherwise. SASIs may select recipients and present award in years that unit does not receive AA visit.</p> <p>3. Ribbons will be available from HQ AFJROTC and distributed to the Area Administrators for presentation. The award consists of a certificate and a ribbon, which may be presented by the Area Administrator during the visit or the SASI if the cadet(s) is unavailable due to class scheduling conflict, etc. The ribbon may be worn for the duration of a cadet's tenure in AFJROTC.</p>
	<p><i>The Outstanding Cadet Ribbon</i> (One Cadet each AS-I, II, III, IV)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Presenter: _____ </div>	<p>SAME AS AFJROTC HQ.</p>	<p>Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> AS I: AS II: AS III: AS IV: </div>	<p>Awarded annually at the SASI's discretion to the outstanding first-year, second-year, third-year, and fourth-year cadet. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence.</p>






AFJROTC AWARDS continued...

	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<p><i>Leadership Ribbon</i> (5% of Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Presenter: _____ </div>	Assigned to and excel in a leadership position. Exhibit outstanding performance. Awarded once per school year and to COLS Cadre. Awarded at the SASI's discretion for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance.	<p>Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME(S): </div>	Awarded at the SASI's discretion for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance.
	<p><i>Achievement Ribbon</i> (5% of Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Presenter: _____ </div>	Accomplish significant documented achievement; community/school service, ROTC scholarship, Academy appointment, contest winner, athletic achievement, Valedictorian/Salutatorian, first place in AFJROTC fundraising, Outstanding Cadet of the Year, etc.) Awarded once per school year.	<p>Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME(S) </div>	Awarded for a significant achievement as deemed appropriate by the SASI. Individuals may not receive more than one ribbon during a 1-year period.
	<p><i>Superior Performance Ribbon</i> (10% of Cadets)</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Presenter: _____ </div>	Render outstanding achievement or meritorious service in behalf of AFJROTC for a single or sustained act of a superior nature (National Merit Finalist, yearbook editor, top three cadets in PT tests, second and third place cadets in AFJROTC fundraising, outstanding performer in community sanctioned activity, Outstanding Cadet Nine-Weeks, and Semester). Awarded once per school year	<p>Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> INSERT CADET NAME(S) </div>	Awarded annually at the SASI's discretion for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature. Ensure award is presented in recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.
	<p><i>Academic Ribbon</i> (All Cadets)</p>	Achieve overall "B" grade point average with "A" in AFJROTC for the quarter enrolled. May be earned each SEMESTER by active cadets.	<p>Ribbon</p>  <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> REFER TO ROSTER </div>	Awarded for academic excellence as signified by attaining an overall grade point average of at least "B" for one academic term, in addition to an "A" average in AFJROTC.



AFJROTC AWARDS continued...

	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<i>Leadership School Ribbon</i> (All Cadets)	Leadership Schools (COLS) graduate. Awarded only once. Add "H" device for completion of Air Force Honors Camp. Add Silver Star for outstanding performance at COLS, limited to 10% of COLS class.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Awarded for completion of an approved leadership school program of at least 5 days duration. Leadership ribbon as well as the Bronze Star can be ordered through EMALL. For each additional Leadership School completion additional bronze star will be awarded. Silver star will be awarded for outstanding performance or leadership ability at a Leadership School instead of the Bronze Star. Limit the Silver star to 10 percent of the class.
	<i>Special Teams Competition Ribbon</i> (All Cadets)	"Place" in Air Force or Joint drill meet.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Awarded to team members for placing 1st, 2nd or 3rd in an Air Force or Joint Service Competition to include Color Guard Teams, Rifle Teams, Drill Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, etc.
	<i>Orienteering Competition Ribbon</i> (All Cadets)	Awarded to team members for "placing" in an orienteering meet.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Awarded to team members for completing unit specific Orienteering Program as part of unit curriculum.
	<i>Co-curricular Activities Leadership Ribbon</i> (All Cadets)	Demonstrate exceptional leadership as COLS cadre or project officer for AFJROTC curricular activity (Military ball, newspaper editor, drill team commander, color guard team, orientation program coordinator, Haywood County Veterans Day Luncheon, etc.). Awarded once per school year.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Awarded at the SASI's discretion for leadership in AFJROTC co-curricular activities (such as dining-in chairperson, military ball chairperson, etc.). The recipient must have demonstrated exceptional leadership in achieving objectives through the coordinated efforts of others. This award may be earned a maximum of four times. An oak leaf cluster should be added to this ribbon for each additional award.





AFJROTC AWARDS continued...

	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<i>Drill Team Ribbon</i> (All Cadets)	Participate in at least 75% of all scheduled drill team practices and events AND/OR participate in one Joint-Service Competition. Must be recommended by DT/CC.	Ribbon  REFER TO ROSTER	Criteria for this award will be established by SASI and published in <i>Cadet Guide</i> or <i>Unit Operation Instruction</i> . An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.
	<i>Color Guard Ribbon</i> (All Cadets)	Participate in at least five scheduled color guard events. Must be recommended by Special Teams/CC.	Ribbon  REFER TO ROSTER	Criteria for this award will be established by SASI and published in <i>Cadet Guide</i> or <i>Unit Operation Instruction</i> . An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.
	<i>Sabre Team Ribbon</i> (All Cadets)	Awarded for distinguished participation in at least three scheduled sabre team event.	Ribbon  REFER TO ROSTER	Criteria for this award will be established by SASI and published in <i>Cadet Guide</i> or <i>Unit Operation Instruction</i> . An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.
	<i>Marksmanship Team Ribbon</i> (All Cadets)	Awarded to team members for "placing" in a marksmanship meet.	 REFER TO ROSTER	Criteria for this award will be established by SASI and published in <i>Cadet Guide</i> or <i>Unit Operation Instruction</i> . An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.
	<i>Good Conduct Ribbon</i> (All Cadets)	No adverse discipline reports or suspensions.	Ribbon  REFER TO ROSTER	Criteria for this award will be established by SASI and published in <i>Cadet Guide</i> or <i>Unit Operation Instruction</i> .







AFJROTC AWARDS continued...



	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<i>{Community} Service Ribbon</i> (All Cadets)	Distinctive performance in a minimum of 15 hours and/or four school, community, or AFJROTC service projects each school year. Includes AFJROTC fund raising and parades. Awarded once per school year. (NOTE: Raising/lowering School Flag Detail, leading the school Pledge of Allegiance, or participating in school campus clean-ups during school may not be counted individually towards the four school projects requirements; however their time may be added cumulatively towards the 15 hours requirements.)	Ribbon  <div>REFER TO ROSTER</div>	Awarded at the SASI's discretion for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. <i>* Participation in Drill Teams, Saber Teams or Color Guard Teams does not qualify for the Service Ribbon (see above criteria for Drill Team Ribbon) unless community service hours are awarded within established local criteria.</i>
	<i>Health and Wellness Ribbon</i> <i>{Physical Fitness}</i> (All Cadets)	Successfully pass the physical fitness test or complete a season in a Wilson sports program (including cheerleading). Awarded once per school year and for Leadership School.	Ribbon  <div>REFER TO ROSTER</div>	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.

AFJROTC AWARDS continued...

	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<i>Recruiting Ribbon</i> (All Cadets)	Enroll at least one quality cadets and/or serve as member of a Cadet Recruiting team at Waynesville Middle School and/or Haywood County elementary school; or other forum. Recruit one additional cadet to earn a cluster. Awarded once per school year.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Awarded for outstanding effort in support of unit recruiting activities. The SASI awards this ribbon based on locally developed criteria, which must be included in the unit Cadet Guide or unit Operating Instructions.
	<i>Activities Ribbon</i> (All Cadets)	Participate in two formally scheduled co-curricular activities such as <i>model rocketry, parades, field trips, RAIDER, etc.</i> ; receive award once each school year. Participate in four additional activities to receive additional cluster.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Awarded for participation in co-curricular activities other than those that qualify for the <i>Color Guard, Drill Team, and Special Teams Competition</i> ribbons. These include, but are not limited to orienteering teams, model rocketry clubs, AFJROTC academic teams, and AFJROTC sports teams. An oak leaf cluster should be added to this ribbon for each year of membership beginning with the second year. The SASI awards this ribbon using locally developed criteria which must be included in the Cadet Guide or unit Operating Instruction.
	<i>Attendance Ribbon</i> (All Cadets)	No more than four absences in a semester while actively enrolled in AFJROTC.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Criteria for attendance ribbon will be established by SASI and published in <i>Cadet Guide</i> or <i>Unit Operation Instruction</i> .
	<i>Dress and Appearance Ribbon</i> (All Cadets)	Wear uniform on all designated uniform days and receive a 90% uniform grade average for the semester.	Ribbon  <div style="border: 1px solid black; padding: 5px; text-align: center;">REFER TO ROSTER</div>	Criteria for dress and appearance ribbon will be established by SASI and published in <i>Cadet Guide</i> or <i>Unit Operation Instruction</i> . SASI will also include uniform inspection scoring as applicable.

AFJROTC AWARDS continued...

	AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	AFJROTC Requirements
	<i>Longevity Ribbon</i> (All Cadets)	Successfully complete AFJROTC and Tuscola High School course requirements.	Ribbon  <div>REFER TO ROSTER</div>	Awarded for completion of each AS year.
	<i>Bataan Death March Memorial Hike Award</i> (All Cadets)	To honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally-determined 14 mile course (<i>trails, road courses, tracks, etc.</i>). Units may complete the full hike in a span of one to no more than three days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14 mile hike are authorized to wear the ribbon.	 <div>REFER TO ROSTER</div>	
	<i>Patriotic Ribbon</i> (All Cadets)	May be awarded for participation in non-color guard events specifically designed to honor our nation's flag. Such events include flag raising ceremonies (<i>Veterans or Memorial Day</i>), flag retirement ceremonies, flag folding ceremonies (i.e., <i>funeral</i>), and historical flag demonstrations such as <i>the 50 State Flag or 13 Colonies Ceremonies</i> '. SASI may award this ribbon based on local criteria which must be clearly published in the unit's Cadet Guide or Unit Operating Instruction.	 <div>REFER TO ROSTER</div>	
	Civil Air Patrol AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)	
	<i>General Carl Spaatz Award (CAP)</i> <div>INVITE: Y / N Presenter: Guests: Y / N</div>	May be awarded to cadets who "successfully complete all phases of the CAP cadet program and the General Carl A. Spaatz Award examination"	Ribbon  <div>REFER TO ROSTER</div>	
	<i>General Ira C. Eaker Award (CAP)</i> <div>INVITE: Y / N Presenter: Guests: Y / N</div>	Denotes successful completion of all sixteen achievements and four phases of the Civil Air Patrol Cadet Program. CAP's newest award recognizes cadet completion of the academic, leadership, moral leadership and physical fitness curriculum in existence since 1964.	Ribbon  <div>REFER TO ROSTER</div>	
	<i>Amelia Earhart Award (CAP)</i> <div>INVITE: Y / N Presenter: Guests: Y / N</div>	Earned after completing the first eleven achievements of the cadet program and receipt of the General Billy Mitchell Award. In addition, the cadet must pass an arduous	Ribbon  <div>REFER TO ROSTER</div>	

		100 question examination testing aerospace topics, leadership theory and staff topics.		
	<i>General Billy Mitchell Award (CAP)</i> <div> INVITE: Y / N Presenter: Guests: Y / N </div>	Cadets must pass a series of leadership, aerospace and physical fitness tests and attend moral leadership training for each achievement from Cadet Airman Basic through Cadet Chief Master Sergeant. In addition, cadets must attend a military-style encampment before this award is made. 15% of Civil Air Patrol cadets achieve the Mitchell Award.	Ribbon  <div> REFER TO ROSTER </div>	
	<i>General J. F. Furry Achievement Award (CAP)</i> <div> INVITE: Y / N Presenter: Guests: Y / N </div>	Successful completion of Achievement 1 of CAP cadet program.	Ribbon  <div> REFER TO ROSTER </div>	

CHAPTER SIX

Summer Leadership School (SLS) OVERVIEW

6.1. Summer Leadership Schools (SLS). Summer Leadership School participation is *voluntary and competitive*; attendees must be approved by the SASI.

6.2. (SLS) is an optional extracurricular program that teaches AFJROTC cadets aspects of citizenship and leadership in a highly structured and focused instructional environment. Its mission is to promote this development by preparing cadets for leadership roles in their units, schools, and local communities. As such, the activities during **(SLS)** should stress the following: team building, leadership, respect for authority, responsible citizenship, personal character, academic achievement, health, and community service.

6.3. Teambuilding, Leadership, Citizenship, Health/Wellness Academics, and Service are the core subjects taught in **(SLS)**.

6.4. (SLS) is normally conducted during the summer months. However, there are no restrictions on conducting a **(SLS)** equivalent at other times during the year.

6.5. (SLS) Theme. Before you begin planning an actual curriculum for your **(SLS)**, you should establish a theme. The theme is merely a central topic or direction to your curriculum. A concise and well-defined theme provides two primary benefits: 1) It helps you identify activities that should or should not be included in your curriculum and may be a source of funding. 2) It helps your potential students choose a **(SLS)** that best matches their particular interests.

6.6. (SLS) curriculums are typically built around a central theme will provide the students a learning vector that is easy to follow and a sense of finality that a specific skill was learned or developed as a result of having attended the **(SLS)**.

6.7. Here are some theme ideas we could use:

- Being an Aviation Pioneer
- Active Citizenship in the 21st Century
- Military Tradition in Civil Affairs
- How to Organize a Civic Event
- Community Emergency Response Teams
- Military Traditions in Aviation
- Patriotic Customs and Courtesies as an American Citizen
- Developing Effective Team Skills
- Management of a Cadet Corps
- Goal Development and Evaluation
- NASA Space Camp
- Cultural Awareness
- Technology Applications
- Health and Wellness
- Combating Terrorism
- Civilian Marksmanship Program

6.8. Building our (SLS) Curriculum. Once you've selected a theme, you'll be ready to plan the **(SLS)** curriculum in detail. You should build your curriculum around these six tenets:

- Academic Studies
- Health and Wellness
- Leadership and Character Development

- Civic Respect and Military Tradition
- Community Service and Civic Involvement
- Social/Cadet Recognition

6.9. Haywood County School Board Approval.

We must comply with the Haywood County school district event permission, medical (to include medications), physical fitness limitations, emergency notification, safety, and legal requirements of not only your own school district but also all other participating school districts attending your (**SLS**). We should also contact other JROTC units (if necessary) to benchmark from their lessons learned.

6.10. (SLS) is an extra-curricular activity. Cadets must be prepared to dedicate the time/energy it will require to plan this most ambitious event. This activity must cover ALL (if possible) the what if questions. For example, cadets must verify the school liability and medical insurance coverage for participating cadets and instructors. If other unit cadets are involved, the participating school districts will need to coordinate liability and medical insurance requirements with the host unit. There may also be additional liability insurance requirements for the selected site of your (**SLS**) (e.g., some military installations require proof of additional liability event insurance).

6.11. Additional information may be found in AFJJROTC Reference Guide Chapter 6, “*Cadet Leadership Course Review*.”

Chapter Seven

U.S. Air Force Junior ROTC Uniform

AFJROTC cadets wear the same basic uniform as the active duty Air Force, and they should be expected to honor and wear the uniform properly and with pride. This chapter provides the latest guidance and clarification on AFJROTC uniform wear for instructors and cadets. It also provides guidelines for cadet appearance and grooming.

The AFJROTC Awards and Decorations Program recognize the achievements of AFJROTC cadets and fosters increased morale and *esprit de corps*. This chapter outlines the proper execution of the NC-075's unit Awards and Decorations Program.

ACCOUTREMENTS (GENERAL)

Chapter 7 of the Air Force Junior ROTC Operational Supplement describes how AFJROTC cadets will wear the uniform and maintain Air Force grooming standards while in uniform. AFI 36-2903, 13 July 2018, describes how to properly wear the Air Force uniform and this Operations Supplement describes how AFJROTC will wear rank, ribbons, medals, and other accouterments. Cadets are wearing the same basic uniform as the active duty Air Force, and they will be expected to honor and wear the uniform properly and with pride. This chapter provides the latest guidance and clarification on AFJROTC uniform wear for instructors and cadets. It also provides guidelines for cadet appearance and grooming.

The AFJROTC Awards and Decorations Program recognizes the achievements of AFJROTC cadets and fosters increased morale and esprit-de-corps. This chapter outlines the proper execution of a successful unit Awards and Decorations Program.

7.1. Insignia Placement. Insignia on the AFJROTC uniform will be worn according to the figures contained in this guide.

7.2. Badges.

7.2.1. Ground School Badge. Awarded for successful completion of the AFJROTC aviation honors ground school curriculum or successful completion of another aviation ground school program prescribed by the FAA. Email HQ-Logistics@afjrotc.com a copy of the cadet's Ground School Certificate, and then go to WINGS | Logistics | Create Display Orders. Flight Suits are authorized for those cadets currently enrolled in or that have successfully completed aviation honors ground school, been awarded a flight solo badge, flight certificate badge or have successfully completed the AFJROTC Flight Academy program (see Attachment 7-12).

7.2.2. Flight Solo Badge. Awarded to any cadet possessing a solo flight certificate signed by a FAA certified flight instructor for either powered or non-powered aircraft. Email HQ-Logistics@afjrotc.com a copy of the cadet's Flight Solo Certificate, and then go to WINGS | Logistics | Create Display Orders and order the Flight Solo Badge. Flight suits are authorized for those cadets that have received their flight solo badge (see Attachment 7-12).

7.2.3. Flight Certificate Badge. Awarded to any cadet who possesses a valid FAA pilot's certificate for either powered or non-powered aircraft. Email HQ-Logistics@afjrotc.com a copy of the cadet's Flight Certificate, and then go to WINGS | Logistics | Create Display Orders and order the Pilot

Certificate Badge. Flight suits are authorized for those cadets that have received their flight certificate badge (see Attachment 7-12).

7.2.4. Awareness Presentation Team Badge. Awarded for participation on an Awareness

Presentation Team. Criteria for becoming a member of the team will be published in the Cadet Guide or the Unit Operating Instructions. Go to WINGS | Logistics | Create Display Orders and order the Awareness Presentation Team Badge.

7.2.5. Kitty Hawk Air Society Badge. Awarded to cadets who are members of the Kitty Hawk Air Society. The unit's Kitty Hawk charter will spell out the requirements for entry into the society. Go to WINGS | Logistics | Create Display Orders and order the Kitty Hawk Air Society Badge.

7.2.6. Academy of Model Aeronautics (AMA) wings. Awarded to cadets who are members of a local AMA chartered model airplane club. Contact the AMA to obtain badge for qualifying cadets. See Attachment 7-17 for ordering information.

7.2.7. Distinguished AFJROTC Cadet Badge. This annual award consists of a certificate and the Distinguished AFJROTC Cadet badge. The award recognizes one outstanding second- year cadet (third-year cadet in a 4-year program) selected at the end of each school year. This allows the recipient to wear the award their final year in the AFJROTC program. The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The SASI, in coordination with the ASI and with the concurrence of the principal, selects the recipient of this award. The Holm Center **Form 308, Certificate of Recognition**, is located in WINGS | Published Files | Directory | Certificates folder. The certificate is used to present with the badge. The unit must purchase the badge from a vendor.

The recipient should hold the following awards prior to selection:

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

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

7.2.9. Model Rocketry Badge. Awarded to cadets who have fulfilled model rocketry program requirements. Program requirements are listed in the Model Rocketry Handbook available in WINGS | Published Files | Directory | JROTC | Instruction and Guides | Model Rocketry Handbook. OPR: Holm Center/JROSL.

7.2.10. Other Badges or Pins. CyberPatriot and Stellar Explorer pins are issued to participating cadets by the host organization. Pins are not available for commercial purchase. Any badge or pin not specifically authorized by HQ AFJROTC will not be worn on any AFJROTC uniform combination.

7.2.11. Marksmanship Awards. Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males wear the badges under the ribbons on the left pocket flap of the light

blue shirt or below the ribbons on the service dress uniform. Females wear the badges above the ribbons on both uniforms. Marksmanship badges will not be worn with medals.

7.3. Shoulder Patches and Tabs.

7.3.1. AFJROTC Patch (white, Lamp of Knowledge). Wear of the AFJROTC official shoulder patch is **mandatory** on the left sleeve (shoulder) of all uniforms except the raincoat, overcoat, all-weather coat, **ABU (front left pocket only)**. Cadets enrolled in Civil Air Patrol (CAP) and AFJROTC who use the same uniform for both activities may wear the CAP wing patch on the right shoulder sleeve." Flight Suit - the white, Lamp of Knowledge, AFJROTC Patch will be worn (if no unit patch is available) on the right sleeve (shoulder) (see Attachment 12 in Cadet Guide, Note 2).

7.3.2. Unit Patch. Optional. If worn, must be on the right shoulder only (**ABU on front right pocket only**). Flight Suit - the unit patch will be worn on the right sleeve (shoulder) of the Flight Suit, if no unit patch is available the white, Lamp of Knowledge, AFJROTC Patch will be worn (see Attachment 12 Cadet Guide, Note 2). Unit patches are paid for by non-Air Force Funds and must be approved by HQ AFJROTC via the waivers module in WINGS prior to purchase or use.

7.4. Shoulder Cords. Cadets are authorized to wear **one shoulder cord (double knot, single cord – no aiguillettes or citation cords)** on the left shoulder. This will be a single "infantry" style cord, without metal tips, no more than 1-inch wide. Wear the shoulder cord only on the light blue shirt and the service dress coat. The SASI will designate criteria on who may wear shoulder cords. Colors to denote different honors or leadership positions may be used.

7.4.1. Criteria for wear and shoulder cord colors will be described in the Cadet Guide or Unit Operating Instructions. On the **service dress coat**, the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. On the **blue shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. Cords may be purchased from a vendor using MilPer funds.

7.5. Shoulder Tabs. Shoulder tabs are either **cloth or metal** arches denoting participation in an AFJROTC activity. Shoulder tabs are optional. If worn, cadets are authorized to wear **one shoulder tab on the right shoulder** of the service dress coat and the light blue shirt, centered between the unit patch and the shoulder seam. Tabs will have the name of the activity on them (e.g., drill team, saber team, honor guard, etc.). If no unit patch is worn, tab will be worn no lower than 1 inch below the shoulder seam. If a unit patch is worn, shoulder tab will be centered between the unit patch and the shoulder seam.

7.5.1. The NC-075 SASI has designated the following activities as authorized for wear of shoulder tabs: Color Guard, Drill Team, Raider, Honor Guard, Marksmanship, etc.

7.5.2. The following is the established criteria to wear the following shoulder tabs.

7.5.2.1. Color Guard Varsity team members only. No more than 12 will be assigned to the team.

7.5.2.2. Drill Team members. No more than 20 will be assigned to the team.

7.5.2.3. Raider Team. No more than 20 will be assigned to the team.

AWARDS AND DECORATIONS

7.6. Awards and Decorations.

7.6.1. Awards and Decorations. The Cadet Awards and Decorations Program fosters morale, esprit-de-corps, and recognizes achievements of AFJROTC cadets. Awards sponsored by national organizations are funded by the sponsoring organization and donated through local chapters where available. Only Awards and Decorations approved by Holm Center/JR and listed in this guide may be worn. **Units cannot purchase matching medals for HQ AFJROTC Approved Ribbons. (Example: Outstanding Cadet, Patriotic Flag, Bataan March, etc.).** Only medals specifically designated within this Operational Supplement and depicted on the AFJROTC Ribbon Chart are approved.

7.6.2. Organizations that wish to present cadets awards (i.e., Daughters of the American Revolution, National Sojourners, Sons of the American Revolution, Scottish Rite, Southern Jurisdiction, Sons of Union Veterans of the Civil War Award, Sons of Confederate Veterans H.L. Hunley Award, National Society United States Daughter of 1812) may still do so. However, only the HQ AFJROTC approved medals and ribbons may be worn on a cadet's AFJROTC uniform.

7.6.1.1. Units may not create or purchase local awards (ribbons or medals) for wear on the uniform.

7.6.1.2. Ribbons will not be worn with medals. Medals may be worn with the service dress uniform for formal and semi-formal occasions of a limited nature (such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI.) Medals may not be worn on regular uniform days. Place medals on the mounting rack in the proper order of precedence (see para 7.6.3.1).

7.6.1.3. Units are authorized to impose additional criteria (more stringent) to meet local standards and needs without diminishing minimum standards (example: limiting the number of cadets who may earn the award where no guidance is stated, or below stated limits). If such additional criteria are imposed, they must be specifically stated in the Cadet Guide or Unit Operating Instructions.

7.6.1.4. Present awards at appropriate ceremonies. Invite school officials, local civil authorities and parents when practical. Representatives from organizations sponsoring awards will be offered the opportunity to make the award presentation. Display awards when possible for the benefit of the cadet corps. The SASI will ensure that Air Force endorsement of any agency's product or service is neither stated nor implied.

7.6.3. Order of Precedence of AFJROTC medals and ribbons.

7.6.3.1. AFJROTC Awards. Cadets may only receive one National-level Award for each year they are in AFJROTC and not receive the same National-level award twice during their AFJROTC career (this does not apply to National competition awards).

Guidelines for National-level Awards will be followed to the fullest extent possible. Deviations from established award criteria will not be the norm, but based on a case, by case basis. Unit must uphold the "spirit of intent" of an award.



- 1. Gold Valor Award (Medal/Ribbon)**
- 2. Silver Valor Award (Medal/Ribbon)**
- 3. Cadet Humanitarian Award (Ribbon)**
- 4. Silver Star Community Service with Excellence Ribbon**
- 5. Community Service with Excellence Ribbon**
- 6. Air Force Association Award (Medal/Ribbon)**
- 7. Daedalian Award (Medal/Ribbon)**
- 8. American Legion Scholastic Award (Medal/Ribbon)**
- 9. American Legion General Military Excellence Award (Medal/Ribbon)**
- 10. American Veterans Award (Medal/Ribbon)**
- 11. Reserve Officers Association Award (Medal/Ribbon)**
- 12. Military Order of World Wars Award (Medal/Ribbon)**
- 13. Military Officers Association Award (Medal/Ribbon)**
- 14. Veterans of Foreign Wars (VFW) Award (Medal/Ribbon)**
- 15. Military Order of the Purple Heart Award (Medal/Ribbon)**
- 16. Air Force Sergeants Association (AFSA) Award (Medal/Ribbon)**
- 17. Tuskegee Airmen Incorporated AFJROTC Cadet Award (Ribbon)**
- 18. The Retired Enlisted Association Award (Medal/Ribbon)**
- 19. The Celebrate Freedom Foundation Award (Medal/Ribbon)**
- 20. Air Commando Association Award (Medal/Ribbon)**
- 21. Distinguished Unit Award with Merit (Ribbon)**
- 22. Distinguished Unit Award (Ribbon)**
- 23. Outstanding Organization Award (Ribbon)**
- 24. Outstanding Flight Ribbon**
- 25. Top Performer Ribbon**
- 26. Outstanding Cadet Ribbon**
- 27. Leadership Ribbon**
- 28. Achievement Ribbon**
- 29. Superior Performance Ribbon**
- 30. Academic Ribbon**
- 31. Cadet Leadership Course Ribbon**
- 32. Special Teams Placement Ribbon**
- 33. All Services National Competition (Medal/Ribbon)**
- 34. Air Force Nationals Competition (Medal/Ribbon)**
- 35. Orienteering Ribbon**

- 36. Leadership Development Requirement (LDR) Leadership Ribbon
- 37. Drill Team Ribbon
- 38. Color Guard Ribbon
- 39. Saber Team Ribbon
- 40. Marksmanship Ribbon
- 41. Good Conduct Ribbon
- 42. Service Ribbon
- 43. Health and Wellness
- 44. Recruiting Ribbon
- 45. Activities Ribbon
- 46. Attendance Ribbon
- 47. Dress and Appearance Ribbon
- 48. Longevity Ribbon
- 49. Bataan Death March Memorial Hike Ribbon
- 50. Patriotic Flag Ribbon

Grandfathered National Awards - Cadets receiving these National-level awards listed below (items 51-58) prior to 30 July 2018, and wish to wear these awards may do so as long as they remain in AFJROTC or NLT 1 August 2021 (grandfathered).

Medals may be worn on the semi-formal uniform only for formal and semi-formal occasions of a limited nature (such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI.) Medals will not be worn on regular uniform days.

These ribbons may be worn by cadets (if earned prior to 30 July 2018) during regular uniform days and will be worn in the precedence listed below following the Patriotic Flag Ribbon. These ribbons will no longer be eligible for wear after 1 August 2021.

- 51. Daughters of the American Revolution Award
- 52. National Sojourners Award
- 53. Sons of the American Revolution Award
- 54. Scottish Rite, Southern Jurisdiction Award
- 55. Sons of Union Veterans of the Civil War Award
- 56. Sons of Confederate Veterans H.L. Hunley Award
- 57. National Society United States Daughter of 1812

58. Non-Funded National Awards (i.e., NCOA, National Society, Daughters of Founders and Patriots of America, American Military Retirees Association "LEAP", United Daughters of the Confederacy etc.)

Cadets receiving these Civil Air Patrol (CAP) awards listed below (items 59-63) prior to 30 July 2018, and who wish to wear these awards may do so as long as they remain in AFJROTC or NLT 1 August 2021 (grandfathered).

These ribbons may be worn by cadets (if earned prior to 30 July 2018) during regular uniform days and will be worn in the precedence listed below following the Patriotic Flag Ribbon. These ribbons will no longer be eligible for wear after 1 August 2021.

- 59. General Carl Spaatz Award
- 60. General Ira C. Eaker Award
- 61. Amelia Earhart Award

62. General Billy Mitchell Award

63. General J.F. Curry Achievement Award

7.6.4. AFJROTC cadets are not authorized to wear ribbons/medals earned/issued from Army, Navy, Marine Corps, or Coast Guard Junior ROTC programs. Cadets will be given equivalent AFJROTC ribbons to wear in lieu of Army, Navy, Marine Corps, or Coast Guard Junior ROTC ribbons/medals the cadet earned while serving in sister-service JROTC program. It is up to the SASI to make the best determination as to what equivalent AFJROTC ribbon to issue.

7.6.5. Badges or insignia from Active Duty, Guard, Reserve, or any other non-AFJROTC group are not authorized on the AFJROTC uniform. Badges, ribbons or insignia from middle school programs such as Youth Leadership Corps are not authorized on the AFJROTC uniform.

7.7. Descriptions and Criteria of AFJROTC Medals and Ribbons. Ribbons will not be worn with Medals (only the medals will be worn). NOTE: Medals will not be worn on regular uniform days or during any type of competition, i.e., drill, Cyber-Patriot, Academic Bowl, etc.

7.7.1. Gold Valor Award. Awards consist of a medal, ribbon, and certificate. The Gold Valor Award recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty. Forward recommendations for valor awards through HQ-OpsSupport@afjrotc.com for review and approval within 6 months of the incident. Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the valor award to the HQ AFJROTC Director for final approval. Upon approval, Operation Support will distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded. Medals will not be worn on regular uniform days or during any type of competition.

7.7.2. Silver Valor Award. Awards consist of a medal, ribbon, and certificate. The Silver Valor Award is awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award. Forward recommendations for valor awards through HQ-OpsSupport@afjrotc.com for review and approval within 6 months of the incident. Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the valor award to HQ AFJROTC Director for final approval. Upon approval, HQ-OpsSupport@afjrotc.com distributes the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star will be awarded. Medals will not be worn on regular uniform days or during any type of competition.

7.7.3. Cadet Humanitarian Award. Award consists of a ribbon and certificate. It is intended to recognize cadets who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has placed or has the potential to place a hardship on their fellow citizens. This award is not to be used to recognize day-to-day service in the community. Forward recommendations for humanitarian awards to HQ-OpsSupport@afjrotc.com for review and approval within 6 months of the incident. Include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to

accompany the award. Upon approval, HQ-Ops Support distributes the citation and ribbon for presentation. For each additional award earned an additional small silver star will be awarded.

7.7.4. Silver Star Community Service with Excellence Award. Award consists of a ribbon with a Silver Star device and certificate. The Silver Star Community Service with Excellence Award will be an honor that emphasizes the value of community service, and establishes a greater sense of pride within the corps. The award will be given to cadets in the Top 5% of units (approximately 45 units) who have the highest "per cadet average" community service hours. "Countable" hours must be logged into WINGS and be accomplished IAW published guidance in AFJROTCI 36-2010. Countable hours will be the period from 11 April (previous year) to 10 Apr (current year). HQ will use the last PSR cadet enrollment and the hours submitted in WINGS for that period to calculate the Top 5% units and notify the units earning the Award. Instructors at the Top 5% units will determine which of their cadets have contributed to the unit earning the new award. Ribbon must be purchased from a vendor using MilPer funds. For each additional award earned an additional large silver star will be awarded.

7.7.5. Community Service with Excellence Award. Award consists of a ribbon and certificate. It is intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefit the local community. This is not an award given to participants but to the key leader(s) of the project. Forward recommendations for Community Service with Excellence Award to HQ-OpsSupport@afjrotc.com for review and approval within 6 months of completion of the project. Include a detailed description of the contributions of the individual(s) along with newspaper clippings (if available) describing the outcome of the project, letters of appreciation from civic leaders, or other information deemed appropriate to validate eligibility. Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

National-level Awards

These Items may be issued to cadets, but medals from these organizations **WILL ONLY** be worn during events such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition, i.e., drill, Cyber-Patriot, Academic Bowl, etc.**

7.7.6. Air Force Association (AFA) Award. Cadets may only receive this award once. This AFA-sponsored award and is presented annually at each unit to the outstanding second-year (in a 3- year program) or third-year cadet (in a 4-year program). Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.6.1. The award recipient must possess/meet the following personal characteristics and eligibility criteria:

- **Top 1% of the cadets in a unit in the following areas, academics, leadership, and professionalism.**
- **Positive attitude (toward AFJROTC and school).**
- **Outstanding personal appearance (uniform and grooming).**
- **Display personal attributes such as initiative, judgment, and self-confidence. Courteous demeanor (promptness, obedience, and respect for customs).**

7.7.7. Daedalian Award. Cadets may only receive this award once. The Order of Daedalian's is a fraternity of commissioned pilots from all military services. It is named after the legendary figure, Daedalus, and was organized by WWI military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self-sacrifice which place service to the nation above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.7.1. This annual award recognizes one outstanding third-year cadet at each unit that meets the following criteria:

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

7.7.7.2. The SASI selects the recipient and requests the award from the nearest Daedalian Flight. A minimum of 90 days' notice is required to allow the local chapter to obtain the award from their national headquarters and to schedule a Daedalian Flight presenter for the award. See Attachment 7-17 for list of award points of contact.

7.7.8. American Legion Scholastic Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.8.1. This award is presented annually to one second- or third-year cadet (in a 3year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's overall scholastic achievements. Each cadet must:

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

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

7.7.9. American Legion General Military Excellence Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.9.1. This award is presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's general military excellence. Each cadet must:

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

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

7.7.10. American Veterans (AMVETS) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.10.1. This award is presented annually to one qualified cadet that possesses individual characteristics contributing to leadership such as:

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

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

7.7.11. Reserve Officers Association (ROA) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.11.1. This award is presented annually for military and academic achievement to an outstanding third-year cadet (fourth-year cadet in a 4-year program). The recipient must possess individual characteristics contributing to leadership such as:

- **Be in the top 10% in the AFJROTC program.**
- **Be in the top 25% in academic grades.**
- **Be recognized for having contributed the most to advancing the objectives of the AFJROTC program, which include outstanding dedication to citizenship, knowledge of civic responsibility, military orientation, self-discipline and a sound work ethic.**

7.7.11.2. The SASI with the ASI, selects the recipient of the award. The local ROA chapter contacts each SASI before 15 January and furnishes the name of the ROA representative for presentation purposes. If no contact is made by 15 January, the SASI must communicate directly with the National Headquarters of the Reserve Officers Association. See Attachment 7-17 for list of award points of contact.

7.7.12. Military Order of World Wars Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.12.1. This award is presented annually to an outstanding cadet who has committed to continue the aerospace science program the following school year. Selection is based on outstanding accomplishments or service to the AFJROTC unit.

7.7.12.2. The SASI, with the concurrence of the principal, selects the recipient and completes the Military Order of the World Wars (MOWW) citation by summarizing the cadet's outstanding accomplishments or service to the unit. The citation and request for the medal, certificate, and ribbon are sent to the nearest local chapter of the MOWW. The SASI will make arrangements for a MOWW representative to make the presentation at an appropriate ceremony. If a local chapter is unavailable, contact the MOWW National Headquarters. If a member is not available, any active, reserve, or retired commissioned officer may present the award.

7.7.13. Military Officers Association of America (MOAA) Award. Cadets may only receive this award once. This award, formerly known as The Retired Officers Association Award. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.13.1. This award is presented annually to an outstanding second-year cadet (third-year cadet in a 4-year program) who shows exceptional potential for military leadership. Each cadet must:

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

7.7.13.2. The SASI selects the recipient subject to the final approval of the sponsoring MOAA chapter. The SASI requests the award devices from the nearest MOAA chapter. A available in the area, the SASI sends the request to the MOAA headquarters.

7.7.14. Veterans of Foreign Wars (VFW) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.14.1. This award presented annually to an outstanding second or third-year cadet in a 3-year program (third or fourth-year cadet in a 4-year program) who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:

- Positive attitude toward the AFJROTC program

- **Must be enrolled as a 10th-12th grade AFJROTC student**
- **Must maintain a “B” average in AFJROTC curriculum and a “C” average in all remaining subjects with no failing grades in the previous semester**
- **Active in at least one other student extracurricular activity (music, athletics, government, etc.)**
- **Not a previous recipient of this award.**

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

7.7.15. Military Order of the Purple Heart Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.15.1. This award annually recognizes an outstanding underclassman (first, second, or third-year cadet), who is enrolled in the AFJROTC program and demonstrates leadership ability. (Seniors are not eligible) Each cadet must:

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

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

7.7.16. Air Force Sergeants Association (AFSA) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.16.1. This award recognizes an outstanding second- or third-year cadet in a three-year program (third- or fourth-year cadet in a 4-year program). The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must:

- **Be in the top 10% of the AFJROTC class.**
- **Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.**
- **Not a previous recipient of this award.**

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

7.7.17. Tuskegee Airmen Incorporated (TAI) AFJROTC Cadet Award. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.7.17.1. This award is presented annually to two cadets. Cadets may be first-year, second year, or third-year cadets (in a 3- or 4-year program) and must meet the following criteria:

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

7.7.17.2. The SASI and ASI select the recipients. The Tuskegee Airmen (TAI), Inc. AFJROTC Cadet Award ribbon is mailed to every AFJROTC unit from AFJROTC NC-20022, Vance High School. AFJROTC units do not need to contact this unit to receive their allotted two ribbons per year. AFJROTC units requesting replacement ribbons must send a check for \$2.00 to cover the cost of mailing up to two ribbons. The Tuskegee Airmen, Inc. AFJROTC Cadet Award certificate is posted in WINGS at WINGS - Published Files - Directory - JROTC - Certificates. The TAI AFJROTC Cadet Award certificate, as well as other important certificates, are posted in the folder.

7.7.18. The Retired Enlisted Association (TREA) Award. Cadets may only receive this award once. Awarded annually, at the SASI's discretion, for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.19. The Celebrate Freedom Foundation (CFF) Award for Excellence in Academic Programs. Cadets may only receive this award once. The awards program recognizes 9th, 10th, 11th and 12th grade students (including home-schooled students) enrolled in AFJROTC programs. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition.

7.7.19.1. SASI may go on line at www.gocff.org/jrotc to nominate cadets for this award. Cadets must demonstrate the following personal characteristics to be eligible for nomination:

- **Outstanding personal appearance (uniform and grooming)**
- **Display personal attributes such as initiative, judgment and self-confidence**
- **Courteous demeanor (promptness, obedience and respect for customs)**
- **Growth potential (capacity for responsibility, high productivity and adaptability to change)**

- Possess the highest personal and ethical standards and strong positive convictions
- Shows the potential and desire to pursue a military career
- Rank in the top 5% in his/her AS class with a grade average of A or numerical equivalent
- Rank in the top 15 % of his/her academic class
- Demonstrates a positive attitude (toward AFJROTC and school)

7.7.20. Air Commando Association Award. Cadets may only receive this award once. Awarded annually at the SASI's discretion for completing a one-page essay based on a historical AF Special Operations Mission possessing the 13 critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness and family strength. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. **Medals will not be worn on regular uniform days or during any type of competition.**

7.7.21. Distinguished Unit Award with Merit (DUAM). Award consists of a ribbon awarded to cadets enrolled during the same academic year in which 1) the unit receives a HQ AFJROTC evaluation with an overall rating of Exceeds Standards and 2) the unit is selected by HQ AFJROTC to receive the DUA. Both criteria must occur during the same academic year. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. Medal/Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional small silver star will be awarded.

7.7.22. Distinguished Unit Award (DUA). Is a ribbon awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. For each additional ribbon earned an additional small silver star will be awarded.

7.7.23. Outstanding Organization Award (OOA). Is a ribbon awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OOA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. OOA recipients do not receive a streamer. Ribbon must be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional small silver star will be awarded.

7.7.24. Outstanding Flight Ribbon. Is a ribbon awarded each academic term to members of the outstanding flight under criteria determined by the SASI. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.25. Top Performer Award. The award consists of a ribbon and certificate presented/awarded only by Headquarters, AFJROTC personnel. This award is only presented during a visit by HQ AFJROTC personnel. The award is presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). Once awarded, the ribbon may be worn for the duration of a cadet's tenure in AFJROTC.

7.7.25.1. Consideration for the Top Performer Awards. All currently enrolled cadets may be considered, but specific consideration will be given to cadets not previously recognized for superior performance. The Regional Director may select (SASIs may nominate) a maximum of 2% of a units cadets based on a cadet's performance in the following key areas: Leadership and job performance: in primary duty and specifically in preparation for the unit's assessment. Leadership qualities: involvement and positions held in Leadership Development Requirement activities. Academic performance: nominee must be in good academic standing in

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

7.7.26. Outstanding Cadet Ribbon. Is a ribbon awarded annually to the outstanding first-year, second-year, third-year, and fourth-year cadets. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.27. Leadership Ribbon. Is a ribbon awarded for outstanding performance in a position of leadership as an AFJROTC cadet. Ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.28. Achievement Ribbon. Is a ribbon awarded for a significant achievement in AFJROTC or other school activities/events. Individuals may not receive more than one ribbon during a 1-year period. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.29. Superior Performance Ribbon. Is a ribbon awarded to no more than the top 10% of the cadet corps annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature. Ensure award is presented in recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.30. Academic Ribbon. Is a ribbon awarded for academic excellence as signified by attaining an overall grade point average of at least "B" for one academic term, in addition to an "A" average in AFJROTC. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.31. Cadet Leadership Course (CLC) Ribbon. Is a ribbon awarded for completion of an approved leadership school program of at least 5 days in duration. For each additional CLC completion an additional bronze star will be awarded. Silver Star will be awarded for outstanding performance or leadership ability at a CLC instead of the Bronze Star. Limit the Silver Star to 10% of the class. Criteria for this award will be published in the unit's Cadet Guide.

7.7.32. Special Teams Competition Ribbon. Is a ribbon awarded to team members for placing 1st, 2nd or 3rd in an Air Force or Joint Service Competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.33. Joint/All-Service National Competition Award. Is a medal/ribbon awarded to team members who competed at a Joint/All Service national-level competition to include Drill Teams, Color Guard Teams,

Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the competition or purchased from a vendor using MilPer funds. Medal may not (ribbon may) be worn during competitions and regular uniform wear days.

7.7.34. Air Force Nationals Competition Award. Is a medal/ribbon awarded to team members who competed at an Air Force only national-level competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the competition or purchased from a vendor using MilPer funds. Medal may not (ribbon may) be worn during competitions and regular uniform wear days.

7.7.35. Orienteering Ribbon. Is a ribbon awarded to team members for completing a unit-specific Orienteering program as part of unit curriculum. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.36. Leadership Development Requirement (LDR) Leadership Ribbon. Is a ribbon awarded at the SASI's discretion for leadership in AFJROTC Leadership Development Requirement activities (such as but not limited to PT team commander, orienteering team commander, drill team commander, color guard team commander, dining-in chairperson, military ball chairperson, etc.). Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.37. Drill Team Ribbon. Cadets must be on the drill team for an entire year/drill season to be eligible to qualify and must have competed in at least 3 drill performance events, i.e., competitions, special school events, community demonstrations (cumulative). Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.38. Color Guard Ribbon. Cadets must perform at least 5 color guard performance events to receive this ribbon (cumulative). Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.39. Saber Team Ribbon. Cadets must perform at least 3 saber team performance events to receive this ribbon (cumulative). Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.40. Marksmanship Team Ribbon. Cadets must be on the marksmanship team for an entire year/season to be eligible to qualify and must have competed in at least 1 marksmanship competition event (cumulative). Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.41. Good Conduct Ribbon. Cadets must not have received a referral (this includes no ISS/OSS) and not missed more than 5 days of school (unexcused absences) for an entire school year to be eligible to qualify for

this award. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.42. Service Ribbon. Is a ribbon awarded for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. (NOTE: Participation in Drill Teams, Saber Teams or Color Guard Teams alone does not qualify for the Service Ribbon (see above criteria for these other ribbons) unless community service hours are also awarded. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.43. Health and Wellness Ribbon. Is a ribbon awarded for participation in the unit health and wellness physical fitness program. All cadets who participate in the unit's wellness program may receive the Health and Wellness Ribbon. Subsequent yearly award of the Health and Wellness Ribbon will be denoted by the addition of a Bronze Oak Leaf cluster to the ribbon for each additional year of award. Cadets who score in the Physical Fitness Test's 75-84% will receive a Bronze Star device; 85-95% will receive a Silver Star device; and 96-100% will receive a Gold Star device. These cadets, if already wearing the ribbon with oak leaf cluster(s), will receive and wear an additional Health and Wellness Ribbon with the highest-level Star Device(s) affixed. Duplicate awards of the Bronze, Silver or Gold percentile will be denoted by the addition of another star on this ribbon. Should a cadet subsequently score in a higher percentile, only the star representing the higher percentile will be worn. In no case will a cadet mix different color stars, or star(s) and oak leaf cluster(s) on the same ribbon. (NOTE: The Physical Fitness Test percentiles are computed automatically under the PFT-Mass Assessment in WINGS.) Criteria for this award will be published in the unit's Cadet Guide.

7.7.44. Recruiting Ribbon. Is a ribbon awarded for outstanding effort in support of unit recruiting activities. Cadets must have directly contributed to the recruitment of two new members to AFJROTC. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.45. Activities Ribbon. Is a ribbon awarded for participation in Leadership Development Requirement (LDR) activities other than those that qualify for the Color Guard, Drill Team, and Special Teams Competition ribbons. These include, but are not limited to orienteering teams, model rocketry clubs, academic bowl teams, and raider/sports teams. An oak leaf cluster will be added to this ribbon for each year of membership beginning with the second year. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.46. Attendance Ribbon. Is awarded to cadets who have no more than three excused absences (no unexcused) from AFJROTC classes during an entire school year. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.47. Dress and Appearance Ribbon. Is awarded to cadets who maintain a 90% or higher average on weekly uniform grades. Cadets receiving this award will maintain the highest grooming and dress standards possible. Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.48. Longevity Ribbon. Is a ribbon awarded for successful completion of each AFJROTC school year (semester with a 4X4 block schedule). Criteria for this award will be published in the unit's Cadet Guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.49. Bataan Death March Memorial Hike Ribbon. Is a ribbon awarded to honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally determined 14-mile course (trails, road courses, tracks, etc.). Units may complete the full hike in a span of one to no more than 3- days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14-mile hike are authorized to wear the ribbon. Additionally, no fees can be charged to participate in the Memorial March. However, units are encouraged to collect donations which will be given to reputable organizations that benefit disabled veterans such as The Air Force Association's Wounded Airman Program, the Wounded Warrior Project, Special Operations Warrior Foundation, etc. Criteria for this award will be published in the unit's Cadet Guide. Ribbon may be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.7.50. Patriotic Flag Ribbon. Is a ribbon awarded for participation in non-color guard events specifically designed to honor our nation's flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. In order to receive this award, cadets must have participated in a minimum of 5 flag events. Criteria for this award will be published in the unit's Cadet Guide.

Ribbon may be purchased from a vendor using MilPer funds. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

SPECIALIZED AFJROTC UNIFORMS

(Drill, Color Guard, Exhibition, Airman Battle Uniform (ABU), Semi-Formal, and Physical Fitness)

7.8. Drill Team, Color Guard, and Exhibition Uniforms - these uniforms WILL NOT be worn on regular uniform days. It is important that AFJROTC cadets properly represent the Air Force during events and competitions. All drill team, color guard and exhibition uniforms must be a distinctive Air Force dress uniform. This means 1) a combination of the normal Air Force blue pants/skirts, light blue shirt, blue service dress coat, or light weight blue jacket or, 2) the Airman Battle Uniform (ABU). Normal blue or ABU uniforms are visually depicted in Chapter 7 of this Operational Supplement.

7.8.1. Units may accessorize their blue drill team, color guard or exhibition uniforms with the following items only. No waiver is needed for any of the items listed below. Additionally, NO WAIVER will be granted for any items not listed below.

7.8.1.1. Headgear for Drill Team, Color Guard, and Exhibition Uniforms.

7.8.1.1.1. Berets may be worn. Solid-color berets, white, dark blue or black ONLY, with officer or enlisted rank insignia. Berets may be worn on regular uniform days. No other color berets may be worn and no waiver will be granted for any other color. Berets may be purchased from a vendor using MilPer funds. NOTE: Units will have until 1 August 2019 to comply with this change.

7.8.1.1.2. Service Caps (wheel and bucket hats) may be worn. Females are authorized to wear the male Service Cap. Silver braid headband straps may only be worn on the Service Cap while the cadet is performing in a color guard or drill team competition ONLY. Cadets will wear the black headband strap during regular uniform days.

7.8.1.1.3. Service Caps (wheel and bucket hats) will be a solid color and free of any embroidery. No waiver will be granted to change the color or authorize the use of embroidery on the Service Cap.

7.8.1.1.4. Service Cap insignia. Cadet officers may wear the highly polished/chrome Hap Arnold Wings or the large highly polished/chrome Cadet Officer insignia on the Service Cap (wheel and bucket hats). Enlisted cadets may only wear the highly polished/chrome Hap Arnold Wings. These items may be purchased from a vendor using MilPer funds.

7.8.1.1.5. Chrome helmets may be worn with blue drill team, color guard or exhibition uniform combinations only and are not authorized for wear on regular uniform days. NOTE: Chrome helmets will be phased out effective 1 August 2019 and will no longer be authorized for wear.

7.8.1.2. Solid color ascots may be worn (units may embroider a logo/team name/mascot or place a unit patch on the ascot), colors may be locally-determined, but must be one solid color, conservative, and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. Ascots will not be worn on regular uniform days.

7.8.1.3. Gloves may be worn. Colors may be solid but, no more than two colors. Colors will be locally-determined, but must be conservative and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. Gloves will not be worn on regular uniform days.

7.8.1.4. Shoulder cord. One “infantry” style shoulder cord may be worn. Cords will be worn on the left shoulder, grounded to the shoulder seam, with no metal tips, and no wider than 1-inch. Colors are locally-determined (does not have to be a solid color, may be multi-color), must be conservative, in good taste, and defined in the Cadet Guide or Unit Operations Instruction. Shoulder cord may be worn on regular uniform days. Shoulder cords may be purchased from a vendor using MilPer funds. NOTE: Units will have until 1 August 2019 to comply with this change.

7.8.1.5. Blue pants may be modified to have a ¾ inch stripe (braid) on the outside length of the pants, silver, dark blue, or black only. These items will not be worn on regular uniform days. No Air Force funds may be used. NOTE: Units will have until 1 August 2019 to comply with this change.

7.8.1.6. Service Dress Jacket may be modified to have a ½-inch braid, silver, dark blue, or black only sewn 3 inches from bottom of sleeve. These items will not be worn on regular uniform days. No Air Force funds may be used. NOTE: Units will have until 1 August 2019 to comply with this change.

7.8.1.7. Wear of Color Guard and Saber harnesses, i.e., Sam Brown belt with shoulder strap is authorized only when performing color guards or commanding during a drill segment. Harness and color guard web/parade belts may be black, dark blue, white and black/white clarino (high gloss). USAF Honor Guard Ceremonial Belt (Hap Arnold insignia may also be worn). Harness and web/parade/ceremonial belts must be removed when not performing a color guard or a segment of drill and cannot be worn during awards ceremonies.

7.8.1.8. Belts for trousers must be blue in color only. No waiver will be granted for wear of any other color.

7.8.1.9. Units may wear the USAF Honor Guard Ceremonial Belt, with the Hap Arnold Wings during color guard performances only. These items will not be worn on regular uniform days. No Air Force funds may be used to purchase these belts.

7.8.1.10. Wing and Star Buttons on the Service Dress uniform may NOT be highly polished (chrome). Buttons will have the standard satin finish only. No waiver will be granted for wear of any other style or finish on the buttons. NOTE: Units will have until 1 August 2019 to comply with this change.

7.8.2. Items NOT to be worn on Drill Team, Color Guard, and Exhibition Uniforms. No waivers will be granted for such items listed below.

7.8.2.1. Embroidery on the Air Force blue drill team uniform is not authorized, i.e., on the back of the blue shirt collar or shoulder yoke. No waiver will be granted for wear of such items.

7.8.2.2. Specialized unit rank, stars or other unit made rank/shoulder boards are not authorized. Example: Team or school name on shoulder boards, or a custom unit rank for drill team members. No waiver will be granted for wear of such items.

7.8.2.3. Arm wrist/sweat bands are not authorized. No waiver will be granted for wear of such items.

7.8.2.4. Spats (shoe covers) will not be worn with any uniform combination, drill, color guard or any type of ceremonial uniform. No waiver will be granted for wear of such items.

7.8.2.5. Service Caps (wheel and bucket hats) will be a solid color. No embroidery on the service cap is authorized. Additionally, no “thunder and lightning” on the hat brim is authorized for wear by cadets. No waiver will be granted for wear of such items.

7.8.3. Airman Battle Uniform (ABU).

7.8.3.1. ABUs may be worn as Drill Team, Color Guard, and Exhibition Uniform. Berets, shoulder cords, ascots and gloves will not be worn with the ABU uniform, waivers will not be authorized.

7.8.3.2. Cadets may wear a Unit T-Shirt with the ABU uniform. The Unit T-Shirt will be standardized and a solid color. Unit T-Shirt may be worn without ABU Blouse during any Cadet Leadership Course (CLC), Raiders Team or Sports/Fitness Competition.

7.8.3.3. ABUs will be worn only with the garrison ABU cap and sage green boots. ABU pants must always be properly bloused over the sage green boots. NO berets, shoulder cords, ascots and gloves will be worn with the ABU uniform.

7.8.4. Semi-Formal Dress Uniform. Semi-formal dress uniform is worn for social functions of a semi-formal or official nature as prescribed by the SASI. When in semi-formal dress, saluting is not required. Semi-formal dress uniform is to be worn only during special events as determined by the SASI and not during regular weekly uniform days.

7.8.4.1. The semi-formal dress uniform coat is the service dress uniform coat without a name tag or headgear.

7.8.4.2. Semi-Formal Dress Uniform. Cadets may wear medals with the semi-formal uniform at events such as dining ins/outs, military ball, awards ceremonies, picture day or other formal events as specified by the SASI. Large medals will be worn on the semi-formal uniform coat 1/2 inch below the top of the welt of the pocket,

centered on the pocket. Additionally, AFJROTC ribbons may be worn on the semi-formal uniform, however, if medals are worn, ribbons will not be worn (no mixing).

7.8.4.3. Cadets may wear either the blue or white Long-Sleeve Shirt. The blue or white long-sleeve shirt will be plain, knit or woven, commercial type with a short or medium point collar, with button or French cuffs. Shirts will be tucked into the trousers. Female cadets may wear a white long-sleeved blouse similar in style to the men's white long-sleeve shirt.

7.8.4.4. Tie/Tab. Either a blue polyester or silk, herringbone twill tie/tab or may be worn with either the blue or white long-sleeved shirt. Men may wear a plain black or dark blue bow tie with the long-sleeve white shirt, with the semi-formal dress uniform only.

7.8.4.5. Trousers or skirts. The semi-formal dress uniform trousers or skirt are the same as the service dress uniform trousers or skirt. No stripes (braiding) on the outside length of the trousers is authorized for wear on the semi-formal dress uniform.

7.8.4.6. Belt and Buckle. The semi-formal dress uniform belt and buckle are the same as the service dress belt and buckle.

7.8.4.7. Headgear. Cadets will not wear headgear with the semi-formal dress uniform.

7.8.5. Physical Training Gear (PTG) and Physical Fitness Training (PFT) gear

7.8.5.1. Physical Training Gear (PTG). PTG refers to the Air Force Physical Training Uniform that may be ordered through FEDMALL.

7.8.5.2. Units may locally design and purchase Physical Fitness Training (PFT) gear that is customized for esprit-de-corps within a unit (usually school colors). Air Force PTG may not be mixed with local purchased PFT gear within a unit. Units may use MilPer funds to locally purchase PFT gear. See Chapter 8 – Finance Guide for additional information.

Figure 7.1. Physical Training Gear (PTG)



Figure 7.1.1.



Sample Design, Local Purchased PFT - Units may locally design and wear PFT gear that is customized for the unit (see para 7.8.5.2. for additional information.)

7.8.5.3. Short-sleeved PTG/PFT shirt. The short-sleeve shirt will be tucked into shorts at all times. Do not remove or cut sleeves. PTG undershirts, short and long-sleeved form fitting undershirts, (i.e. Spandex, Lycra™ or elastic material) may be worn and visible under the short-sleeved PTG shirt. Undershirt must be tucked in. There is no color restriction on the form fitting undershirt; undershirt may have visible small trademark logo.

7.8.5.4. Shorts. The PTG/PFT shorts waistband will rest at or within two inches of the natural waistline. The lining in the PTG shorts may be removed.

7.8.5.5. Footwear. Cadets must wear appropriate footwear while engaging in physical fitness activities.

7.8.5.6. Headgear.

7.8.5.6.1. The SASI may authorize wear of an optional solid color, that is conservative and in good taste, baseball/sport cap with the PTG/PFT uniform. If authorized, caps are to be worn outdoors only and cadet officer rank will be worn. Enlisted cadets will not have any rank on their headgear.

7.8.5.6.2. Bandanas and other similar head-scarves/headgear are not authorized.

7.8.5.6.3. Drill Team Black Beret: The recipient of the Black Beret must meet all of the following criteria within an academic school year:

- i. Must have attended at least one drill team competitions (AFJROTC or Joint-Service); and/or 5 color guard events.
- ii. Must have a uniform grade of 90% average and had not missed a day of uniform wear.
- iii. Must have at least 90% in AFJROTC.
- iv. Must be eligible for competition
- v. Must pass the "competition knowledge test."

vi. Must be able to demonstrate, perform, and command all parts of color guard procedures at least once in practice or actual performance.

vii. Must have attended 90% mandatory team meetings and practices

viii. Must not receive more than one referral in an academic school year.

ix. Must not have been assigned to ISS or OSS.

x. Must have a valid excuse for not being able to participate in team events

xi. After receiving the Drill Team Black Beret (with Letter "T"); cadets must maintain the standards listed above. Any violations will result in the removal of beret until cadet performance and behavior improves or at the discretion of the Drill Team Commander, and approval of the Special Teams Commander.

Drill Team Cord. The recipient of Drill Team cord must meet all of the following criteria within an academic school year:

i. Must have attended at least one team competition (AFJROTC or Joint-Service) event.

ii. Must have a uniform grade of 90% average and had not missed a day of uniform wear.

iii. Must have at least 90% in AFJROTC.

iv. Must be eligible for competition.

v. Must pass the "competition knowledge test."

vi. Must be able to demonstrate and perform all parts of team procedures at least once in practice or actual performance.

vii. Must have attended 90% mandatory team meetings and practices.

viii. Must not receive more than one referral.

ix. Must not have been assigned to ISS or OSS.

x. Must have a valid excuse for not being able to participate in team events.

*Please note: The term "team" includes Armed Drill Team, Unarmed Drill Team, Color Guard, and Sabre Team.

CADET APPEARANCE AND GROOMING GUIDELINES

7.9. Appearance and Grooming. When a cadet wears the uniform, he/she is responsible for presenting a neat, clean, and professional military image. Appearance and grooming standards help cadets present the image of disciplined cadets who can be relied upon to do the job they are called on to do. A professional military image has no room for the extreme, the unusual, or the faddish. The standards for wearing the uniform consist of five elements: neatness, cleanliness, safety, uniformity and military image. The first four are absolute, objective criteria for the efficiency, health, and well-being of the force. The fifth standard, military image is also very important, military appearance is subjective, but necessary. People, both military and civilian, draw conclusions as to the military effectiveness of the Air Force by how they perceive those in uniform.

7.9.1. Jewelry. While in uniform will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the SASI.

7.9.1.1. Rings. Cadets may wear a total of no more than three rings; wedding sets count as one ring when worn as a set. Rings will be worn at the base of the finger, and will not be worn on the thumb.

7.9.1.2. Necklaces. Will not be visible at any time. If worn, will be concealed under a collar or undershirt.

7.9.1.3. Bracelets. Ankle bracelets are not authorized. Cadets may wear one bracelet around their wrist. If worn, the bracelet will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing attention or faddish) in design, no wider than ½ inch, gold or silver in color, and will not have any inappropriate pictures or writing. Medical alert/identification bracelets are authorized; however, if worn, they will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing inappropriate attention or faddish). Bracelets espousing support for cause, philosophy, individual or group are *not* authorized (**Exception:** Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized). **Colored/rubber bracelets that support a cause are not allowed to be worn in uniform.**

7.9.2. Eyeglasses or Sunglasses. If you wear glasses, they must not have any ornaments on the frames or lenses. Eyeglass lenses that are conservative, clear, slightly tinted, or have photosensitive lenses may be worn in uniform while indoors or while in military formation. When outdoors and in uniform, sunglasses and eyeglasses must have lenses and frames that are conservative; faddish or mirrored lenses are prohibited. Sunglasses are not allowed while in a military formation. Neither eyeglasses nor sunglasses can be worn around the neck while in uniform.

7.9.3. Tattoos or Brands. Whether you are in or out of uniform, tattoos or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform. The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance.

7.9.4. Body Piercing. Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear (other than authorized in para 7.9.7), nose, tongue, or any exposed body part (including anything that might be visible through the uniform). Cadets may not cover any of these articles with make-up, band aids, or wearing clear post pins to hide body piercings.

7.9.5. Back Packs. Cadets may wear a back pack on the left shoulder or both shoulders (not to interfere with rendering the proper salute).

7.9.6. Wear/use of an earpiece, any blue tooth technology or headphones, while in uniform, indoors or outdoors, is prohibited, unless specifically authorized for the execution of official duties. Exception: Headphones and earphones [iPods, MP3-type players, etc.] are authorized during travel on public transportation i.e., bus, train or air travel.

7.10. Specific Female Cadet Grooming Guidelines.



7.10.1. Hair-Female. **Figure 3.2. There is no minimum hair length, to a maximum bulk of 3 ½ inches from scalp and allows proper wear of headgear.** Hair will end above the bottom edge of collar and will not extend below an invisible line drawn parallel to the ground, both front to back and side to side. Bangs, or side-swiped hair will *not* touch either eyebrow, to include an invisible line drawn across eyebrows and parallel to the ground. See Figure 3.4. When in doubt, assess correct length of hair with Cadet standing in the position of attention. **Exception:** While wearing the Physical Training Uniform (PTU), long hair will be secured but may have loose ends and may extend below the bottom edge of the collar.

7.10.1.1. Hair color, highlights, lowlights, and frosting will *not* be faddish or extreme and will be natural looking hair color, similar to the individual's hair color (e.g. black, brunette, blond, natural red, and grey).

7.10.1.2. Hair accessories. If worn, black hair accessories (e.g., fabric scrunchies, hairpins, combs, clips, headbands, elastic bands, barrettes, etc.) are authorized regardless of hair color. Headbands or fabric scrunchies will not exceed one-inch in width. Ornaments are *not* authorized (i.e., ribbons, beads, jeweled pins). See Figure 3.4 (photo of scrunchie)

7.10.2. Locs, braids, twists, micro-braids, french braids, dutch braids and cornrows are authorized. Locs are defined as portions of hair that have been intentionally or unintentionally fused together to form a loc or locs. A braid or twist is two or more portions of interwoven hair. If adding additional hair, it must be a natural-looking color, similar to the individual's hair color. It must be conservative (moderate, being within reasonable limits; not excessive or extreme) and not present a faddish appearance. Hair must not exceed bulk and length standards and must not extend below the bottom of the collar (see figure 3.2). Headgear must fit properly.

7.10.3. All locs braids/twists, when worn will be of uniform dimension, no wider than one inch, with natural spacing between the locs, braids/twists and must be tightly interwoven to present a neat, professional and well-groomed appearance. When worn, multiple locs/braids shall be of uniform dimension, small in diameter (approx. ¼ inches), show no more than ¼ inch of scalp between the braids and must be tightly fused/interwoven to present a neat, professional appearance. A loc, braid/twist must continue to the end of the hair without design and following the contour of the head, and may be worn loose or in a secured style within hair standards in paragraph 7.9.3 above. **Exception:** Micro-braids or twists are not required to continue to the end of the hair.

7.10.4. Unauthorized: Mohawk, mullet or etched design. See Figure 3.5 (photos of unauthorized female hair styles)

7.10.5. Fingernails. Fingernail polish, if worn by female cadets, 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 (fire engine) red and florescent colors. Do not apply designs to nails or apply two-tone or multi-tone colors. However, white-tip French manicures are authorized. Fingernails must not exceed $\frac{1}{4}$ inch in length beyond the tip of the finger and must be clean and well groomed.

7.10.6. Skirts. The length of your skirt may not vary beyond the top and bottom of the kneecap. Your skirt will fit smoothly, hang naturally, and must not be excessively tight. You must wear hosiery with the skirt. Choose a sheer nylon in a neutral dark brown, black, off-black, or dark blue shade that complements the uniform and your skin tone.

7.10.7. Earrings. Female cadets may wear small round or square white diamond, gold, white pearl, or silver earrings. If member has multiple holes, only one set of earrings are authorized to be worn in uniform and will be worn in the lower earlobes. Earrings will match and fit tightly without extending below the earlobe unless the piece extending is the connecting band on clip earrings.

Figure 3.2. Authorized Women's Hair Styles.



3.3. Authorized Braids



Figure 3.4. Example Authorized Scrunchie.

Figure 3.5. Unauthorized Female Hair Styles.



7.11. Specific Male Cadet Grooming Guidelines. (See Figure 3-1)

7.11.1. Men's Hair. Keep your hair clean, neat, and trimmed. It must not contain large amounts of grooming aids such as greasy creams, oils, and sprays that remain visible in the hair.

7.11.2. Men's Hair will be 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.**

7.11.3. Sideburns. If worn, sideburns will be straight and even width (not flared), and will not extend below the bottom of the orifice of the ear opening. Sideburns will end in a clean-shaven horizontal line. See Figure 3-1, orifice of the ear opening is at reference point A.

7.11.4. Mustaches. 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. See Figure 3-1, reference points B, C, and D.

7.11.5. Beards. Beards are not authorized unless for medical reasons, when authorized by a SASI on the advice of a medical official. SASI will submit waiver request in WINGS for review by HQ AFJROTC Waiver Review board. Members

will keep all facial hair trimmed not to exceed 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.

7.11.6. Fingernails. Male cadets are not authorized to wear nail polish.

7.11.7. Earrings. Male cadets in uniform may not wear earrings or any other type of facial piercings.

Figure 3.1. Male Hair Grooming Standards.

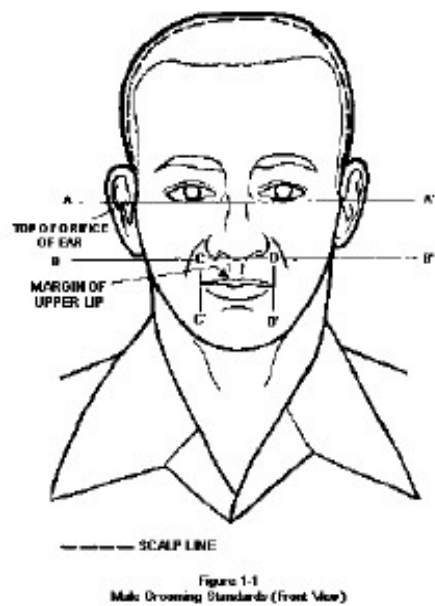
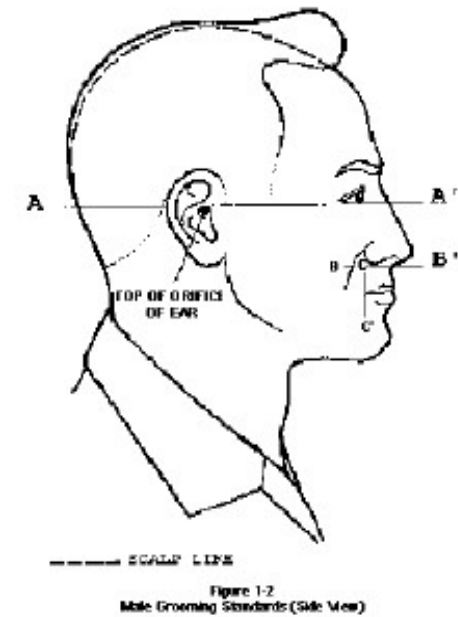


FIGURE 3.1.— Bottom of ear orifice

CHAPTER EIGHT

Cadet Corps - FINANCE Operations

- 8.1.** The NC-075th receives financial support only by either reimbursement of authorized expenses or through the pre-coordinated use of the HQ's Government Purchase Card (GPC) or Government Travel Card (GTC).
- 8.2.** The NC-075th will use the AFJROTC Reference guide to plan all activities for the fiscal year by first determining the level of O&M and MILPERS support our unit is allotted. Every unit should know what they can expect to receive in terms of Holm Center support. Likewise, the NC-075th is expected to stay within our budget.
- 8.3.** The AFJROTC Reference Guide, Chapter 3, "The Finance Guide," outlines the process we need to follow to be reimbursed for authorized expenses or for requesting HQ credit card support. Paying particular attention to the instructions will speed the processing of our unit's reimbursement request. Failure to follow the instructions or our unit's poor attention to detail will greatly delay the entire process. As we prepare our vouchers, we must be sure to avoid the list of common errors outlined in the AFJROTC Reference Guide..
- 8.4.** Finally, for a list of authorized and unauthorized items we will consult the AFJROTC Guide, Chapter 3. Although the list provided there is not all inclusive; it is intended to provide additional information to help our unit correctly interpret and implement the financial regulatory guidance. The list in the AFJROTC Reference guide will also help our unit understand our options prior to committing unit or district funds.
- 8.5.** If we have additional questions concerning a specific expenditure we should always contact HQ AFJROTC for further guidance before we incur the expense.
- 8.6.** If, after review of the AFJROTC Reference Guide, we still cannot find the answers we need, we will call Holm Center/SDF at 334-953-5267 or Email HQ-OpsSupport@afjrotc.com for clarification.

CHAPTER NINE

Cadet Corps – Cadet Job Descriptions

A. In Air Force JROTC, duties and responsibilities increase with each promotion; either in rank and/or duty position. Each cadet is expected to be capable of performing the duties of their assigned duty position to which he/she is assigned. This section provides the major elements of each duty/staff position.

B. The following pages outline all "key and essential" positions of the NC-075. Each position includes individual duties, responsibilities and descriptions. Each position also includes:

1. The appropriate AEROSPACE SCIENCE (AS) level.
2. A beginning temporary rank.
3. And the highest attainable temporary rank.

C. **COMMAND AND STAFF:** Authority to exercise command within the Air Force JROTC unit is vested in the cadet officers and noncommissioned officers and airmen. These cadets establish and uphold the standards of performance and conduct for the NC-075th Cadet Corps.

D. **CADET OFFICERS (Second Lieutenant to Colonel):**

1. Have shown their potential as Cadet Commissioned Officers.
2. Serve as role models for ALL Cadets.
3. Responsible for the appearance and discipline of cadets.
4. Demonstrate consistent leadership and followership skills.
5. Must remember that their authority and responsibilities are limited to corps activities.
6. Will enforce the JROTC program regulations, policies, and rules and will not accept cadets blatantly violating them.
7. Any problems not satisfactorily resolved through the cadet chain of command will be forwarded to the SASI or ASI.

E. **CADET NON-COMMISSIONED OFFICER (NCO-Staff Sergeant to Chief Master Sergeant):**

1. Have shown their potential as Cadet Non-Commissioned Officers.
2. Serve as role models for ALL Cadets.
3. Responsible for the appearance and discipline of cadets.
4. Demonstrate consistent leadership and followership skills.
5. Must remember that their authority and responsibilities are limited to corps activities.
6. Will enforce the AFJROTC program regulations, policies, and rules and will not accept cadets blatantly violating them.
7. Any problems not satisfactorily resolved through the cadet chain of command will be forwarded to the SASI/ASI.

F. **CADET AIRMEN (Airman Basic to Senior Airman):**

1. Serve as role models for ALL Cadets.
2. Responsible for their appearance and discipline.

SASI LEVEL

CADRE (CG/CA): (# of positions determined by SASI/ASI).

- ☐ Responsible for the training and morale of the cadet corps.
- ☐ Aiding in maintain the appearance, discipline, efficiency, and training of the cadet corps.
- ☐ Acting as liaisons between the Cadet Corps and the Group Staff.
- ☐ Aiding in enforcing cadet conduct, military courtesy, classroom rules, and etiquette.
- ☐ Supervising the flight in absence of the SASI/ASI/Flight Commander.
- ☐ Maintaining knowledge on all Cadet Corps rules, regulations, policies, and activities.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Captain to C/Major

Special Assistant(S) TO THE SASI/ASI (CG/SA). (# of positions determined by SASI/ASI).

Special Assistants (SA) are supervised by the SASI/ASI; responsible for the following:

- ☐ Advise/assist the SASI/ASI concerning NC-075th activities, organization, & personnel matters.
- ☐ Attend all staff meetings as an advisor; assist NC-075th Cadet Corps Commander as requested.
- ☐ Duties/assignments consist of the assignments and special projects assigned by the SASI/ASI.
- ☐ Assist personnel, logistics, and health & wellness, and other program data into WINGS.
- ☐ Preparing and maintaining all administrative files for the Cadet Group.
- ☐ Preparing and maintaining special orders for all promotions and leadership position changes.
- ☐ Maintaining the internal distribution system (mailboxes) and ensuring that only official AFJROTC official materials are stored in these boxes.
- ☐ Maintaining an adequate supply of required forms.
- ☐ Preparing, maintaining, and updating an "Individual Personnel Record" and folder for all assigned cadets.
- ☐ Ensuring that the Organizational Charts and Chain of Command listings are posted and current in classroom and office portables.

AS Level: AS400 (Normally filled by a former GP/CC, GP/CD, or GP/CCC)

Temporary Rank: SA to the SASI: C/Lieutenant Colonel to C/Colonel

SA to the ASI: C/SMSgt to C/CMSgt

GROUP LEVEL

GROUP COMMANDER (GP/CC). (1 position authorized per Group).

GP/CC(s) are supervised by the SASI/ASI; responsible for the following:

- ☐ Supervises the Deputy Group Commander, Executive Officer, Standardization and Evaluation Officer, Mission Support Squadron Commander, Operations Squadron Commander, Flight Operations Commander, Logistics Squadron Commander, Command Chief, First Sergeant, and Presidential Fitness Program Commander.
- ☐ Assists the SASI and ASI in managing the AFJROTC program and other tasks assigned.
- ☐ Command and control of the unit, including the coordination and establishment of measurable goals and objectives, combines with milestones to evaluate progress and make appropriate adjustments.
- ☐ Responsible for the appearance, discipline, efficiency, training, and conduct of the Group and informs the SASI/ASI of problems and concerns.
- ☐ Leading all cadet corps activities; and attending majority of NC-075th Cadet Corps co-curricular activities to ensure a successful outcome. Personally commanding the NC-075th Cadet Corps during parades, reviews, etc.
- ☐ Command/control of the NC-075th Cadet Corps using staff officers/subordinate commanders.
- ☐ Ensures all officers maintain AFJROTC grades and academic eligibility. Officers not in compliance must be informed in writing of their probation status and placement on Red Flag Status.
- ☐ Ensures all performance report grades for officers and fourth-year cadets are submitted to the SASI/ASI in a timely manner.
- ☐ Conducting all NC-075th Cadet Corps Group Command Staff meetings; bi-monthly at a minimum.
- ☐ Reviewing each NC-075th Cadet Corps staff functions and group activities; discussing findings at staff meetings.
- ☐ Responsible for the grooming and appearance, discipline, efficiency, training, morale, esprit de corps, and conduct of the NC-075th Cadet Corps.
- ☐ Responsible for the planning and coordinating all NC-075th Cadet Corps activities: training, facilities, and resources, regardless if these functions are school related or not.
- ☐ Administering all NC-075th Cadet Corps activities according to all applicable regulations; Air Force JROTC, Haywood County School, Tuscola Student Handbook, and NC-075th Cadet Corps.
- ☐ Ensuring all cadets (students) of the NC-075th Cadet Corps have opportunities to develop their leadership commensurate with their individual grade and abilities.
- ☐ Establishing specific, measurable, attainable group goals and developing a plan of action to achieve those goals. Complete NC-075th Cadet Corps goals (6 total--2 cadet, 2 school, and 2 community) and submit to SASI/ASI by second week of school.
- ☐ Developing a NC-075th Cadet Corps Operations and Activities calendar.
- ☐ Submit recommendations for NC-075th Cadet Corps cadets; jobs, awards, promotions to the SASI/ASI for comments/final decision.
- ☐ Establishing committees by assigning cadets, outlining duties, establishing target dates, and monitoring progress at regular intervals.
- ☐ Complete feedback and performance evaluation forms for Group Deputy and Group Superintendent and all Cadet Squadron Commanders.
- ☐ Directs the cadet promotion system, publishing cadet policy and directing training as necessary to insure fair, equitable, and timely promotion consideration for each member of the cadet corps.
- ☐ Design NC-075th Cadet Corps unit logo for PT shirts and submit to SASI/ASI by 2nd week of school.
- ☐ Perform other duties as assigned by the SASI/ASI, CG/CA, and CG/SA.

AS Level: AS400

Temporary Rank: C/Major to C/Lieutenant Colonel (149 cadets or less enrolled)

Note: (150 or more students enrolled...SASI may award the rank of Colonel)

DEPUTY GROUP COMMANDER (GP/CD). (1 position authorized per Group):

The GP/CD is supervised by the GP/CC and is responsible for the following:

- ☐ Assume command in the absence of the NC-075th Cadet Corps Group Commander.
- ☐ Assist NC-075th Cadet Corps Group Commander with events/activities as assigned.
- ☐ Supervising the NC-075th Cadet Corps Group Staff, and acting as the administrator of Group Headquarters.
- ☐ Coordinates commander's call and staff meeting agendas.
- ☐ Attending all NC-075th Cadet Corps Group Staff meetings as well as conducting Group Staff meetings in the absence of the Group Commander.
- ☐ Oversees the Community Service Log, Cadet Management System, and Calendar of Events.
- ☐ Completion of the NC-075th Cadet Corps unit self-inspection and preparing for Unit Evaluations.
- ☐ Annually updating the NC-075th Cadet Corps Cadet Handbook.
- ☐ Organize and conduct all NC-075th Cadet of the Quarter and Cadet Promotion Boards; ensuring the integrity of the process by presiding over all NC-075th Cadet Corps boards.
- ☐ Keeping the NC-075th Cadet Corps Group Commander informed of all activities related to the position.
- ☐ Coordinating with squadron commanders on cadet operations and staff functions and activities.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Supervising all NC-075th Cadet Corps activities (current and future); Drill Team, Color Guard, Cyber Patriot, Academic Challenge, Kitty Hawk Honor Society, Model Rocket, Model Airplane, Orienteering, Physical Fitness Program, Marksmanship, Raider Fitness, etc...
- ☐ Coordinate NC-075th Cadet Corps activities related to participation in parades and ceremonies.
- ☐ Chair the NC-075th Cadet Corps Accountability Boards (CAB) for cadet officers and enlisted.
- ☐ Complete feedbacks and performance evaluation forms for all after school activity commanders.
- ☐ Submit recommendations for promotion and leadership position changes to NC-075th Cadet Group Commander for all after school activity leaders.
- ☐ Prepare and publish (after approval by the Group Commander) the staff minutes from the Cadet Group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position and create a continuity folder to help the replacement with the job the following year.
- ☐ Actively participates on the Cadet Board and all other AFJROTC functions.
- ☐ Assists all Staff Officers on matters pertaining to their job tasks.
- ☐ Works with Squadron Commanders, Staff Advisors, and Project Officers to establish training programs that ensure all members of the staff possess the required knowledge to properly perform their assigned duties.
- ☐ Ensures that Continuity Folders contain all required information pertinent to their position.
- ☐ Performing other duties as assigned by the Group Commander and SASI/ASI.

AS Level: AS400

Temporary Rank: C/Major to C/Lieutenant Colonel

EXECUTIVE OFFICER (GP/XO). (1 position authorized per Group):

The GP/XO is supervised by the GP/CC and is responsible for the following:

- ☐ Acting as the secretary of the NC-075th Cadet Corps Group Command Staff.
- ☐ Recording all meeting minutes for the NC-075th Cadet Corps Group Commander and SASI.
- ☐ Scheduling and coordinating activities of the NC-075th Cadet Group Commander.
- ☐ Attending all NC-075th Cadet Corps Group Staff meetings.
- ☐ Responsible for the upkeep of all NC-075th Cadet Corps calendars.
- ☐ Responsible for tracking and logging all NC-075th Cadet Corps community service hours.
- ☐ Responsible for managing the admission, upkeep, and meetings of the NC-075th Cadet Corps Kitty Hawk Air Society.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Create a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the NC-075th Cadet Corps Group Commander and SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Captain to C/Major

STANDARIZATIONS and EVALUATIONS OFFICER (GP/SEO). (1 position authorized):

The GP/SEO is supervised by the GP/CC and is responsible for the following:

- ☐ Acting as administrator of the NC-075th Cadet Corps Group Staff. ☐
- Managing and enforcing all Staff and Cadet Regulations in accordance with all applicable; Air Force JROTC, Haywood County School regulations, Tuscola Student Handbook, and NC-075th Cadet Guide.
- ☐ Responsible for assisting the NC-075th Cadet Corps Deputy Group Commander in conducting and/or executing all NC-075th Cadet Corps promotion and evaluations boards; attending these functions is mandatory.
- ☐ Responsible for tracking and recording all NC-075th Cadet Corps Inspections and Evaluations.
- ☐ Assisting the NC-075th Deputy Group Commander in the following; completion of the NC-075th Cadet Corps unit self-inspections, preparing for Unit Evaluations, updating the NC-075th Cadet Corps Cadet Handbook, all NC-075th Cadet of the Quarter and Cadet Promotion Boards.
- ☐ Responsible for notifying NC-075th Cadet Corps staff members of Evaluation Boards.
- ☐ Notifying NC-075th Cadet Corps staff members when they:
 - Are late completing NC-075th Cadet Corps Staff Productivity Activities (aka. PA's).
 - Are at or nearing their missed meeting limit.
 - When any other staff standards are not being met and disciplinary action is possible.
- ☐ Notifying NC-075th Cadet Corps staff of Board decisions and ensuring that disciplinary actions are carried out.
- ☐ Assisting the NC-075th Cadet Corps Deputy Group Commander in conducting an annual self-inspection of the Group that ensures standardization of goals and objectives, and compliance with all applicable AFJROTC regulations.
- ☐ Training squadron and flight leadership in evaluating the operation of flights, to include the flight's effectiveness in doing personal appearance inspections.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Working with SASI in tracking group goals and present updated progress to the cadet corps weekly by placing on the bulletin board.
- ☐ Training one or more cadets on the responsibilities of the position and create a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the NC-075th Cadet Corps Group Commander and SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Captain to C/Major

SPECIAL ASSISTANT(S) to the Deputy Group Commander (GP/SA).

(2 positions authorized per Group).

These Special Assistants (GP/SA) are supervised by the GP/CD; responsible for the following:

- ☐ Advise/assist the GP/CD concerning cadet corps activities, organization, & personnel matters.
- ☐ Attend all staff meetings as an advisor; assist the GP/CC and GP/CD as requested.
- ☐ Duties/assignments are assigned by the GP/CC, GP/CD, and/or SASI/ASI.
- ☐ Assist personnel, logistics, and health & wellness, and other program data into WINGS.
- ☐ Preparing and maintaining all administrative files for the Cadet Group.
- ☐ Preparing and maintaining special orders for all promotions and leadership position changes.
- ☐ Maintaining the internal distribution system (mailboxes) and ensuring that only official AFJROTC official materials are stored in these boxes.
- ☐ Maintaining an adequate supply of required forms.
- ☐ Preparing, maintaining, and updating an "Individual Personnel Record" and folder for all assigned cadets.
- ☐ Ensuring that the Organizational Charts and Chain of Command listings are posted and current in classroom and office portables.

AS Level: AS200 to AS400

Temporary Rank: SA to the GP/CD: C/SSgt to C/Captain

COMMAND CHIEF MASTER SERGEANT (GP/CCC). (1 position authorized per Group):

The GP/CCC is supervised by their respective GP/CC; responsible for:

- ☐ Advising the Group Commander on all matters pertaining to all NC-075th Cadet Corps enlisted affairs; morale, concerns, problems, and attitudes of the enlisted force.
- ☐ Advising the Group Commander of problems/solutions within the NC-075th Cadet Corps.
- ☐ Conducting periodic Senior NCO meetings for inputs to give to commander.
- ☐ Keeping enlisted force informed of unit goals; how each member can contribute to achieving unit goals.
- ☐ Administration of the NC-075th Cadet Corps Disciplinary Activities Board.
- ☐ Managing the NC-075th Cadet Corps Merit/Demerit system.
- ☐ Providing Recommendations to the Group Commander based on inputs from cadets as well as acting as a liaison between the Corps and Group Staff.
- ☐ Attending all Group Staff meetings.
- ☐ Responsible to GP/CC for ensuring staff office spaces are clean at the end of the school day.
- ☐ Attending cadet extra-curricular activities; assist GP/CD with after school activities.
- ☐ Serving as member on CAB for any enlisted member.
- ☐ Overseeing the duties of the First Sergeant and Flight Sergeants.
- ☐ Assisting Public Affairs in determining proper protocol for special occasions.
- ☐ Forming parades and other co-curricular activities related to drill and ceremonies.
- ☐ Holding necessary cadet NCO meetings to insure that proper cadet personnel support is being given to the Commander and Deputy Commander.
- ☐ ☐ Coordinating with cadet staff officers to insure the timely completion of duties assigned to the staff by the Commander.
- ☐ Ensuring Uniform Inspection Sheet grades are kept up-to-date.
- ☐ Actively Participating on Cadet Promotion and Evaluation Boards.
- ☐ Working closely with Flight Operations Commander, Flight Commanders/Sergeants to ensure dress and appearance standards are met among enlisted cadets.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander and SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Chief Master Sergeant

FIRST SERGEANT (GP/CCF): (1 position authorized per Group)

SASI may authorize 1 per position per squadron; i.e., Operations (OS/CCF) and Mission Support Squadron (MSS/CCF) and are supervised by their respective squadron commanders.

The Group First Sergeant (GP/CCF) is supervised by the GP/CC and is responsible for:

- ☐ Keeping the Cadet Group Commander and Command Chief Master Sergeant informed on all matters relating to the position.
- ☐ *(When filled at the Squadron level) Keeping their respective squadron Commander and Command Chief Master Sergeant informed on all matters relating to the position.*
- ☐ Monitors the morale and overall attitude of the Group (*Squadron when filled*) and advises the Commander or SASI/ASI on all pertinent matters relating to the cadet corps.
- ☐ Coordinates with Director of Personnel to insure all administrative documentation for the Cadet Group (*Squadron when filled*) is accurate and properly posted and stored.
- ☐ Provides recommendations to Commanders based on inputs from enlisted cadets and acts as a liaison between the Squadron Commanders and enlisted members
- ☐ Advising Squadron Commanders on problems with the squadron and suggesting possible solutions.
- ☐ Work closely with the Flight Operations Commander, all Flight Commanders/Sergeants to ensure dress and appearance standards are met among enlisted cadets.
- ☐ Serve as member on CAB for any enlisted member within their squadron.
- ☐ Coordinates with the Chief of Public Affairs to ensure community-related civic or humanitarian activities occur each semester.
- ☐ Assists the Deputy Group Commander with; preparation and coordination of SASI/ASI Commander's Call; staff meeting agendas; and may conduct the staff meeting on behalf of the NC-075TH Cadet Corps Group Commander.
- ☐ Records and maintains minutes of Group staff meetings.
- ☐ Enforces AFJROTC regulations on uniform wear and care, and standards of conduct, customs, and courtesies.
- ☐ Ensuring flag details are formed for reveille and retreat.
- ☐ Checking flag status from Governor of North Carolina website.
- ☐ Ensuring weather conditions are acceptable prior to raising flags.
- ☐ Ensuring safety and security of unit weapons.
- ☐ Ensuring Cadet Corps Activities sign-up sheets are available and filed.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the GP/CC, GP/CCM, or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Master Sergeant to C/Chief Master Sergeant

Presidential Fitness & Wellness Program Manager (GP/PFW): (1 position authorized per group). The GP/PFW is supervised by their GP/CD; responsible for:

☐ Managing the NC-075th Cadet Corps Fitness Program (FP) in accordance with both the Presidential Fitness Program (PFP) and Air Force JROTC requirements.

NOTE: AFJROTC requirements supersede all other standards.

☐ Ensuring all cadets have completed the NC-075th Cadet Corps Physical Health Screening Questionnaire prior to any cadet participating in any physical activities in AFJROTC.

NOTE: Completion of entire form along w/both the 'parent' and 'student' signatures are required.

☐ Making/maintaining a list of cadets who checked "yes" on the Physical Health Screening Questionnaire and attached the explanation for the "yes" is documented by a medical authority.

☐ Providing each Flight Fitness Monitor (FFM) and Flight CC/SGT a list of cadets not allowed to do physical training (PT).

☐ Managing, directing, and controlling all aspects of the Presidential Fitness Program (PFP).

☐ Ensuring each FFM, Flight CC/SGT are conducting, monitoring, & executing wellness activities.

☐ Conducting frequent on the spot inspections on class participation and ensures all cadet historical data is documented by their Flight Fitness Monitor, Flight Commander/Sergeant on the cadet wellness guide and in WINGS via their Flight Personnel Representative.

☐ Establishing goals for the position within two weeks of assuming the position.

☐ Training one or more cadets on the responsibilities of the position

☐ Creating a continuity folder to help the replacement with the job the following year.

☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

NC-075 Health and Wellness Program Guidelines

1. We generally do PT on Tuesdays. The gym is rarely available for us to use during PT, so we must rely on good weather if we plan to go outside. If the weather forecast for Tuesday each week looks questionable (rain, snow, cold temperatures, etc.), the SASI will reschedule PT for Thursday or Friday that week depending on which day looks like the best weather.

2. We like to do PT on Tuesdays because the school nurse is available on campus. The school nurse may not be available on campus if we do PT on Thursday or Friday.

3. We generally do PT on the practice field, although we sometimes do PT in and around E Building. We can do push-ups, curl-ups (sit-ups), pull-ups, flexed-arm hang, shuttle runs, and sit & reach all in and around E Building. We like to use the pull-up bar in the Masonry Shop for pull-ups and flexed arm hang. If we don't need to do the 1-mile run/walk for the PFT, we sometimes stay in and around E Building for PT.

4. We have a First Aid Kit backpack and handheld 2-way radio that we take with us to the practice field for PT. The instructors and some cadets also have their cell phones in case of problems. If we expect warm/hot temperatures, we fill the cooler with water and ice and take it with us to the practice field.

5. Prior to starting any fitness training program or PFT test, we must obtain parental permission using the current year Parental Consent form found in WINGS.

6. The instructors hand out the Parental Consent form on the first day of school. Cadets normally have 7 calendar days to return the signed Parental Consent form. Cadets who do not turn in a signed Parental Consent form within 7 calendar days begin receiving a PT grade of zero on PT days until they turn in the form.
7. As cadets turn in their Parent Consent forms, PT monitors change each cadet's status in WINGS from "Not Returned" to "Granted" or "Withheld".
8. Prior to conducting the unit Wellness Program, we will conduct and load the Cadet Physical Fitness Test (PFT) initial assessment into WINGS in "PFT Event" within the first 45 calendar days of school to determine each cadet's fitness level. We will perform one exercise from each of the five PFT activity numbers listed.
9. At NC-075, we normally test cadets on both Right-Angle Push-Ups and Pull-ups or Flexed Arm Hang for PFT Activity #4 so that cadets have a better chance of receiving a star on their Health and Wellness ribbon.
10. When all 5 PFT events have been loaded in WINGS, PT monitors will go to PFT Assessment Mass to calculate the composite score for each cadet. PT monitors select the latest PFT event date which will include all 5 PFT events. The PFT Mass Assessment date should be the date of the final PFT event (most recent) that will be included in the Mass Assessment. WINGS only considers PFT events completed within 30 calendar days of (30 days prior to) the PFT Mass Assessment date. Therefore, it is very important to accomplish all 5 PFT events for all cadets within a 30-calendar day window.
11. We also conduct a final PFT Assessment Mass no later than 30 calendar days before the end of the school year to determine cadets' overall improvement and load the final scores into WINGS. Since we are a 4x4 schedule unit, cadets who take AFJROTC both semesters may defer their final PFT assessment to the end of the second semester. However, all active (enrolled) cadets take the PFT at the beginning and end of each semester.
12. Between PFT assessments (after the first PFT test is completed, but prior to taking the second PFT test at the end of the semester), we generally follow the Cadet Wellness Program located in WINGS to guide our weekly PT sessions. PT monitors are allowed to develop their own PT plan for PT days, coordinated with the flight commander and subject to Instructor approval. We generally begin PT with some fitness building exercises. We may do fitness building exercises for the entire class period, but sometimes we incorporate a team sport or other team-building PT activity for the latter portion of the class period. In this case, all cadets in the flight are sometimes allowed to vote on a team sport.
13. We frequently do push-ups, curl-ups (sit-ups), pull-ups, and flexed arm hang in E Building during non-PT days to continue improving our physical fitness. We have exercise mats in Mission Support to facilitate our PT exercises in the hallway.

AS Level: AS200, AS300, or AS400

Temporary Rank: C/Senior Airman to C/1st Lieutenant

Flight Fitness Monitors (OS/FFM) *Add Flight Designator (A/B/C); i.e., OS/FFMA = A Flt:

(1 position authorized per flight):

Flight Monitors are supervised by their Flight Commander/Sergeant. However, flight programs are managed by the GP/PFW and will meet NC-075th Fitness Standards; each flight responsible for:

- ☐ Ensuring high level of physical fitness is maintained within their flight.
- ☐ Planning, organizing, and conducting athletic activities for the weekly physical fitness day, usually each Friday, promote high morale & esprit-de-corps, and recreation within the Cadet Corps.
- ☐ Coordinate w/GP/PWM and SASI/ASI in developing/publishing a quarterly listing of PT activities.
- ☐ Posting current healthy awareness information provided by AFJROTC Head Quarters.
- ☐ Calculating PT grades and tracking improvement as related to unit goals.
- ☐ Keeping their Flight Commander/Sergeant informed on all matters relating to the position.
- ☐ Training and assigning duties to additional Flight Physical Fitness Trainers (PTLs).
- ☐ Maintaining an inventory of athletic equipment; recommends purchase of equipment as needed.
- ☐ Working with Flight CC/SGT to ensure water is available to the cadets during PT activities.
- ☐ Attending group staff meetings as required by GP/F.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS200, AS300, or AS400

Temporary Rank: C/Senior Airman to C/Master Sergeant

SAFETY OFFICER (GP/SE): (1 position authorized)

The GP/SE is supervised by the GC/CD is responsible for:

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

AS Level: AS200, AS300, or AS400

Temporary Rank: C/Senior Airman to C/1st Lieutenant

COMPTROLLER (GP/FM): (1 position authorized)

The GP/FM is supervised by the GC/CD and is responsible for:

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

AS Level: AS200, AS300, or AS400

Temporary Rank: C/Senior Airman to C/1st Lieutenant

DIRECTOR of RECRUITING SERVICES (GP/RS): (1 position authorized)

The GP/RO is supervised by the GP/CD and is responsible for:

- ☐ Establishing an active recruiting campaign plan at Tuscola High School and Waynesville Middle, Junaluska and Central Elementary Schools for potential cadets.
- ☐ Developing a recruiting presentation for middle school and high school students before the end of the first semester. Presentation to be used for recruiting at Tuscola and Waynesville Middle schools throughout the year.
- ☐ Ensuring appropriate recruiting information is published and disseminated.
- ☐ Providing the Public Affairs Officer with articles for publication relating to the advantages of becoming an AFJROTC cadet.
- ☐ Keeping the Cadet Deputy Group Commander informed on all matters relating to the position.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Deputy Commander or SASI/ASI.

AS Level: AS200, S300, or AS400

Temporary Rank: C/Technical Sergeant to C/1st Lieutenant

HISTORICAL COORDINATOR (GP/HC): (1 position authorized).

The GP/HC is supervised by the GP/CD and is responsible for:

- ☐ Gathering historical information/data pertaining to corps activities; working closely with PA.
- ☐ Maintaining the unit scrapbook, history, or other records reflecting the tradition, accomplishments, and activities of the unit.
- ☐ Ensure photo opportunities aren't lost.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the GP/CC, GP/CD, or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Senior Airman to C/Master Sergeant

CHAPLAIN (GP/CHP): (1 position authorized)

The GP/CHP is supervised by the GP/CD and is responsible for:

- ☐ Acting as both counselor and spiritual advisor of the cadet corps.
- ☐ Responsible for leading prayers at all events.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Senior Airman to C/Master Sergeant

OPERATIONS SQUADRON COMMANDER (OS/CC): (1 position authorized):

The OS/CC is supervised by the GP/CC is responsible for:

- ☐ Ensuring squadron maintains standards of uniform and personal appearance and fulfills customs and courtesies required by AFJROTC.
- ☐ Ensuring grooming and appearance, discipline, efficiency, training and conduct of the cadets in the squadron.
- ☐ Conducting weekly uniform inspection in coordination with the SASI/ASI.
- ☐ Instructing individual, flight, and squadron drill.
- ☐ Assigning duties to subordinates and evaluating their work for compliance and quality.
- ☐ Ensuring all members of the squadron have the opportunity to develop their leadership skills according to their individual abilities.
- ☐ Briefing the Group Commander and instructors on squadron activities and personnel problems.
- ☐ Briefing the squadron to ensure they are informed and aware of all group and squadron activities.
- ☐ Conducting staff meetings as required to track progress of squadron projects and activities and informing members of group directives and activities.
- ☐ Responsible for all Flight Commanders, Sergeants, Guides, and element leaders and insuring all flight functions are accomplished in a timely manner.
- ☐ Responsible for all training aspects of flights in their squadron, to include flight drill and ceremonies, final review, mass formations, and parades (both military and downtown parades).
- ☐ Ensure cadets of each flight attend functions, activities, formations, and CIA trips.
- ☐ Nominate top cadets for awards and recognition.
- ☐ Submit Cadet of the Month nominations to Personnel Officer in a timely manner.
- ☐ Actively participate as a member of the Cadet Board.
- ☐ Responsible for appearance, discipline, effectiveness, training, and conduct of all Cadet Operations Squadron cadets; and that they are ready for Air Force and NC-075th Cadet Corps activities.
- ☐ Supervising and assisting with the planning and coordination of extracurricular activities such as Dining-in, Banquets, Military Balls, Drill Practices/Competitions, Color Guards, Color Guard practices, ceremonies, parades, community service activities, school activities, Curriculum in Action (CIA) Trips, and any other events in need of Operational assistance as deemed appropriate by the Group Commander.
- ☐ Ensuring that proper training and attendance policies are being enforced within the Drill/Color Guard Teams.
- ☐ Ensuring that after-action reports are submitted on all Operation Squadron's functions as ordered by the Group Commander.
- ☐ Ensuring that all NC-075th Operations Squadron Policies and Procedures are enforced in accordance with Air Force JROTC and Haywood County School regulations to include both the Tuscola Student Handbook and this NC-075th Cadet Corps Guide.
- ☐ Plans and directs flight competition (Flight Fights).
- ☐ Provides documentation to the CG/CD of identified problems and accomplishments.
- ☐ Nominates top cadets for awards and recognition.
- ☐ Submits Cadet of the Month (CoM) nomination to the personnel officer in a timely manner.
- ☐ Submits to the GP/CD all performance grades for assigned officers in a timely manner.
- ☐ Ensures all officers and NCOs maintain AFJROTC and academic eligibility. Cadets not in compliance will be informed in writing of their probation status and placement on Red Flag Status (RFS).
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year
- ☐ Performing other duties as assigned by the Group Commander, GP/CD, or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Captain to C/Major

DEPUTY OPERATIONS SQUADRON COMMANDER (OS/CD): (1 position authorized):

The OS/CC is supervised by the OS/CC is responsible for:

- ☐ Assume command in the absence of the OS/CC.
- ☐ Ensuring squadron maintains standards of uniform and personal appearance and fulfills customs and courtesies required by AFJROTC.
- ☐ Conducting weekly uniform inspection in coordination with the SASI/ASI.
- ☐ Instructing individual, flight, and squadron drill.
- ☐ Assigning duties to subordinates and evaluating their work for compliance and quality.
- ☐ Ensuring all members of the squadron have the opportunity to develop their leadership skills according to their individual abilities.
- ☐ Briefing the Group Commander and instructors on squadron activities and personnel problems.
- ☐ Briefing the squadron to ensure they are informed and aware of all group and squadron activities.
- ☐ Conducting staff meetings as required to track progress of squadron projects and activities and informing members of group directives and activities.
- ☐ Responsible for all Flight Commanders, Sergeants, Guides, and element leaders and insuring all flight functions are accomplished in a timely manner.
- ☐ Responsible for all training aspects of flights in their squadron, to include flight drill and ceremonies, final review, mass formations, and parades (both military and downtown parades).
- ☐ Ensure cadets of each flight attend functions, activities, formations, and CIA trips.
- ☐ Nominate top cadets for awards and recognition.
- ☐ Submit Cadet of the Month nominations to Personnel Officer in a timely manner.
- ☐ Actively participate as a member of the Cadet Board.
- ☐ Responsible for appearance, discipline, effectiveness, training, and conduct of all Cadet Operations Squadron cadets; and that they are ready for Air Force and NC-075th Cadet Corps activities.
- ☐ Supervising and assisting with the planning and coordination of extracurricular activities such as Dining-in, Banquets, Military Balls, Drill Practices/Competitions, Color Guards, Color Guard practices, ceremonies, parades, community service activities, school activities, Curriculum in Action (CIA) Trips, and any other events in need of Operational assistance as deemed appropriate by the Group Commander.
- ☐ Ensuring that proper training and attendance policies are being enforced within the Drill/Color Guard Teams.
- ☐ Ensuring that after-action reports are submitted on all Operation Squadron's functions as ordered by the Group Commander.
- ☐ Ensuring that all NC-075th Operations Squadron Policies and Procedures are enforced in accordance with Air Force JROTC and Haywood County School regulations to include both the Tuscola Student Handbook and this NC-075th Cadet Corps Guide.
- ☐ Plans and directs flight competition (Flight Fights).
- ☐ Provides documentation to the CG/CD of identified problems and accomplishments.
- ☐ Nominates top cadets for awards and recognition.
- ☐ Submits Cadet of the Month (CoM) nomination to the personnel officer in a timely manner.
- ☐ Submits to the GP/CD all performance grades for assigned officers in a timely manner.
- ☐ Ensures all officers and NCOs maintain AFJROTC and academic eligibility. Cadets not in compliance will be informed in writing of their probation status and placement on Red Flag Status (RFS).
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year
- ☐ Performing other duties as assigned by the OS/CC GP/CC, GP/CD, or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/2nd Lieutenant to C/Captain

OPERATIONS SUPERINTENDENT (OS/CCC): (1 position authorized):

The OS/CCC is supervised by the OS/CC and is responsible for:

- ☐ Keeping the Cadet Group Commander and Command Chief Master Sergeant informed on all matters relating to the position.
- ☐ Monitors the morale and overall attitude of the Operations Squadron and advises the OS/CC or SASI/ASI on all pertinent matters relating to the cadet corps.
- ☐ Coordinates with Personnel Officer to insure all administrative documentation for the Operations Squadron is accurate and properly posted and stored.
- ☐ Providing recommendations to OS/CC based on inputs from enlisted cadets and acts as a liaison between the Squadron Commanders and enlisted members
- ☐ Advising OS/CC on problems with the squadron and suggesting possible solutions.
- ☐ Work closely with Flight Sergeant to ensure dress and appearance standards are met among enlisted cadets.
- ☐ Serve as member on CAB for any enlisted member within their squadron.
- ☐ Coordinates with the Activities/Community Service Officer to insure community-related civic or humanitarian activities occur each semester.
- ☐ Assists the Deputy Commander in preparation and coordination of SASI/ASI Commander's Call and staff meeting agendas.
- ☐ Records and maintains minutes of operations staff meetings.
- ☐ Enforces AFJROTC regulations on uniform wear and care, and standards of conduct, customs, and courtesies.
- ☐ Ensuring flag details are formed for reveille and retreat.
- ☐ Ensuring weather conditions are acceptable prior to raising flags.
- ☐ Ensuring safety and security of unit weapons.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the OS/CC, OS/CD, GP/CC, GP/CD, GP/CCM or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Master Sergeant to C/Senior Master Sergeant

SPECIAL TEAMS FLIGHT COMMANDER (STS/CC): (1 position authorized).

The STF/CC is supervised by the OPS/CC and is responsible for:

- ☐ Assisting SASI/ASI in managing and training members of the special teams.
- ☐ Planning and coordinating AFJROTC special teams' co-curricular activities.
- ☐ Assisting SASI/ASI in short and long range planning of all scheduled special teams activities/competitions.
- ☐ Submitting inputs for the unit calendar of all special team activities.
- ☐ Ensuring appropriate school policies are complied with during special teams activities.
- ☐ Attending Group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the OS/CC, OS/CD, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Master Sergeant to C/Captain

DRILL TEAM COMMANDER (DT/CC): (1 position authorized).

The DT/CC is supervised by the Special Teams Flight Commander; responsible for:

- ☐ Responsible for the appearance, discipline, effectiveness, training, and conduct of the NC-075 Drill Team.
- ☐ Maintaining and enforcing Drill Team policies and requirements as directed by the Operations Squadron Commander and Group Commander.
- ☐ Manage, direct, and oversee planning and coordination of all Drill Team practices, competitions, parades, ceremonies, and events.
- ☐ Conducting required drill team practices.
- ☐ Maintaining accurate attendance of performance records of drill team members.
- ☐ Training new drill team members on policies and procedures relating to drill team.
- ☐ Motivating drill team members towards excellence.
- ☐ Informing squadron commander on issues relating to drill team.
- ☐ Developing advanced drill routines for drill competitions.
- ☐ Publicizing team activities in corps, school, and community publications and news media.
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the STF/CC, OS/CD, OS/CC, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Technical Sergeant to C/1st Lieutenant.

DRILL TEAM NON-COMMISSIONED OFFICER IN-CHARGE (NCOIC) (DT/NCOIC):

(1 position authorized).

The DT/NCOIC is supervised by the DT/CC; responsible for:

- ☐ Assume command in the absence of the DT/CC.
- ☐ Responsible for assisting in the commanding and training of the NC-075 Drill Team.
- ☐ Maintaining attendance records for all Drill Team practices, competitions, and other events.
- ☐ Maintaining a Drill Team cadet roster.
- ☐ Ensuring that logistical support is coordinated for all Drill Team activities.
- ☐ Performing other duties as assigned by the Drill Team Commander.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the STF/CC, OS/CD, OS/CC, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Staff Sergeant to C/Master Sergeant

COLOR GUARD COMMANDER (CG/CC): (1 position authorized)

The CG/CC is supervised by the Special Teams Flight Commander; responsible for:

- ☐ Conducting required color guard team practices.
- ☐ Maintaining accurate attendance of performance records of color guard members.
- ☐ Training new drill team members on policies and procedures relating to color guard.
- ☐ Motivating drill team members towards excellence.
- ☐ Dress, appearance, and conduct of members while performing.
- ☐ Informing squadron commander on issues relating to color guard.
- ☐ Publicizing team activities in corps, school, and community publications and news media.
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the STF/CC, OS/CC, OS/CD, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Technical Sergeant to C/1st Lieutenant.

COLOR GUARD NON-COMMISSIONED OFFICER IN-CHARGE (NCOIC (CG/NCOIC):

(1 position authorized)

The CG/NCOIC is supervised by the CG/CC; responsible for:

- ☐ Assume command in the absence of the CG/CC.
- ☐ Responsible for the appearance, discipline, effectiveness, training, and conduct of the NC-075 Color Guard team.
- ☐ Maintaining and enforcing Color Guard policies and requirements as directed by the Operations Squadron Commander and Group Commander.
- ☐ Assisting in the planning and coordination of all Color Guard practices, competitions, parades, ceremonies, and events.
- ☐ Submitting after-action reports on Color Guard functions as ordered by the Operations Squadron Commander.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the STF/CC, OS/CD, OS/CC, CG/CC, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Staff Sergeant to C/Master Sergeant

KITTY HAWK AIR SOCIETY COORDINATOR (STS/KHAS): (1 position authorized).

The STS/KHAS is supervised by the STF/CC; responsible for:

- ☐ The effective leadership and operation of the Kitty Hawk Air Society.
- ☐ Identifying and inviting eligible cadets to become members.
- ☐ Conducting a meaningful KHAS induction ceremony.
- ☐ Managing the unit tutor program. Recruits tutors and pairs tutors with cadets requiring help.
- ☐ Helping cadets est. goals/plans to pass classes/improve academic performance when asked.
- ☐ Creating a school/community service program.
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by: STF/CC, OS/CD, OPS/CC, GP/CC, GP/CD, GP/XO, or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Staff Sergeant to C/1st Lieutenant

AWARENESS PRESENTATION TEAM COORDINATOR (STS/APT): (1 position authorized).

The STS/APT is supervised by the STF/CC; responsible for:

- ☐ Managing APT in educating and reducing substance abuse in the student body.
- ☐ Planning and directing monthly meetings.
- ☐ Developing plans of action for public awareness.
- ☐ Training and assigning duties to APT members.
- ☐ Selecting topics, conducting research, and writing material to be used during APT presentations.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Staff Sergeant to C/1st Lieutenant

MODEL AIRPLANE AND ROCKET CLUB COORDINATOR (MARC/CD):

(1 position authorized)

The MARC/CD is supervised by the STF/CC; responsible for:

- ☐ Developing and conducting an effective program for those interested in model airplanes and model rockets.
- ☐ Facilitating club meetings.
- ☐ Maintaining equipment and supplies.
- ☐ Coordinating with SASI/ASI for rocketry demonstrations and launches.
- ☐ Following guidelines as spelled out in HQ AFJROTC guidance.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Senior Airman to C/Master Sergeant

Training & Education

STF/T&E: (1 position authorized)

The STF/T&E is supervised by the STF/CC; responsible for: Assists in accomplishing Corps goals by preparing and posting written training schedules. Works with Group Chief on preparing flag and trash details. Works with Staff members to plan and schedule guidon training, flight sergeant training, flight commander training, and other corps training events as needed.

MARKSMANSHIP

(STF/MK) (1 position authorized)

The STF/MK is supervised by the STF/CC; responsible for: (DESCRIPTION IS UNDER REVISION)

WORKING

ORIENTEERING

(STF/OR) (1 position authorized)

The STF/OR is supervised by the STF/CC; responsible for: (DESCRIPTION IS UNDER REVISION)

Flag Corps Commander (Operations): Trains and leads the Flag Corps. Works with the training officer to schedule practices. Ensures equipment is ready for and properly returned after practices and performances. Keeps practice and performance attendance records.

Drum Corps Commander (Operations): Trains and leads the Drum Corps. Works with the training officer to schedule practices. Ensures equipment is ready for and properly returned after practices and performances. Keeps practice and performance attendance records.

Ceremonies Officer (Operations): Assists the Deputy for Operations in accomplishing Corps goals by preparing cadets for special public appearances. Coordinates the Color Guard schedule with SMSgt Robertson and recommends cadets for Color Guard duty. Ensures the Flag Corps and Drum Corps are properly trained. When necessary, works with instructors to ensure permission slips are distributed and returned on time. Plans and supervises rehearsals.

Director of Academic Excellence (Operations): Sets academic goals for the corps and establishes improvement programs to meet those goals. Motivates all cadets to strive for academic excellence. Measures academic success in each flight. Supervises the ROTC peer tutoring program. Prepares the Awareness Presentation Team for public appearances. Organizes the ROTC Honor Society to enhance corps academic achievement.

Secretary of Academic Excellence (Operations): Assists the DAE in meeting NC-075 academic goals. Helps motivate the cadet corps to strive for academic excellence. Tracks flight academic scores. Ensures qualified tutors are available.

Tutor Officer (Operations): Finds and matches cadets seeking academic help with upper class cadets willing to tutor. Arranges appropriate time and study areas for peer tutoring. Maintains written records of names, subject, and duration of tutoring sessions.

Honor Society President (Operations): Seeks ways in which the ROTC Honor Society can support the goal of corps academic excellence. Provides cadets from the Society to serve as peer tutors.

FLIGHT OPERATIONS COMMANDER (OS/FO): (1 position authorized)

The OS/FO is supervised by the OS/CC and is responsible for:

- ☐ Maintaining the appearance, discipline, efficiency, training, and conduct of ALL Flights.
- ☐ Enforcing cadet conduct, military courtesy, classroom rules & etiquette.
- ☐ Supervising the Flight in absence of the Flight CC/SGT or SASI/ASI.
- ☐ Staying updated with Group bulletin boards.
- ☐ Taking report at the beginning of class and updating basic cadets on upcoming events, announcements, and policies.
- ☐ Planning and coordinating activities within ALL Flights.
- ☐ Ensuring that ALL cadet documentation is processed through flight personnel management.
- ☐ Recommending the top cadets within ALL Flight for awards and recognition to GP/CC.
- ☐ Ensuring that all Flight Policies and Procedures are enforced in accordance with AFJROTC and Haywood County School regulations, and the Tuscola Student Handbook.
- ☐ Performing other duties as assigned by the Group Commander/SASI/ASI.
- ☐ Grooming and appearance, discipline, effectiveness, and training of ALL Flight members.
- ☐ Planning, leading and directing flight activities and especially during corps functions.
- ☐ Advising flight members on performance standards; means of professional & personal development.
- ☐ Informing ALL Flight as the primary communication link between the staff and ALL Flights.
- ☐ Supervising cadets and writing evaluations on their performance, conduct, leadership and promotion potential.
- ☐ Assigning flag details for ALL flight members.
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the OS/CC, OS/CD, GP/CC, GP, CD, or SASI/ASI.

FLIGHT COMMANDER (ex: A FLT/CC): (1 position authorized per class)

The FLT/CC (A/B/C/D) is supervised by the /CC and is responsible for:

- ☐ Maintaining the appearance, discipline, efficiency, training, and conduct of their flight.
- ☐ Enforcing cadet conduct, military courtesy, classroom rules & etiquette.
- ☐ Supervising the Flight in absence of the SASI/ASI.
- ☐ Staying updated with Group bulletin boards.
- ☐ Taking report at the beginning of class and updating basic cadets on upcoming events, announcements, and policies.
- ☐ Planning and coordinating activities within their Flight.
- ☐ Ensuring that cadet documentation is processed through personnel management.
- ☐ Recommending the top cadets within their flight for awards and recognition to GP/CC.
- ☐ Ensuring that all Flight Policies and Procedures are enforced in accordance with AFJROTC and Haywood County School regulations, and the Tuscola Student Handbook.
- ☐ Performing other duties as assigned by the Group Commander/SASI/ASI.
- ☐ Grooming and appearance, discipline, effectiveness, and training of flight members.
- ☐ Planning, leading and directing flight activities and especially during corps functions.
- ☐ Advising flight members on performance standards; means of professional & personal development.
- ☐ Informing the flight as the primary communication link between the staff and their flight.
- ☐ Supervising cadets and writing evaluations on their performance, conduct, leadership and promotion potential.
- ☐ Notifying flight members of flag details.
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the OS/CC, OS/CD, GP/CC, GP, CD, or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Staff Sergeant to C/1st Lieutenant

FLIGHT SERGEANTS (ex: A/FS): (1 position authorized per class)

Flight Sergeants are supervised by their respective Flight Commander and are responsible for:

- ☐ Maintaining the appearance, discipline, efficiency, training, and conduct of the flight in the absence of the Flight Commander.
- ☐ Learning the drill and ceremonies manual; commanding their flight during drill.
- ☐ Taking report at the beginning of class.
- ☐ Keeping track of the Group bulletin boards and informing the Flight Commander on any upcoming events that were overlooked.
- ☐ Enforcing discipline in the classroom and on the drill field.
- ☐ Enforcing the appearance and uniform wear of their Flight.
- ☐ Ensuring that the classroom is organized and in proper order before Flight dismissal.
- ☐ Supervising the Element Leaders and assisting the Flight Commander in Flight activities.
- ☐ Performing other duties as assigned by the Flight Commander/SASI/ASI.
- ☐ Forming flight for activities as directed, to include preparing the flight for inspection.
- ☐ Assisting the Flight Commander in training cadets in drill and ceremonies.
- ☐ Assisting the Flight Commander in maintaining good order and discipline.
- ☐ Assisting the Flight Commander in training the flight guide in proper guidon techniques.
- ☐ Serving as Flight Logistics Representative when necessary.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Senior Airman to C/Master Sergeant

FLIGHT ELEMENT LEADER (FLT/EL): (# of positions authorized as needed by SASI/ASI)

Element Leader(s) are supervised by their Flight CC/SGT and are responsible for:

- ☐ Taking report of his/her element.
- ☐ Supervising their element and ensuring cadet standards are enforced.
- ☐ Assisting the Flight Commander/Flt Sergeant in conducting Flight activities.
- ☐ Performing other duties as assigned by the Flight Sergeant/Flight Commander/SASI/ASI.
- ☐ Assisting the Flight Commander/Flt Sgt in maintaining good order and discipline within the element.
- ☐ Reporting roll to the Flight Commander before the beginning of each class.
- ☐ Assisting the Flight Commander and Flight Sergeant with training element members in drill and ceremonies.
- ☐ Learning the drill and ceremonies manual; commanding their flight during drill.
- ☐ Maintaining cleanliness of area occupied by element in class.
- ☐ Assuming duties of flight sergeant in their absence.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Airman Basic to C/Senior Airman

SQUADRON/FLIGHT GUIDON BEARERS (FLT/GB):

(1 position authorized per flight; 1 per squadron and 1 at the group level)

Guidon bearers are supervised by respective commander and are responsible for:

- ☐ Carrying their respective guidon (colors) during drill and ceremonies.
- ☐ Posting and retiring their guidon (colors) as directed in class and during formations.
- ☐ Learning the drill and ceremonies manual especially the guidon.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Flight Commander/Sergeant or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Airman First Class to C/Master Sergeant

MISSION SUPPORT SQUADRON COMMANDER (MSS/CC): (1 position authorized)

The MSS/CC is supervised by the GP/CC and is responsible for:

- ☐ Responsible for the appearance, discipline, effectiveness, training, and conduct of the cadet Mission Support Squadron.
- ☐ Ensuring proper maintenance of administrative and personnel files and the Cadet Inventory Management System (CIMS).
- ☐ Learning and coordinating the responsibilities and procedures of each functional area of Mission Support.
- ☐ Ensuring that support is provided by the Mission Support Squadron to other areas of the Group Staff while coordinating Group procedures and special activities.
- ☐ Supervising the Group supply inventory and logistical operations.
- ☐ Ensuring that all Squadron Policies and Procedures are enforced in accordance with AFJROTC regulations, and the Tuscola Student Handbook.
- ☐ Attending all Group Staff meetings
- ☐ Maintaining and updating the personnel and Logistics data online (WINGS).
- ☐ Assuming command of the Group in the absence of the GP/CC, GP/CD/, and/or OS/CC.
- ☐ Coordinating and controlling staff functions.
- ☐ Ensuring adequate controls are established for accounting of all unit equipment, supplies, and monies.
- ☐ Ensuring proper maintenance of administrative and personnel files.
- ☐ Conducting support squadron meetings as necessary.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Captain to C/Major

DEPUTY MISSION SUPPORT SQUADRON COMMANDER (MSS/CD): (1 position authorized)

The Deputy MSS/CD is supervised by the MSS/CC and is responsible for:

- ☐ Assume command in the absence of the MSS/CC.
- ☐ Assisting the MSS/CC for the appearance, discipline, effectiveness, training, and conduct of the cadet Mission Support Squadron.
- ☐ Attending all Group Staff meetings
- ☐ Coordinating and controlling staff functions.
- ☐ Ensuring adequate controls are established for accounting of all unit equipment, supplies, and monies.
- ☐ Ensuring proper maintenance of administrative and personnel files.
- ☐ Conducting support squadron meetings as necessary.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/2nd Lieutenant to C/Captain

MISSION SUPPORT SQUADRON SUPERINTENDENT (MSS/CCC):

(1 position authorized):

The MSS/CCC is supervised by the MSS/CC and is responsible for:

- ☐ Keeping the Cadet Group Commander and Command Chief Master Sergeant informed on all matters relating to the position.
- ☐ Monitors the morale and overall attitude of the Mission Support Squadron and advises the MSS/CC or SASI/ASI on all pertinent matters relating to the cadet corps.
- ☐ Coordinates with Personnel Officer to insure all administrative documentation for the Mission Support Squadron is accurate and properly posted and stored.
- ☐ Providing recommendations to MSS/CC based on inputs from enlisted cadets and acts as a liaison between the Squadron Commanders and enlisted members
- ☐ Advising MSS/CC on problems with the squadron and suggesting possible solutions.
- ☐ Work closely with Flight Sergeant to ensure dress and appearance standards are met among enlisted cadets.
- ☐ Serve as member on CAB for any enlisted member within their squadron.
- ☐ Coordinates with the Activities/Community Service Officer to insure community-related civic or humanitarian activities occur each semester.
- ☐ Assists the Deputy Commander in preparation and coordination of SASI/ASI Commander's Call and staff meeting agendas.
- ☐ Records and maintains minutes of operations staff meetings.
- ☐ Enforces AFJROTC regulations on uniform wear and care, and standards of conduct, customs, and courtesies.
- ☐ Ensuring flag details are formed for reveille and retreat.
- ☐ Ensuring weather conditions are acceptable prior to raising flags.
- ☐ Ensuring safety and security of unit weapons.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the MSS/CC, MSS/CD, GP/CC, GP/CD, GP/CCM or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Master Sergeant to C/Senior Master Sergeant

DIRECTOR OF SPECIAL PROJECTS (MSS/SP): (1 position authorized).

The MSS/SP is supervised by the Mission Support Squadron Commander and is responsible for:

- ☐ Coordinating all group special events with the instructor staff.
- ☐ Assigning jobs, developing and monitoring "to do" lists, and organizing set up and tear down of all events.
- ☐ Planning events for the year and coordinating schedule with group staff and instructors.
- ☐ Managing the cadet corps Community Service program.
- ☐ Submitting after-action reports on all special projects.
- ☐ Maintaining a master plan of scheduled Group activities.
- ☐ Posting a monthly schedule of upcoming cadet events.
- ☐ Maintaining a record of completed events to assist in the formulation of plans for the next academic year.
- ☐ Attending group staff meetings.
- ☐ Responsible for the planning, coordinating, and execution of all Group special activities.
- ☐ Securing all information and resources needed to execute all Group special activities.
- ☐ Coordinating with other staff personnel and organizations within the school and community.
- ☐ Submitting after-action reports on all special projects to Operations Squadron Commander.
- ☐ Head Military Ball Committee and designate cadets for certain positions within the Military Ball Committee.
- ☐ Performing other duties as assigned by the Operations Squadron Commander.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS300 or AS400

Temporary Rank: C/Technical Sergeant to C/Major

SPECIAL PROJECTS ASSISTANT (MSS/SPA): (# of positions are authorized by SASI/ASI).

The MSS/SPA is supervised by the MSS/SP and is responsible for:

- ☐ Assume command in the absence of the CG/CC.
- ☐ Assisting Special Projects Commander in all special projects activities for the corps.
- ☐ Maintaining group pledge schedule for each month.
- ☐ Performing other duties as assigned by the.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the MSS/SP, GP/CC, GP/CD or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Staff Sergeant to C/Technical Sergeant

DIRECTOR OF LOGISTICS (MSS/LG): (1 position authorized).

The MSS/LG is supervised by the MSS/CC and is responsible for:

- ☐ Responsible for managing an inventory of on-hand supplies for the Group.
- ☐ Responsible for logistical support; planning, coordinating, and execution of all Group activities.
- ☐ Responsible for distributing supplies to functional areas in the Group.
- ☐ Responsible for maintaining all supply records and inventory data.
- ☐ Coordinating with the Command Staff, Operations Squadron, and Flight Commanders concerning logistical requirements.
- ☐ Acting as the administrator of the Supply Department in Group Head Quarters.
- ☐ Performing other duties as assigned by the MSS/CC, GP/CC, or GP/CD.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS200 thru AS400

Temporary Rank: C/Technical Sergeant to C/1st Lieutenant

FLIGHT LOGISTICS (MSS/LG A/B/C/D): (2 positions authorized per flight).

The MSS/LG (A/B/C/D) is supervised by the MSS/LG and is responsible for:

- ☐ Assists in conducting an inventory of on-hand supplies for the Group.
- ☐ Assists in logistical support; planning, coordinating, and execution of all Group activities.
- ☐ Assists in distributing supplies to functional areas in the Group.
- ☐ Assists in maintaining all supply records and inventory data.
- ☐ Assists in coordinating with the Command Staff, Operations Squadron, and Flight Commanders concerning logistical requirements.
- ☐ Performing other duties as assigned by the MSS/CC, MSS/CD, GP/CC, or GP/CD.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS200 thru AS400

Temporary Rank: C/Airman First Class to C/Technical Sergeant

Additional Job/Functions in Logistics:

Supply Officer (Logistics and/or Mission Support): Ensures supplies are properly logged in and stored. Works with instructors to send and receive uniform cleaning. Responsible for Supply Room order and cleanliness.

Ribbons Officer (Logistics and/or Mission Support): Provides JROTC ribbons to cadets on a regular basis. Ensures cadets only receive a ribbon that has been earned and appears on an official NC-075 order. Notifies the Cadet Corps when ribbon sales will take place.

Sales Officer (Logistics and/or Mission Support): Provides accurate, courteous, and timely ribbon sales to the cadet corps

Inventory Officer (Logistics and/or Mission Support): Ensures adequate ribbon supplies are on hand. Provides NCOIC of Supply with replacement ribbon orders at least two weeks in advance.

Computer Officer (Logistics/Mission Support): Assists the LG in accomplishing Corps goals by maintaining all ROTC classrooms computers in good working order. Ensures only appropriate software is loaded and only authorized students use the computers. Ensures the Tuscola HS web site contains updated ROTC information.

DIRECTOR OF PERSONNEL (MSS/PM): (1 position authorized).

The MSS/PM is supervised by the MSS/CC and is responsible for:

- ☐ Maintaining the cadet personnel records by following the guidelines established by the MSS/CC.
- ☐ Filing all documentation in cadet records or other internal information.
- ☐ Performing other duties as assigned by the MSS/CC.
- ☐ Assisting the ASI in the issue, receipt and accounting of all uniform, equipment, and supplies related to the operation of the NC-075th Cadet Corps.

Assisting the ASI in maintaining supply and accounting records according to all applicable directives.

- ☐ Assisting the ASI in inventories of uniforms, equipment, and supplies.
- ☐ Assisting the ASI in the maintenance, repair, and cleaning of uniforms, equipment, and supplies.
- ☐ Keeping the supply rooms neat and orderly.
- ☐ Organizing and providing rank insignia and ribbons for promotion ceremonies.
- ☐ Providing guidance to Group members on proper supply discipline.
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS200 thru AS400

Temporary Rank: C/Technical Sergeant to C/1st Lieutenant

FLIGHT PERSONNEL (MSS/PMA/B/C/D): (1 position authorized per flight)

The Flight MSS/PM (A/B/C/D) personnel are supervised by the MSS/PM and are responsible for:

- ☐ Assisting in maintaining the cadet personnel records by following the guidelines set by the MSS/PM and MSS/CC.
- ☐ Responsible for maintaining/updating the personnel data promptly into WINGS.
- ☐ Assisting in maintaining an updated Ribbon Team Roster.
- ☐ Assisting the SASI/ASI in maintaining computer based and hard copy personnel management system on all cadets and insuring only authorized personnel have access to them.
- ☐ Preparing and coordinating the draft copy of all special orders to the Director of Information Management.
- ☐ Assisting in publishing the Cadet Corps Directory.
- ☐ Keeping the organizational and the unit manning document current.
- ☐ Posting the current group organizational chart.
- ☐ Recording awards, promotions, and decorations.
- ☐ Attending Group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the MSS/PM, MSS/CC, MSS/CD, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Airman First Class to C/Technical Sergeant

CHIEF OF PUBLIC AFFAIRS (MSS/PA): (1 position authorized).

The MSS/PA is supervised by the MSS/CC and is responsible for:

- ☐ Staying informed on all upcoming Group activities.
- ☐ Preparing and submitting news articles to school and local newspapers concerning cadet activities.
- ☐ Providing all Group photographic support.
- ☐ Assisting briefings with graphics support.
- ☐ Maintaining contact info on all people and organizations that have been involved with NC-075.
- ☐ Sending “thank-you cards” to people and organizations that have contributed to the Tuscola Air Force JROTC NC-075th Cadet Corps.
- ☐ ☐ Establishing and maintaining a cadet newsletter.
- ☐ Being involved with the cadet population, and using media tools to uplift the morale and productivity of the Cadet Corps.
- ☐ Assisting in maintaining positive relations with people and organizations that have been involved with NC-075.
- ☐ Establishing slideshows for various cadet events.
- ☐ Performing other duties as assigned by the Mission Support Squadron Commander.
- ☐ Maintain unit social media webpages.
- ☐ Drafting news releases for submission to applicable news publications relating to unit and personnel accomplishments.
- ☐ Ensuring news releases are cleared by the Senior Aerospace Science Instructor or the Aerospace Science Instructor before submission to any agency.
- ☐ Assisting the Unit Historian in maintaining unit scrapbook.
- ☐ Posting news stories on the Unit AFJROTC Bulletin Boards.
- ☐ Publishing a monthly group newsletter.
- ☐ Assembling pictures for submission to the school yearbook.
- ☐ Ensuring cadet corps announcements are properly submitted to the respective media well prior to event.
- ☐ Attending group staff meetings.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position.
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS200, AS300 or AS400

Temporary Rank: C/Staff Sergeant to C/Captain

MEDIA TEAM: VIDEOGRAPHER and PHOTOGRAPHER (MSS/VI & MSS/PH): (2 positions authorized).

The MSS/VI and MSS/PH are supervised by the MSS/PA and are responsible for:

- ☐ Taking pictures at corps events and activities.
- ☐ Coordinating photographic and video coverage of cadet activities.
- ☐ Updating the scrapbook and bulletin boards.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the MSS/PA, MSS/CC, MSS/CD, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Airman First Class to C/Master Sergeant

DIRECTOR OF INFORMATION MANAGEMENT (MSS/IM): (1 position authorized).

The MSS/IM is supervised by the MSS/PA and is responsible for:

- ☐ Authentication, publishing, and distribution of Group publications including special orders, regulations and other directives.
- ☐ Maintaining staff files.
- ☐ Assisting with updating the cadet classroom calendar.
- ☐ Assisting MSS/PA in maintaining the website.
- ☐ Maintaining the internal distribution system of the Group, including posting of current directives, special orders, and notices on bulletin boards.
- ☐ Maintaining current recurring publications and disposing of outdated publications.
- ☐ Maintaining attendance records for squadron staff meetings, briefings, leadership training, extracurricular and co-curricular activities and special functions.
- ☐ Keeping, publishing and posting minutes of the Group staff meetings.
- ☐ Maintaining official Group bulletin boards.
- ☐ Attending group staff meetings.
- ☐ Other duties as assigned by the Mission Support Squadron Commander.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Senior Airman to C/Master Sergeant

WEB TECHNICIAN (MSS/WEB): (1 position authorized).

The MSS/WEB is supervised by the MSS/IM and is responsible for:

- ☐ Maintaining and keeping current the NC-075 website.
- ☐ Advertising the website and encouraging cadets to visit the site on a regular basis.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the Group Commander or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Senior Airman to C/Master Sergeant

FLIGHT PUBLIC AFFAIRS (MSS/PA (A/B/C/D): (1 position authorized per flight).

The MSS/PA (A/B/C/D) is supervised by the MSS/PA and is responsible for:

- ☐ Assisting in authentication, publishing, and distribution of Group publications including special orders, regulations and other directives.
- ☐ Maintaining staff files.
- ☐ Updating the cadet classroom calendar.
- ☐ Assisting MSS/PA in maintaining the website.
- ☐ Keeping, publishing and posting minutes of the Group staff meetings as directed by MSS/PA.
- ☐ Assisting in maintaining official Group bulletin boards.
- ☐ Attending group staff meetings as directed by MSS/PA.
- ☐ Assisting in maintaining attendance records for squadron staff meetings, briefings, leadership training, extracurricular and co-curricular activities and special functions.
- ☐ Assisting MSS/WEB in maintaining and keeping current the NC-075 website.
- ☐ Advertising the website and encouraging cadets to visit the site on a regular basis.
- ☐ Taking pictures at corps events and activities as directed by MSS/PA.
- ☐ Coordinating photographic and video coverage of cadet activities.
- ☐ Assisting in updating the scrapbook and bulletin boards.
- ☐ Establishing goals for the position within two weeks of assuming the position.
- ☐ Training one or more cadets on the responsibilities of the position
- ☐ Creating a continuity folder to help the replacement with the job the following year.
- ☐ Performing other duties as assigned by the MSS/PA, MSS/CC, MSS/CD, GP/CC, GP/CD, or SASI/ASI.

AS Level: AS100 thru AS400

Temporary Rank: C/Airman First Class to C/Master Sergeant