

Air Force Junior Reserve Officer Training Corps (AFJROTC)

OK-942 CADET GUIDE



Booker T. Washington High School
Tulsa, Oklahoma

AY 2017-2018

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CORPS OPERATIONS

This Cadet Guide establishes OK-942 Air Force Junior Reserve Officer Training Corps (AFJROTC) aerospace science course enrollment standards, curriculum, academic requirements and unit operations. It supports the leadership and personal development objectives of AFJROTC by outlining cadet responsibilities, conduct, uniform and personal appearance standards, and the cadet corps organization, as well as co-curricular activities. This cadet guide supplements leadership texts and AFJROTC directives. All cadets will adhere to this cadet guide, maintain a digital copy, know its contents, and comply with its standards to satisfactorily meet AFJROTC course objectives. Our Cadet Guide serves as our Cadet Operating Instruction for cadets linking our unit mission to the AFJROTC programs and procedures, and standards of conduct. This Cadet Guide, in conjunction with our 2017-2018 Seven-Year Curriculum Plan, serves as our Department's Long Range Academic Plan and Pacing Guide. Our cadet guide is informative to principals, counselors, teachers, administrators, and parents. Cadet Cadre members are involved in its writing and content and will personally review this guide at the end of each academic year. If the contents of this Cadet Guide conflicts with any Air Force or School/TPS directive or instructions, the Air Force or School/TPS directives and/or instructions take precedence. This Cadet Guide implements policies in Air Force/School MOA (17Nov06), AFJROTC Consolidated Operational Supplement (9Aug16), AFJROTCI 36-2001(20May2016), AFJROTC Assessments Guide (AY 17, dated 14Mar2017), HQ Curriculum Guide (Updated Mar 2017 for AY18).

SUMMARY OF CHANGES/RELEASABILITY

This Cadet Guide is in its third year of use by Booker T. Washington High School, Tulsa, OK. It has been completely revised in the summer of 2017 and must be completely reviewed by all AFJROTC personnel. As with any product of this type there will be unintended errors. If there are discrepancies, please see the OK-942 SASI or ASI for clarification. There is no release restriction on this publication. It can also be found online on the BTW webpage under the path Directory>AFJROTC>AFJROTC OK-942 Cadet Guide 2017-2018.

Chapter 1—Mission, Enrollment, Contract, Values, Codes, Standards and Organization

Section A—AFJROTC & Unit History	<u>Paragraph</u>
Section B—AFJROTC Mission, Vision, Goals and Objectives	
Mission-----	1.1
Vision -----	1.2
Goals -----	1.3
Objectives-----	1.4
Section C---Tulsa Public Schools (TPS) Vision, Mission Statement, Belief Statements and Goals	
Vision, Mission Statement, Goals-----	1.5
Section D—Enrollment and Disenrollment	
Enrollment Eligibility-----	1.6
Continued Enrollment -----	1.7
Disenrollment-----	1.8
Section E—Cadet Contract; Core Values; Codes of Conduct, Honor, and Ethics	
Cadet Contractual Agreement-----	1.9
Core Values -----	1.10
Cadet Code of Conduct, Honor Code, and Code of Ethics-----	1.11
Section F—Organization	
Cadet Corps Organization -----	1.12
Job Descriptions-----	1.13
Unit Manning Document-----	1.14
Chain of Command-----	1.15
Corps Motto-----	1.16
Student Enrollment Numbers (Minimum & Institutional Cap)-----	1.17
Cadet Corps Operations-----	1.18
Class Gifts-----	1.19

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Supersedes ALL PREVIOUS AFJROTC OK-942 Cadet Guides

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	<u>Paragraph</u>
Unit Instructional Strategy Goals-----	1.20
Unit Instructional Objectives-----	1.21
Unit Designation-----	1.22
Unit Rules of Engagement (ROE) -----	1.23
Importance of Standards-----	1.24
The Air Force Song-----	1.25
AFJROTC Cadet Creed -----	1.26
Airman's Creed -----	1.27
High Flight-----	1.28
Man in the Arena-----	1.29
The U.S. National Anthem-----	1.30
Cadet Prayer -----	1.31
The SASI'S Challenge-----	1.32
POW-MIA Ceremony-----	1.33
Folding of Our Grand Old Flag Ceremony-----	1.34
Attitude is Everything-----	1.35
Hold for Future Use-----	1.36
Supervision of Cadet Activities & Chaperone Rules-----	1.37
Professional Relationships-----	1.38
Group Commander's High Expectations -----	1.39
Chapter 2--Classroom Rules and Procedures, Grading Scale, and Grading Guidance	
Classroom Rules (High Expectations)-----	2.1
Classroom Procedures -----	2.2
Grading Scale-----	2.3
AFJROTC Curriculum-----	2.4
Academic Expectations and Your Future-----	2.5
Cadet Leadership Camp (CLC) aka "Summer Camp" -----	2.6
Parent-Guardian and Teacher Conferences-----	2.7
Chapter 3--Customs and Courtesies	
Salute-----	3.1
United States and National Flags-----	3.2
Cadet Etiquette-----	3.3
Position of Honor-----	3.4
Breach in Custom (Salutes) and Courtesies -----	3.5
When are Flags Flown at Half-Mast or Half-Staff-----	3.6
Calling the Classroom to Attention-----	3.7
Prisoner of War (POW) and Missing in Action (MIA)-----	3.8
Chapter 4—Personnel	
Section A—Cadet Grades	
Cadet Grade (Rank)-----	4.1
Section B—Cadet Personnel Classifications	
Active, Reserve, Foreign and Graduate Cadets -----	4.2
Section C—Cadet Officer and NCO Authority & Limitations	
Cadet Officer & NCO Duties & Responsibilities-----	4.3
Section D – Cadet Evaluation Board and Cadet Honor Council	
Cadet Evaluation Board-----	4.4
Cadet Honor Council-----	4.5
Section E – General Policy for all Cadets	
General Policy Statements-----	4.6
Section F—Cadet Job Assignments and Cadet Promotions	
Job Assignment Policies-----	4.7

The Promotion System-----	4.8
Promotion Selection Process-----	4.9
Cadet Promotions for Exceptional Performers (PEP)-----	4.10
Special Orders-----	4.11
Cadet Records-----	4.12
Section G—The Demotion System and/or Frozen In Rank	
Objectives -----	4.13
Section H—Probation	
Objectives -----	4.14
Responsibilities -----	4.15
Section I—AFJROTC Sponsored National Awards and AFJROTC Cadet Awards	
Cadet Awards and Decorations-----	4.16
Section J—This Section Intentionally Left Blank	
Purpose and Criteria -----	4.17
Section K—Outstanding Cadet of the Year Award	
Purpose and Criteria -----	4.18
Recognition -----	4.18.1
Section L—Outstanding Flight of the Year Award	
Purpose and Criteria -----	4.19
Recognition -----	4.19.1
Section M—Certificates of Completion and Training & CHAPA	
Certificate of Completion-----	4.20
CHAPA-----	4.20.2
Certificate of Training-----	4.21
Eligibility -----	4.22
Section N – Cadet Financial Policies	
Purpose-----	4.23
Chapter 5--Uniforms, Equipment, Books, and Personal Appearance	
Section A—Accountability, Cadet Responsibilities, and General Policies	
Cadet Uniform-----	5.1
Receipt for Uniform, Books, and Other Equipment-----	5.2
Uniform Issue and Maintenance-----	5.3
Turn In of Uniform and Other Issued Items-----	5.4
Recommendations to Prevent Paying for Uniforms/Other Issued Items	5.5
Uniform Wear Standards-----	5.6
Weekly Uniform Wear Day Criteria-----	5.7
Excused from Uniform Wear -----	5.8
Uniform Wear Make-Up Policies-----	5.9
Uniform and Civilian Clothing-----	5.10
Nametag-----	5.11
Prohibited Activities While Wearing Uniform-----	5.12
Unit Policy on Shoulder Cords-----	5.13
Section B—Male Uniforms	
Uniform Combinations -----	5.14
Belt-----	5.15
Service Coat-----	5.16
Wheel Cap-----	5.17
Flight Cap-----	5.18
Lightweight Jacket -----	5.19
Short Sleeve Shirt-----	5.20
Socks-----	5.21
Tie-----	5.22
Trousers-----	5.23
Shoes-----	5.24

Undergarments-----	5.25
Semi-Formal Uniform (No Longer Authorized)-----	5.26
Section C—Male Personal Appearance	
General -----	5.27
Jewelry -----	5.28
Section D—Female Uniform Requirements	
Uniform Combinations -----	5.29
Service Coat-----	5.30
Belt -----	5.31
Service Cap-----	5.32
Flight Cap-----	5.33
Hose-----	5.34
Socks-----	5.35
Lightweight Jacket -----	5.36
Short Sleeve Shirt-----	5.37
Slacks-----	5.38
Skirt-----	5.39
Undergarments-----	5.40
Shoes-----	5.41
Purse-----	5.42
Semi-Formal Uniform (No Longer Authorized)-----	5.43
Section E—Female Personal Appearance	
Jewelry-----	5.44
Hair-----	5.45
Cosmetics-----	5.46
Fingernails-----	5.47
Section F—General Uniform and Personal Appearance Comments	
Buttons-----	5.48
Uniform Loose Strings-----	5.49
Eyeglasses or Sunglasses-----	5.50
Jewelry-----	5.51
Ribbons and Medals -----	5.52
Vocational/Physical Education Dress-Out Policy-----	5.53
Smoking-----	5.54
Headphones-----	5.55
Sweater Wear-----	5.56
Umbrellas-----	5.57
Earmuffs-----	5.58
Gloves or Mittens-----	5.59
Unit Physical Education (Health & Wellness) Uniform -----	5.60
Unit ABU Uniform Wear-----	5.61
Chapter 6—Drill and Ceremonies, and Cadet Leadership Course (CLC) Overview	
Leadership Training -----	6.1
Second Year Cadet Mandatory Flight Commands -----	6.2
Chapter 7—Co-curricular Activities	
General-----	7.1
Drill Team-----	7.2
Color Guard-----	7.3
Flying Hornets Rocket Club (FHRC)-----	7.4
Awareness Presentation Team (APT)-----	7.5
Hornet Academic & Cyber Competition Teams (HACCT)-----	7.6
Physical Training (PT) Team-----	7.7
Kitty Hawk Air Society (KHAS)-----	7.8
Air Force STEM Club (AFSC) -----	7.9
Air Force A Cappella Crew (AFAC) -----	7.10

Field Trips – Curriculum In Action (CIA) Trips -----	7.11
Fundraising Projects-----	7.12
Cadet Military Ball -----	7.13
Annual Awards Presentation -----	7.14
Superintendent’s Review-----	7.15
Cadet Group Commander Calls-----	7.16

Chapter 8—Cadet Health & Wellness Program

General-----	8.1
BTW High School AFJROTC Wellness Program-----	8.2
Policies-----	8.3
Medical Evaluation-----	8.4
Competitions-----	8.5
Physical Education Workout-----	8.6

Chapter 9—Cadet Operations and Training

General-----	9.1
Formulation of Cadet Goals-----	9.2
Our Unit Goals -----	9.2.4
Planning & Executing Cadet Programs-----	9.3
Cadet Run Functional Areas of Responsibility-----	9.4
Cadet Promotions and Awards-----	9.5
Cadet Community Service-----	9.6
Corps of Excellence-----	9.7
Cadet Assessments and Evaluation-----	9.8
Dress and Appearance-----	9.9
Unit Mission Briefing-----	9.10
Unit Safety-----	9.11
New Cadet Orientation-----	9.12
Leadership Seminars-----	9.13
Pecuniary Liability and Personal Liability-----	9.14
Why AFJROTC Works -----	9.15
Our Unit Recruiting & Retention-----	9.16

Figures	Page
1.1. Cadet Contractual Agreement-----	27
1.2. Cadet Organization Chart-----	28
1.3. Job Descriptions-----	29
1.4. Unit Manning Document-----	36
1.5. Chain of Command-----	39
2.1. Co-curricular Teams Offered in 2017-2018-----	49
4.1. AFJROTC Insignia-----	69
4.2. Air Force Insignia-----	70
4.3. AFROTC Sponsored Awards and AFJROTC Cadet Awards-----	71
4.4. AFJROTC Cadet Ribbon Chart-----	78
4.5. AFJROTC Cadet Badges -----	79
5.1. Male Hair Grooming Standards-----	86
5.2. Female Hair Grooming Standards-----	90
5.3. Personal Grooming Quick Reference Guide-----	92
5.4. Headgear (Male)-----	94
5.5. Cadet Male Service Dress -----	95
5.6. Cadet Male Light Blue Shirt -----	96
5.7. Headgear (Female)-----	97
5.8. Cadet Female Service Dress-----	98
5.9. Cadet Female Light Blue Shirt-----	99
5.10. Cadet Female Light Blue Shirt (Cont)-----	100
5.11. Cadet Light Weight Jacket -----	101
5.12. Replacement Price List (As of 20 Mar 14)-----	102
5.13. Uniform Inspection Checklist-----	103
5.14. AFJROTC Cadet Uniform Allowances – Males-----	104
5.15. AFJROTC Cadet Uniform Allowances – Females-----	104

Chapter 1

UNIT HISTORY, MISSION, ENROLLMENT, CONTRACT, VALUES, CODES, STANDARDS AND ORGANIZATION

SECTION A—AFJROTC & UNIT 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. The National Defense Act of 1916 authorized a JROTC course for non-college military schools, high schools and other non-preparatory schools. 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 “purpose” of Junior Reserve Officer Training Corps [is] “building a framework for learning as well as the value of leadership, character and student success”. Our first AFJROTC programs were opened in 1966. From a modest beginning of 20 units, AFJROTC has grown to 892 units throughout the United States & the World, with 121,000 cadets. AFJROTC is a diverse program; *diversity is a cornerstone* of our AFJROTC program. ***Lives are changed permanently.***

The United States Air Force Junior Reserve Officers Training Corps (AFJROTC) was established by the 88th Congress of the United States on October 13, 1964. Tulsa Independent School District, having made application to the Secretary of the Air Force for Authorization of an AFJROTC unit, was notified of approval and established a unit at Booker T. Washington High School in 1994.

AUTHORITY FOR THE SCHOOL: Air Force/School Memorandum of Agreement (MOA) refers to the legally binding contract between the Air Force (Holm Center Commander) and Tulsa Public School District Superintendent as a condition of unit activation and highlights standards/guidelines for continued operations. Please **refer to Figure 9.1** for all the contractual details. *Compliance with the agreement is reported annually by internal self-assessments* or every three years through an external HQ AFJROTC unit evaluation. Booker T. Washington High School has provided the necessary academic, administrative, drill and storage space to accommodate all unit AFJROTC functions. Classroom 245 and 246 are equipped with high speed internet capability. The AFJROTC faculty consists of one retired officer and one retired NCO. The unit SASI & ASI are full-time instructors and our course of military instruction provides for a full four year Program. Unit Instructors teach only AFJROTC students (9-12 grades), are employees of TPS and can teach only approved AFJROTC coursework. No satellite units are established with any other school or school district. The unit SASI, with principal approval, has designated the BTW campus as a no hat and no salute area. The unit SASI is responsible for day-to-day unit operations and acts as the unit commander providing overall direction to the ASI and all cadet programs & activities. **The unit SASI will ensure School Compliance.** The SASI must inform the chain of command (School Principal, TPS Superintendent & school Board as well as HQ AFJROTC) of all unresolved, non-compliant AFJROTC issues annually.

DURATION, SIZE AND SCOPE: All Booker T. Washington High School cadets are given academic credit towards secondary school graduation for successful completion of the AFJROTC per our existing MOA. All unit AFJROTC cadets are enrolled voluntarily and participate in the full program to include taking AFJROTC academic courses, participation in the cadet corps, wearing the prescribed uniform weekly. Class scheduling is arranged over our 7 Period day and it is equally convenient for our cadets to participate in Aerospace Science classes as in other elective/CORE courses offered by Booker T. Washington High School. TPS employs two unit instructors, who in-turn positively influence our school by helping one cadet at a time. The Senior Aerospace Science Instructor (SASI) is a retired U.S. Air Force officer and F-16 fighter pilot and serves as the Department Head and in-turn has control of course scheduling. The unit SASI is actively involved in the enrollment and disenrollment decision process. The Aerospace Science Instructor (ASI) is a retired U.S. Air Force noncommissioned officer (NCO) with a background in law enforcement, recruiting and combat camera. Both the SASI & ASI have extensive professional military education and training and experience in teaching and leading. Both unit AFJROTC instructors teach aerospace science, leadership education and Health & Wellness curricula. Both provide instruction in drill & ceremonies, principles of leadership and unit management. In short, the unit Instructors devote themselves to the cadets. **The cadet never incurs any service obligation by participating in our AFJROTC program. We are not a military recruiting program.**

Our unit has a long and proud history in its association with Booker T. Washington High School, TPS, and with Air Force Junior ROTC. Our unit operates under the 10% rule, based on 1350 student body population; our unit must maintain a minimum enrollment of **100 compliant cadets**. What our unit Instructors ***have never done*** is require cadets to incur a service obligation, recruit for the Armed Forces or conduct on or off campus individual combat skills. **Since the beginning our unit has been compliant with Title 10, US Code Sec. 2031-2033; DOD Instruction 1203.15; and our existing Booker T. Washington High School & Air Force Agreement (MOA). AFJROTC is a Title 10**

Congressionally mandated program. AFJROTC units come in two types – AFJROTC units (858 units) and National Defense Cadet Corps (NDCC) (14 units) for a total of 878 units. There are over a dozen units in overseas locations such as Europe & Asia.

SECTION B—AFJROTC MISSION, VISION, GOALS AND OBJECTIVES – reference the Curriculum Guide

1.1 Mission. The overall mission of the AFJROTC program is to *“Develop citizens of character dedicated to serving their nation and community”*.

1.2 Vision. Our unit AFJROTC program will always hold **cadet success as our first priority**. Our unit program is known for its academic rigor; opportunity where cadets from a variety of backgrounds, skill sets and experiences learn through our educational curriculum equipping them to achieve, excel and lead. Our unit program aspires to serve as a standard for other Booker T. Washington High School departments and programs.

1.3 Goals. The goals or purpose of this congressionally mandated program is to instill values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment in high school students. **NOTE: AFJROTC IS NOT A USAF RECRUITING OR ACCESSIONS PROGRAM.**

1.4 Objectives: Our objectives are to educate and train students in citizenship and life skills; promote community service and/or service learning projects; instill a sense of responsibility, and develop character, and self-discipline through education using our “Immersive Learning” tools as well as instruction in air and space fundamentals and the **Air Force core values of Integrity First, Service Before Self and Excellence in All We Do**. This program enables students to develop and train to become successful cadets who:

1.4.1 Develop a high degree of strong values, self-esteem, self-reliance, personal appearance and leadership.

1.4.2 Adhere to the values of integrity, service and excellence.

1.4.3 Increase their understanding of patriotism and responsibilities as U.S. citizens.

1.4.4 Develop strong morals, self-reliance, and self-esteem, leadership, and communication skills.

1.4.5 Participate in community service activities and character development – a sense of belonging to an inclusive group of like-minded students.

1.4.6 Expand their skills of critical thinking, problem solving, communication, collaboration, creativity & innovation.

1.4.7 Demonstrate military customs, courtesies, and traditions and develop habits of order, discipline, and social skills.

1.4.8 Acquire a broad-based knowledge of aerospace studies and leadership education.

1.4.9 Strive to graduate from high school and prepare for college and careers in the 21st century through personalized, integrated education.

1.4.10 Hold sacred the Air Force core values that each cadet is valuable and unique and that our unit program will enable every cadet to grow intellectually and physically.

1.4.11 Cultivate a commitment to physical fitness and healthy lifestyle.

1.4.12 SASI specific: Develop an appreciation and interest in manned flight, model rocketry and other aerospace programs.

1.4.13 SASI specific: Follow the rules of parents/guardians, TPS & school administrators, teachers, and community officials.

SECTION C—TPS - VISION, MISSION STATEMENT, BELIEF STATEMENTS AND GOALS

1.5. Vision. TPS is the destination for extraordinary educators who work with our community and families to ignite the joy of learning and prepare every student for the greatest success in college, careers and life. We want to inspire and prepare every student to love learning, achieve goals and make positive contributions to our world.

1.5.1. Mission Statement. The mission of the Tulsa School TPS is to seek “Excellence and High Expectations with a Commitment to All”.

1.5.2. Belief Statements. The belief of TPS is to provide quality learning experiences for every student, every day, without exception. These goals are accomplished through five core goals:

- Student learning and performance
- Teacher effectiveness
- Leadership sustainability

- Financial sustainability
- Safety and security

SECTION D—ENROLLMENT AND DISENROLLMENT

1.6. Enrollment Eligibility. AFJROTC is a unique program which – **by Public Law 88-647 and Title 10**; our agreement between Tulsa Independent School District and the United States Air Force, under Air Force regulations – requires all cadets meet and maintain acceptable standards of academic achievement, personal conduct and appearance. **All AFJROTC cadets must be enrolled voluntarily** and membership in the cadet corps must be limited to those cadets who meet and maintain all program requirements. Program requirements include: taking AFJROTC academic courses, participation in the cadet corps activities, properly wearing the prescribed uniform each required uniform day, meeting and maintaining Air Force grooming standards, and maintaining acceptable disciplinary standards. Cadets who are consistently deficient, demonstrate a negative pattern of behavior in one or more of these areas, or are disruptive to overall corps operations must be removed/dis-enrolled. The unit SASI will ensure all cadets adhere to the minimum acceptable standards of conduct and personal appearance as required by the Air Force. To be eligible for enrollment, membership and continuance in the AFJROTC Program, **each cadet must be:**

1.6.1. Enrolled in and attending a regular course of instruction at Booker T. Washington High School.

1.6.2. In 9th grade or above.

1.6.3. Physically fit to participate in AFJROTC training. A cadet is considered physically fit if he/she is qualified for the Booker T. Washington High School physical education program. ***A signed parental consent form is required.***

1.6.4. Cadet Screening. Approved by the school Principal and unit SASI, they will jointly ensure appropriate fitness of every cadet to successfully participate in the rigorous AFJROTC course of instruction (curriculum). As the Air Force's on-site representative, the ***Senior Aerospace Science Instructor (SASI) is personally charged with managing a fully compliant AFJROTC program and must be allowed to initiate or approve all enrollment and disenrollment actions.*** All incoming freshmen cadets will be screened the first day of school to determine their desire to continue in AFJROTC. However, all other new cadets, transfer cadets, or any returning cadet must have SASI approval before they are added to the AFJROTC class roster.

1.6.5. Voluntary Enrollment. All AFJROTC cadets must be enrolled voluntarily and participate in the full program, to include taking AFJROTC academic courses, active participation in all cadet corps functions (such as military or civilian parades, community service projects, Cadet Military Ball, unit fundraisers, school projects, etc.), wear the uniform at least once per week on Thursday to all classes, and actively participate in the unit's weekly Wellness program. The unit SASI, school principal, guidance counselors & school registrar are integral parts in cadet enrollment/disenrollment actions. All cadets must be enrolled in the AFJROTC academic program unless designated as a Reserve Cadet. ***Only cadets currently enrolled in the full AFJROTC program, or in Reserve status, may be issued uniforms.***

1.6.6. Cadets with other needs (**504's and/or IEPs**) will be handled on a case-by-case basis. The overall rule used by the unit SASI and ASI applies – the cadet must be able to participate in all unit AFJROTC activities as well as successfully complete the course of training with at least a 70% (C) grade average after complying with all approved accommodations and modifications on file with the cadet's 504 plan or IEP, as applicable. Special needs and handicapped students may participate in AFJROTC with the concurrence of the unit SASI and the school Principal. However, the unit will not have a disproportionate number of any special groups of students as compared to the remainder of the student body.

1.6.7. Cadets on a **Behavior Intervention Plan (BIP)** will also be handled on a case-by-case basis. The following rules apply to their enrollment, the prospective student must have been on an approved BIP for at least a year with satisfactory results (i.e., passing all previous academic courses, satisfactory discipline record, received counseling, and/or not been expelled from school). The unit SASI, in coordination with the school Principal, has the authority to determine the selection of these potential cadets into our AFJROTC program. Exceptions – ***court ordered or Superintendent ordered.***

1.6.8. Cadets may transfer from other Army, Navy, Marine, Coast Guard, or other Air Force units with full credit for training received at the previous or losing school and its applicable JROTC unit. Transfer of cadet rank held in the losing unit (another service program) will be determined by the unit SASI based on the cadet's record.

1.6.9. While AFJROTC instills self-discipline, **it is not to be used as a remedy for chronic student disciplinary problems.**

1.6.10. All students are eligible that participate in AFJROTC regardless of sexual orientation. Unit Instructors will provide an environment which ensures the privacy of a cadet's sexual orientation is not infringed upon. All school and TPS policies related to sexual orientation must be upheld.

1.6.11. Pregnant cadets are permitted to participate in AFJROTC. Cadets wishing to participate in before school or after school co-curricular AFJROTC activities may do so at the discretion of the unit SASI.

1.6.12. Reporting of Cadet Enrollment. The unit SASI will ensure WINGS is programmed *to count an individual cadet only once*, regardless if they take more than one class of AFJROTC within a school year (2017-2018). The unit SASI accurately reports the total number of cadets within our program. WINGS will be updated within 10 calendar days of any change. Accurate accounting is essential to ensure units are funded correctly and minimum viability is met.

1.6.13. Inclusion. The unit SASI will ensure an inclusive program for all Booker T. Washington High School students and will not create unrealistic or unreasonable enrollment criteria. All unit SASI and school Principal decisions will be free from any discrimination regarding race, religion, color, ethnicity, gender, sexual orientation, or national origin.

1.7 Continued Enrollment. Cadets must successfully pass the previous level of AFJROTC with a “C” (>69.5%) or better to continue in ROTC-II, ROTC-III, and ROTC-IV. Cadets achieving a “D” (60%-69.4%) may request continuance in the program, but they may continue only if recommended by the Senior Aerospace Science Instructor (SASI), and approved by the school Principal. Cadets failing with an “F” (<59.4%) or lower grade in JROTC course work will not be granted to continue in the program and the cadet will be dis-enrolled by the unit SASI at their discretion. An exception to this rule is failure due to attendance, if extenuating circumstances exist, the cadet and his/her parents/guardians can petition the SASI for a waiver to this rule. The unit SASI has established enrollment standards with concurrence of the school Principal for AFJROTC courses/classes with student enrollment limits and quality standards. These are published in the AY 2017-2018 Cadet Guide.

1.8. Disenrollment. AFJROTC cadets can be dis-enrolled (or removed) at any time during the academic year with proper cause. However, this is a last resort, preceded by substantiated documentation, parental involvement and cadet corrective counseling, to maintain the morale and discipline of the unit. **The unit SASI must be allowed to dis-enroll an AFJROTC cadet at any time during the academic year with proper cause.** However, it is necessary in some cases, in order to maintain the morale and discipline of the unit. Instructors must work together with the cadets, their parents, unit cadet leaders, school counselors, and administrators to resolve these issues. However, when these efforts are unsuccessful, the unit SASI must be allowed to remove the cadet from the AFJROTC program. A maximum of three weeks is sufficient to complete this entire administrative process. **The cadet either chooses to comply as required, or is removed from AFJROTC.** These students can be placed wherever the school administration sees fit, but it is the HQ AFJROTC position that these students cannot remain in the AFJROTC program. Cadets may be dis-enrolled (removed) from AFJROTC based on any other conduct related reason deemed appropriate by the unit SASI or our school principal. Disenrollment rules are published in this Cadet Guide. Upon recommendation of the unit SASI, and with the notification of the school Principal, cadets will be dis-enrolled (removed) from our program for the following reasons:

1.8.1. Failure to maintain acceptable program standards of academic achievement, personal conduct and personal appearance – to include weekly uniform wear and proper grooming standards at all times.

1.8.2. Inaptitude or indifference to AFJROTC training during the school year or during summer leadership training.

1.8.3. Disciplinary reasons such as excessive TRAICE stays, excessive after school detention stays, and any attendance in a formal TPS disciplinary program.

1.8.4. Failure to maintain personal appearance and uniform standards **after 3 attempts to correct** the deficiencies by the unit SASI or ASI, as well as any cadet cadre member or any other cadet officer/NCO/supervising airman.

1.8.5. Disciplinary reasons based on inappropriate or unacceptable behavior and/or conduct (such as total disrespect for unit instructors, other faculty/staff members, school or TPS administrators or cadet officers/NCOs or supervising airmen).

1.8.6. Failure to abide by Booker T. Washington High School student rules of behavior or conduct. A history of excessive (2 occurrences) suspensions, any expulsions, as well as a confinement in any correctional facility for misdemeanors or felonies. School suspension will be at the SASI’s discretion based on the reason for suspension.

1.8.7. Failure to comply with classroom rules and procedures, maintain self-control, and frequently disrupting the class.

1.8.8. Undesirable character issues/traits (such as – bigot, bully, cheater, liar, sexual predator, thief, gang member, constant display of public affection (PDA), underage use of drugs, alcohol or tobacco, incorrigible - to name a few).

1.8.9. Failure to remain enrolled at Booker T. Washington High School.

1.8.10. Blatant disregard for the Cadet Code of Conduct, Honor Code, and/or Code of Ethics as well as not living up to the Cadet Contractual Agreement or our Cadet Contract (see Figure 1-1).

1.8.11. Mark your skin permanently with disqualifying tattoos (above the collarbone or gang-related) and/or visible body piercing of any kind, other than single ear piercings for female cadets.

1.8.12. Any cadet found guilty of Harassment, Intimidation, Sexual Assault, Hazing or Bullying by any appropriate administrative school board or civilian court authorities.

1.8.13. Parental request (or the cadet's request to drop on request (DOR) – which requires written parental permission).

1.8.14. Any other reasons deemed appropriate by our school Principal or the unit SASI.

SECTION E — CONTRACT, CORE VALUES, CODE OF CONDUCT, HONOR CODE, AND CODE OF ETHICS

1.9. Cadet Contractual Agreement. All cadets and their parent/guardian will complete annually, or upon each enrollment period, the cadet contract shown in Figure 1.1. Once signed by all parties it will be filed in their Cadet Personnel Record. Failure to comply can result in disenrollment from AFJROTC at any time during the school year.

1.10. Core Values. The Air Force core values are: *Integrity first, Service before self, and Excellence in all we do!*

1.10.1. Integrity first: Integrity is the willingness to do what is right, even when no one is looking. It is the “moral compass” – our inner voice, the voice of self-control, and the basis for trust. Cadets reflect this pride and professionalism through weekly appearance in uniform and by exemplifying the AFJROTC program expectations through daily conduct.

1.10.2. Service before self. Service refers to our duties, and “before self” tells us that professional duties take precedence over personal desires. The cadets demonstrate through active participation in all school/unit and community support activities as well as community service learning projects.

1.10.3. Excellence in all we do. Excellence doesn't mean just good enough. It means doing your best. Cadets demonstrate this through their compliance with all TPS/School and unit conduct policies, academic performance, recruiting of new cadets and assisting the Corps leadership in achieving our unit program goals.

1.11. Cadet Code of Conduct, Honor Code, and Code of Ethics. These codes are closely related and supplement each other. They belong to the cadets and guide them as they strive to become productive citizens in a society with demanding and often conflicting standards and questionable role models. Cadets should instill these values in themselves and their fellow cadets to the best of their ability at all times.

1.11.1. Cadet Code of Conduct. This code is a general guide for a cadet's conduct.

“As an Air Force Junior Reserve Officers Training Corps OK-942, Booker T. Washington High School cadet, I pledge to the best of my ability to bring credit upon myself, family, country, school, community, and corps. I will live my life by the highest moral standards. I will respect and follow the directions of my parents and those entrusted with the responsibility to teach me those social values and life skills that I will need to become a productive citizen. I will constantly strive to improve my body, my mind, corps, school, and community. I will serve my community to benefit the welfare of all. I will live by and uphold the laws and policies of my community and school governing my conduct. I will attempt to instill these values in my fellow cadets. I will respect the rights of all and will not tolerate those who verbally or physically abuse others based on race, creed, handicap, sexual orientation or gender”.

1.11.2. Cadet Honor Code. *“We will not lie, cheat, or steal nor tolerate among us anyone who does.”* These simple words are the basis for a code to live by the remainder of your life. These are simple but tough rules to live by as reflected by the troubling and alarming number of students who freely admit they cheat in school. However, these words are specific and clear in their demands and will always be relevant in our society. A cadet should be HONEST in both words and deeds. A cadet should not make quibbling and evasive statements, should do their own work, and assist others in a sense of cooperation to meet Corps' goals. Trustworthiness, not just in battle, but throughout life, is not only noble but also necessary for the welfare and continued existence of our civilized society. The code requires self-control and a conscious effort not to take the easy road to short term success, but to take the road that requires hard work for long term success. Eventually, living by this code will become an ingrained habit and a part of the cadet's total lifestyle. The Honor Code stresses that lying, cheating, or stealing is not tolerated and that HONOR is a noble, moral standard that is the essence of not only the Corps, but our civilized society.

1.11.3. Code of Ethics. Applies to all unit cadets, as appropriate:

1.11.3.1. Love and hold in high regard their higher order personal (or religious) beliefs and our nation.

1.11.3.2. Respect their parents, school officials and staff, teachers, and community leaders.

1.11.3.3. Refrain from any acts or derogatory words that may discredit their family, school, or corps or themselves.

1.11.3.4. Vulgar conduct and language is not socially acceptable, hinders communication, and discredits the speaker.

1.11.3.5. Be fair in all my cadet dealings with my fellow cadets and all my fellow classmates and treat them with the respect due to them as fellow human beings (i.e., follow The Golden Rule).

1.11.3.6. Maintain self-respect, self-control, and self-discipline at all times (in and out of the classroom).

1.11.3.7. Be honest and understand that honorable failure is better than success through unfair means (i.e., cheating).

1.11.3.8. Exemplify the AFJROTC core values in all your behaviors and actions (Doing the right thing, all the time).

1.11.3.9. Respect all other cadets and follow the directions of all those above me.

1.11.3.10. Place the good of the Corps of Cadets ahead of personal gain. Never seek from a fellow cadet a privilege or advantage not normally accorded others in your cadet or student position.

1.11.3.11. Bullying and sexual assault are despicable crimes and morally reprehensible.

1.11.3.12. Conduct all my cadet and student affairs ethically, encouraging and fostering high ethical standards as an example to all other Booker T. Washington High School students in the area of good behavior and good conduct.

1.11.4. Standards of Conduct. Cadets will follow expected behavior as listed, but this list is not all inclusive. It sets our unit expectations for behavior within the Corps of Cadets this school year. **All unit instructors, faculty & staff, school administrators, TPS administrators, as well as all cadets deserve to be treated with respect and dignity:**

1.11.4.1. All cadets are to be the finest representatives of our school's AFJROTC program at all times.

1.11.4.2. Behavior is expected to be of the highest standards, reflecting pride, honor and integrity upon the cadet.

1.11.4.3. Behavior is expected to be exemplary at all times, in and out of school as well as in and out of uniform.

1.11.4.4. Behavior standards are established to provide for the safety and welfare of all cadets and to promote the orderly conduct of training.

1.11.4.5. Value diversity within our community, school and Corps. Engage in a setting of open and civil discourse.

1.11.4.6. Embrace lifelong learning and service to society as critical traits in a global community.

1.11.4.7. Believe that secondary education is instrumental in developing thoughtful, productive and ethical citizens.

1.11.4.8. Believe that the values that inform our relationships with our cadets should also inform our relationships with one another throughout our school and school district.

1.11.4.9. Hazing Guidance. While AFJROTC is expected to be very challenging program for cadets, hazing - the use of physical exercise for punishment, reprimand, or for failure to perform- will never be tolerated within this unit. Sexual harassment, sexual assault, bullying, profanity or any language that demeans or belittles cadets in any way will not be tolerated in our Corps of Cadets by any supervising cadet officer/NCO/Airman. This prohibition is also applicable to our unit Instructors.

1.11.4.10. Bullying Guidance. Schools nationwide have seen an unacceptable increase in bullying and sexual assaults – our acceptable number is zero. Because bullying and sexual assaults (which range from inappropriate touching to rape) are notoriously under-reported, the unit policy enforces this belief: bullying and sexual assault are all inexcusable and horrible. Unit Instructors are always on a constant watch to ensure a safe and professional training environment exists. Bullying and sexual assault are illegal, a threat to our cadets and morally reprehensible. Our unit, our school and TPS policy in regards to bullying and sexual assault is zero-tolerance.

1.11.4.11. Cadets will not show or participate in public display of affection of any kind while in uniform. A brief hug between cadets expressing joy that one or both have won a competition or award is acceptable. Otherwise extended hugging, kissing, holding hands and other methods of displaying affection are not acceptable behaviors while in the AFJROTC Area, on the track, in the AFJROTC classroom or in the school hallways in uniform.

1.11.4.12. Cadets will not abuse or misuse any drugs, alcohol, or any tobacco products. Tulsa Public School (TPS) district and Booker T. Washington High School does not tolerate the use of such products at district facilities or at district events on or off campus, since use of these products by minors is considered a crime. Tulsa Police officers working at Booker T. will be notified and the cadet in question after due process could be dismissed from the Corps of Cadets.

1.11.4.13. Behavior problems can occur from time to time, in and out of the classroom. Depending on the severity of the cadet's unacceptable behavior, this can result in dismissal. Any cadet who cannot or will not participate in all program activities or meet the course training requirements as well as comply to the prescribed standards found in

paragraph 1.9, because of either physical or mental incapacitation or reservations, or from a poor to non-existent attitude toward the AFJROTC program, its Corps of Cadets or assigned instructors, the cadet will be recommended for dismissal in coordination with the school Principal, the school guidance department, and the disciplinary Assistant Principal.

1.11.4.14. Inappropriate behavior, in or out of uniform, is prohibited while participating in AFJROTC. This behavior includes, but not limited to, consuming alcohol, illegal drugs, misuse of prescription drugs, tobacco use, constant use of vulgar language or profanity, horseplay, public display of affection, sexual assaults, bullying, fighting, deliberate refusal to follow instructor or supervisory cadet directions, failure to attend class, cutting or skipping class, leaving the classroom or school grounds without instructor or administrator permission, cheating, plagiarism, failure to complete assignments on-time, excessive missing assignments in any or all of the cadet's academic classes, cadets in unauthorized areas of the school, failure to follow classroom rules and directions, tardiness, unwanted sexual advances, gang membership, unauthorized use of cell phones/blackberries or iPads/iPhones, and unauthorized use of TPS prohibited websites, disparaging remarks about fellow cadets or unit instructors, insubordination, disrespect, verbal or written threats, electronic threats, physical attacks on cadets or instructors and any criminal activity on or off campus (such as bullying, sexual assault, shoplifting, selling drugs, underage drinking, DUIs, etc.). Specific examples of prohibited physical activities is our **prohibition on physical discipline and hazing** include but not limited to push-ups, running laps, or any inappropriate physical contact such as shoving, pulling or grabbing.

1.11.4.15. Behavioral problems distract from training and the professional esteem of the school, TPS and our unit.

1.11.4.16. If the situation warrants, inappropriate or unacceptable behavior and conduct can result in dismissal at any time during the school year.

SECTION F—ORGANIZATION

1.12. Cadet Corps Organization. The OK-942 Cadet Corps is **organized as a Cadet Group** as shown in Figure 1.2.

1.13. Job Descriptions. Job descriptions for cadet corps staff positions are contained in Figure 1.3. Like the Air Force, job responsibilities and duties increase with each promotion. Cadets earn their job assignments and are entrusted to carry out their job duties, to include supervisory responsibilities, to the best of their ability.

1.14. Unit Manning Document. The Unit Manning Document is contained in Figure 1.4.

1.15. Chain of Command. Each cadet will be learn the chain of command and the names of the people assigned to the positions contained in Figure 1.5. Cadets will periodically take a written chain of command quiz from memory. The Chain of Command defines lines of authority and communication. Cadets should use the chain for cadet business such as questions on uniforms, customs and courtesies, drill, cadet merits and promotions, cadet awards, co-curricular activities, cadet operations, and classroom procedures. **HOWEVER, ANY INAPPROPRIATE CONDUCT OR BEHAVIOR BY ANY CADET, HONOR CODE VIOLATIONS, OR ANY SIGN OF HARASSMENT, INTIMIDATION, BULLYING OR ASSAULT SHOULD BE ADDRESSED DIRECTLY AND IMMEDIATELY TO AN AFJROTC INSTRUCTOR.**

1.16. Corps Motto. The corps motto reflects the cadets' commitment to AFJROTC. The AFJROTC OK-942 motto is "Exceed Standards!"

1.17. Student Enrollment Numbers. To meet **minimum enrollment requirements**, our unit must maintain a cadet corps of **100 students**. Enrollment determines unit viability, unit funding, and AFJROTC instructor authorizations. Our institutional cap on the maximum or high end of cadet enrollment into our program is currently capped at 181 cadets.

1.18. Cadet Corps Operations. OK-942 is a Group with two squadrons. Each squadron is comprised of several departments or flights. Each flight is comprised of two or more elements. Each element consists of three or more cadets. Additionally, the unit has a staff structure directed by the Cadet Group Commander – involving all functional work areas, an Operations directorate commanded by an Operations Squadron Commander and a simple and straight forward Squadron command structure. Collectively, the Group's senior leadership is known as Cadet Cadre or Top 5.

1.18.1. Specifically, the Cadet Cadre involves the Cadet Group Commander, the Cadet Deputy Group Commander, the Cadet Group Executive Officer, and both Squadron Commanders. The Cadre will meet regularly (normally bi-monthly) with the SASI to ensure the transfer of information (up and down the chain of command), coordination of activities (operations, planning and programming) and ensure the timely flow of information to and from the SASI to the Cadre for unit wide distribution. The Cadet Group Executive Officer will ensure releasable material is posted for all cadets.

1.18.2. A course syllabus will be provided online and accessible on the back bulletin board in room 243 to every cadet for the current AFJROTC course being taught. A hard copy or electronic copy will be provided upon request.

1.18.3. Each cadet will have access to the *AFJROTC OK-942 Cadet Guide, 21 August 2017* for their own personal reference or study. This Cadet Guide will be uploaded and updated on the school's website under the AFJROTC tab.

1.18.4. At no time, will a cadet Officer, cadet NCO, or a supervising Airman, use physical discipline against a cadet individually or against cadets as a group. Our unit forbids using physical discipline at any time, under any circumstance.

1.18.5. Cadet Cadre is an upper classman (senior, or junior, or some cases experienced sophomores), who has successfully completed our unit Cadre training, currently enrolled in advanced AFJROTC for their senior or junior year and has been designated as a Cadre member by the unit SASI. Normally, only senior cadets, who are unit Cadre training graduates, can fill cadet Cadre positions. However, exceptions can be approved by the unit SASI on a case-by-case basis, as the need arises. Cadre cadets will only be assigned duties on the Cadet Cadre. Cadre members, with the exception of the Cadet Group First Sergeant, will be designated with field grade officer ranks commensurate with their assigned position. The Cadet Group Commander will be a Cadet Colonel. Our unit Cadre training is by invitation based on past performance and the cadets overall record. Cadre training will consist of 30 contact hours of training in leadership, policy & organization, goals & standards, program expectations, standardization & corps management. The reference for the cadet leadership seminar is the old version of the Leadership Education I textbook, pages 4 to 69. Each Cadet Cadre member will be briefed on the prohibition of fraternization and hazing. Cadet Cadre members will not administer discipline, nor will they be placed in a position to chaperone any cadet(s).

1.18.6. Cadet Cadre will establish **program expectations** to include, at a minimum, personal appearance and grooming standards, uniform wear, physical fitness training, cadet rank/promotions/awards/ and cadet corps operations. The Cadet Group Commander will chair the program expectations conference for inclusion into the Cadet Guide and in the Group Commander "high expectations letter" to all cadets. However, the entire Cadre membership will review and revise their respective "functional" activities before the start of each semester. The unit Inspector General (IG) will ensure the Cadre as well as unit compliance with all unit expectations through periodic inspections, observations, reviews and cadet surveys. The Cadet Cadre, through the leadership of the Cadet Group Commander is primarily responsible in setting the tone, direction and establishing the Corps "high expectations" to meet the programs expectations. The Cadet Group Commander will chair the unit's efforts in establishing and enforcing the program expectations across the Corps of Cadets. Assessment criteria will be developed by the Group Executive Officer/unit Inspector General to ensure all cadets reflect pride and professionalism in *Integrity First*, through sharp uniform appearance on a weekly basis. Due to the small number of senior cadets during AY 2017-18, the Cadet Group Commander will develop assessment items to ensure *Excellence in all we do* through daily compliance with school and unit conduct policies, academic performance, recruiting/retention, and the success of the various unit programs and goals. He/she will ensure *Service before self* is more than a fancy slogan and is demonstrated through active unit participation in school, and community service projects. Cadre will ensure all cadets have ownership in their Corps of Cadets through training, fellowship, bonding as well as planning and executing cadet-initiated activities and programs. There should be a lower number of disciplinary referrals in every class among cadets as compared to the general student body. A unit goal is for our cadets to exceed school averages in attendance, academics, and graduation but lower rates in discipline referrals, missing assignments, or TRAICE attendance.

1.18.7. Cadet Cadre (Top 5) are responsible for leading and maintaining all the functional jobs keeping the Corps of Cadets operating effectively. These areas of responsibility may be (but not limited to) logistics inventory control and record keeping (to include uniform issue and return) and both closet and cage management and cleanliness, cadet personnel records maintenance and upkeep (to include keeping unit records on community service, school service, individual cadet awards, jobs, rank, health and wellness activity documentation, and individual participation in unit activities and community-school service). The Cadet Group Commander, in coordination with the unit SASI, will select his or her other staff members to fill these functional jobs. Once selected, the cadet staff and the applicable functional area leaders will be responsible for training their staff. The bigger functional areas like Logistics, Personnel, and Wellness must be trained initially by the unit Instructors before they can train their subordinates. A good example (in Logistics, Personnel, and/or Wellness) is for the unit Logistics Officer to have a logistics NCO working with him or her that is a year behind in AFJROTC, personnel permitting.

1.18.8. Cadet Guide. Cadet Cadre will help develop and write the Cadet Guide on an annual or on an as needed basis. Cadre will help ensure every cadet knows to access the Cadet Guide through the BTW website, AFJROTC tab. The Cadet Group Commander and Cadet Cadre will be actively involved in writing the guide each summer. Changes can be added as necessary throughout the school year and noted in the front page of this document and on the online copy.

1.18.9. Cadet Mission Brief. Cadet Cadre is responsible in creating and maintaining the cadet-prepared Cadet Mission Briefing or unit briefing, which can be given to appropriate school officials, school visitors, and/or HQ AFJROTC RD representative during their external inspections. The unit briefing will be a Power Point briefing discussing the Corps

(such as demographics, operations, programs), unit goals (what they are, how we achieve the goals) and the unit Wellness program. The Cadet Group Commander is responsible for this Power Point briefing of fewer than 20 Power Point slides.

1.18.10. Unit Goals. Cadet Cadre is responsible in developing and publishing the annual unit goals. At a minimum, the Unit goals will address the goals for the entire Corps. The Cadet Group Commander is responsible for the Cadet Corps goals with consensus and in coordination with his/her staff. The Cadet Group Commander is responsible for setting and tracking the academic goal. Bottom line, the goal must be “measurable” and follow the S.M.A.R.T. guidance in the Ops Supplement. The Cadre will submit at least six unit goals into WINGS NLT 10 Oct 17. One will be an academic goal and one a recruiting/retention goal.

1.18.11. Expectations. Cadet Cadre will develop realistic program expectations, especially in the area of standards of conduct, cadet promotions and cadet assignments, cadet awards and decorations, consequences involved in the violation of the cadet rules, uniform wear and drill as well as the unit physical fitness training activities. Additionally, Cadre will develop written expectations to cover all aspects of cadet behavior while in the classroom, on the drill pad and on the track, proper uniform wear, to include expectations concerning inappropriate cadet language, inappropriate cadet behavior in or out of the classroom, inappropriate behavior, sexual harassment or abuse, failure for a cadet to remain fully engaged or focused in unit activities or academics, insubordination, failure to show or failure to perform in any assigned tasking, failure to report serious problems, issues or problems up the chain of command, poor attitude or lack of cooperative spirit in any cadet tasking, gross mistakes in wearing the uniform, malicious damage to school or unit property or equipment, malicious damage to other cadet or instructor property, failure to perform academically in any AFJROTC course work or in any academic assignment, possession of any unauthorized items or apparel and other issues that Cadre considers “conduct unbecoming a cadet officer, cadet NCO or a cadet Airman”. The Cadet Group Commander will convey and implement the unit’s program expectations across the Corps of Cadets every semester at a mandatory Commander’s Call during a designated activity period. This academic year, assessment criteria will be developed by the Group IG to ensure all cadets reflect pride and professionalism, through sharp uniform appearance on a weekly basis, daily compliance with school and unit conduct policies, academic performance standards (passing & no missing assignments), recruiting and retention, and the attainment of our unit goals.

1.18.12. Standardization & Evaluation. All cadet Stan Eval officers and NCOs are expected to be among the best cadets in the unit. Stan Eval members are expected to “raise the bar” and set the example for all to follow. Stan Eval members will be selected by the unit SASI, ASI and Group Commander. They must have the highest standards in the AFJROTC core values and demonstrate only the best behavior. One key qualification of the unit Stan Eval member is they have prior cadet leadership experience and are very knowledgeable of all AFJROTC program functions. Stan Eval simply evaluates, assesses, inspects, collects and compiles data through their observations and inspections. They have extensive subject matter expertise. They are responsible for writing coherent reports, based on their observations and data collection, these reports will be useful in grading/scoring performance, explaining what they observed and lessons learned and what recommendations and scores flow from their Stan Eval evaluations or observations. Our unit Stan Eval has two primary functions: they assess, and based on their assessments, their end product or recommendations/findings leads to standardization. Stan Eval members are fair as well as thorough, they can instruct as well as evaluate. However, one principle rule all Stan Eval members adhere to is they are “to be invisible” or a “fly on the wall” as they observe behavior, performance, and record the results without interaction or interference with the participating cadets beyond basic protocols of politeness during their assessments or inspection visits. Stan Eval cadets let situations play out to a conclusion and they do not influence its outcome, unless a safety or security issue is of immediate concern. Quality assurance is important in any organization; Stan Eval is a military application to that concept. Every successful organization uses assessments as a way to determine what is being done correctly, and what can be improved. When this is done, improvement is consciously sought. In the end, Stan Eval is the practical embodiment of the Air Force core values. The approach is based on fair and impartial assessment. This implies *Integrity First*. Our goal is continuous improvement – *Excellence in all we do*. And the work is done through hard work, well trained and knowledgeable cadets dedicated to *Service before self*.

1.18.13. Junior Cadet Leadership Course (JCLC) is a unit taught training activity for selected Cadre members. This special training will be held at school during the summer. This training is mandatory (with parent approval) for selected Cadre members and will consist of 30 contact hours of training. The primary goals of Cadre are to challenge selected cadets to be the best they can be and to be a member of a team. The end results of Cadre training is prepare selected cadets for the leadership roles in running the Corps of Cadets. It also prepares them for immediate service in Cadre, instills a sense of something larger than themselves, a sense of unit pride, knowledge, accountability and a sense of accomplishment in service to the Group as well as provides an opportunity for instructor cross-talk, goal setting, program expectations, standards of conduct, building a master Ops schedule and sharing of ideas for the coming school year. At the conclusion of Cadre training, the unit SASI will help the Group Commander make the final Cadre selections for the school year if they have not been made earlier. The Cadre promotions and pin-on ceremony is on the last day of Cadre training if not accomplished earlier in the year.

1.18.14. Kitty Hawk Air Society. The Kitty Hawk Air Society is responsible for advising and helping to coordinate any JROTC tutoring program. Some Booker T. Washington High School students have not passed their required EOI graduation exit exams. Therefore, to help fill the need for extra academic help, the Kitty Hawk Air Society members will help organize peer tutoring on an individual or group basis in room 243 or 245 before or after school, during lunch breaks, or for just-in-time tutoring sessions as needed.

1.18.15. KHAS Service. The Kitty Hawk Air Society can be responsible for involvement in any school initiatives known as service learning projects. This program combines the already existing community service and community service projects with academic learning. We will consider a collaborative school project in 2017-2018 with other BTW clubs.

1.18.16. Tuesdays and Wednesdays (BLOCK DAYS), the cadets will actively participate in the unit Wellness (physical fitness or physical training) program. Wellness will NOT occur on a weekly basis in order to maintain a 40/40/20 ratio of the curriculum. When Tuesday and Wednesday are designated as PT days by the SASI, the wear of our specifically issued PT attire is authorized during that applicable class period. The unit Wellness program is flexible, but all cadets can plan on running a mile once or twice per semester on block days during their physical fitness training. When not involved or engaged in monthly physical fitness training at the individual level, block day physical fitness days will involve “team sports” in the Field House, Aux Gym, or on the Field. In the event the cadet cannot work-out or play Team Sports, the cadet could be assigned to the library or room 243 to complete a written Wellness Essay in accordance with our unit guidance found in the wellness binder or they will be given the option to walk 20 minutes on and 5 minutes break. Cadet Flight Commander’s and Flight Physical Training Leader’s (PTLs) will ensure all parental consent forms are in by the 4th week of the appropriate academic term. The start school date for that specific term plus 4 calendar weeks will be used as the baseline. “PT” terminology is used and intended to incorporate all traditional meanings of physical training (PT), physical education (PE), physical fitness training (PFT) and Wellness (W). **“PT” never means physical discipline.**

1.18.17. Thursday is uniform wear day, as part of Leadership Education (LE). The unit goal is 100% uniform wear with all cadets in the same uniform type and with zero violations of grooming standards. If not worn on Thursday, the cadet must coordinate this non-compliance with a valid reason as deemed by the SASI and try and get approval to “makeup” wearing his/her uniform the next day they are in-school. Credit for a makeup day is at the SASI/ASI’s discretion. Each Flight Commander, will track uniform wear and grooming standards for all cadets by flight. Friday’s are designated by the school Principal as “Spirit Day” with mandatory wear of black and orange clothing; the unit instructors can wear applicable civilian “spirit” attire on these days to build camaraderie with cadets. Unit SELOs will address cadet uniform discrepancies and correct them prior to inspection.

1.18.18. To enhance our pursuit of academic excellence, excellence will be further emphasized throughout our entire school academic curriculum (not only in JROTC classes will academic excellence be stressed) but in all core and other elective classes. Remember our unit motto: “Exceed Standards!”

1.18.19. Mandatory Events: Since 1994, our unit has a proud tradition in performing school and community service projects. Year-in and year-out, our unit has been actively involved in support of both school and school district with Color Guard support at District School Board meetings, weekly high school varsity football games and other sanctioned school assemblies and activities. Additionally, the entire Corps of Cadets participate in both the school Veteran’s Day parade (Nov) and the Superintendent’s Review (Apr). Color Guard and Armed Exhibition teams assist in numerous school and community functions, especially helping with APT events. The unit will sponsor one major fund raising event a year, usually in September. **ALL CADETS are expected to participate in the annual fundraiser.** They will be asked to sell a minimum number of AFJROTC Discount Cards per cadet during the 30 day fund raising period. If they sell their share of cards, then all Corps expenses for the year, for that particular cadet, are paid for. Additional card sales will earn them additional accolades and benefits.

We are best known for our outstanding school-wide Veterans Day Program which includes us marching with the Funky D marching band. This year, Veterans Day parade falls on a Friday. Our unit participates and assists in several other community and school service projects such as MS Walk or Eastern Oklahoma Food Bank. Before Christmas break, our cadets will conduct a food drive for families in the local area around school. All cadets are expected to volunteer in all our school and community projects. **Cadets have 7 mandatory events – Fundraising in September, Veterans Day parade in November, the Fall and Spring Group Commander’s Call held during activity periods, the Superintendent’s Review in Spring, the Awards Assembly in Spring, the Military Ball in April or May.** All of the 7 mandatory events (except Fundraising) listed above have an impact on the cadet’s overall class grade; **points are deducted for not participating in mandatory events.** Each event is worth between 100 and 200 points in PowerSchool.

Another highly encouraged event is any CIA trip offered. This can be a day trip or multi-day trip depending on fund raising. All cadets are expected to have maximum participation in community service projects and log 11 hours minimum.

1.18.20. Every Cadet is a stakeholder in the Corps of Cadets. **Cadet Ownership** means training fellow cadets every day to the established standards set by HQ AFJROTC, the school and the unit instructors as well as Cadre. Cadets are responsible for cadet operations. The unit instructors assist in guiding and supervising cadet activities, but it is the cadets who actually execute the wide spectrum of these cadet activities. Cadet ownership of their program is demonstrated many ways every day, through daily planning and programming, learning in the classroom, lounging in the JROTC room and on the track as well as on the Field, executing cadet activities and programs, emphasizing unit goals as well as really accomplishing these measurable goals by the cadets on a regular basis. The cadets taking pride in their daily conduct in and out of class as well as in and out of uniform, striving for excellence in everything they do, as a cadet or as a Corps of Cadets, is critical. **Cadet Ownership** also involves a cadet role in cadet promotions and awards. Cadet Leaders (Group to Squadron to Flight) share in responsible in leading and training their applicable cadets. Unit instructors will monitor this activity. Top 5 will participate to the max extent possible on all promotion boards and ensure flight commanders are properly trained in duties.

1.18.21. Plans. Operation orders (OPORDS) and plans (OPLANS) or simply PLANS that are used to implement and record significant or large scale unit activities in or out of school. Operation orders are developed by Cadet Group Commander, in coordination with the Cadre, and all Operation orders and plans are approved by the SASI/ASI with solid coordination and consultation. The Cadet Group Commander is responsible in the writing and staffing of both the OPORDS & OPLANS, with help and assistance from the Top 5 and the finance officer. OPORDS and OPLANS are recommended anytime the corps or Group is involved in a large or significant Corps activity in or out of school. At a minimum, a written plan will show task flights or functional areas, schedule of events, an agenda, a program, and all manpower and logistical requirements required to complete the assigned operation. OPORDS are recommended, and issued to effect the coordinated near real time execution of the cadet activity. OPORDS are a basic plan and consist of a heading, body, ending and detailed instructions or procedures. The basic plan is concise and contains only details necessary for a clear, overall picture of the operation. Written OPLANS are the directive for carrying out an operation or activity. The plan covers the exact time period and is prepared in advance. The plan implements the timing/date and all manpower and logistical requirements for that assign activity. OPLANS are the instrument upon which the Cadet Group Commander directs the Group to action. All PLANS will be posted in the main classroom.

1.19. Class Gift. The Air Force has a history and tradition in academic settings to present a class gift to the unit at the end of the school year. Normally the graduating class presents the unit with a gift within affordability range of the class. Parting gifts tend to be unique to that class, in keeping with the tradition and spirit of the departing class. Remember, keep the parting gift within the affordability range of the class and a parting class gift should not be thought of having to give something, but rather a token of your appreciation for what the program has done for you. The gift must be able to fit in the C-130 Hercules model which hangs from the classroom ceiling.

1.20. Unit Instructional Strategy Goals. The instructional strategies for all our AFJROTC classes will stress the importance of reading & writing (for comprehension, details, and facts), test taking (multi-choice examinations, essays, etc.), interpretation of data techniques (analyzing charts and graphs), and drill, ceremony and good physical conditioning through weekly physical fitness training. Many instructional activities and techniques currently exist and are in place to promote daily cooperative learning, team building, and academic achievement in such activities as study groups, leadership labs and leadership exercises, peer tutoring, test preparation and test taking strategies. Individual and group learning and academic achievement will be experienced through hands-on doing, the use of the Internet, classroom assignments, oral and written assignments (term papers and/or oral presentations), special projects, community service projects, field exercises, field trips and individual testing. Testing (especially quizzes) will utilize the CPS or TPC-QT. AFJROTC courses should improve performance on EOI tests as well as math, science, engineering and technology – STEM courses) and ASVAB/ACT/SAT tests. Our unit uses 21st Century Teaching and Learning trained during JICC 2015.

1.21. Unit Instructional Objectives: All Unit Cadets will:

1.21.1. Develop pride in our nation and its honorable traditions and an understanding of the requirement and obligations of good citizenship.

1.21.2. Develop respect for and obedience to proper authority, and understand and accept the law; reference PowerPoint presentation entitled “Unit Zero”.

1.21.3. Provide an environment for experience and growth in the attitudes, disciplines and techniques of effective leadership.

1.21.4. Understand the United States organization for national defense including the history and structure of military and civil aerospace technology and programs.

1.21.5. Develop good personal appearance including neat military grooming, cleanliness and proper wear of the military uniform on a weekly basis on Tuesday.

1.21.6. Develop qualities of honorable behavior, high ideals, self-confidence, and responsibility for the consequences of one's actions (self-control).

1.21.7. Develop attention to detail and identity in our Group and identity to your assigned academic Flight.

1.21.8. Create sensitivity and awareness of the needs of your fellow cadet, with the aim of helping each other out.

1.21.9. Keep things in perspective and **don't lose your sense of humor**. AFJROTC is a course, akin to a marathon race, not a 100 meter dash – therefore PACE yourself for the long haul of 176 days in our academic school year.

1.21.10. Strive for a fun & learner-centered activities driven by discovery learning, inquiring learning, cooperative learning, games,, role playing, simulation, reading and writing, and captivating lectures (formal or informal).

1.22. Unit Designation: The unit designation for Booker T. Washington High School is **OK-942**. The two letters simply mean, we are a Oklahoma unit, and our program was the second (942) unit in Oklahoma to be established in 1994 (942).

1.23. Unit Rules of Engagement (ROE):

1.23.1. These **are rules our unit lives by**. These rules reflect our values, and if they are practiced every day, will make us all better citizens. These rules apply to all cadets and unit instructors and will be followed in all our JROTC classes and everywhere on campus and in the community.

1.23.2. Treat everyone with courtesy and respect; be fair in all your cadet dealings.

1.23.3. Do not lie, cheat, or steal, nor tolerate those who do.

1.23.4. Take responsibility for our own actions and complete all assignments with a passing grade and tasking on-time (i.e., no missed assignments in any course of instruction – AFJROTC, CORE/Content or elective classes). No Zeroes!

1.23.5. Be on time and be prepared

1.23.6. Do not whine and have fun (do not lose your sense of humor)

1.24. Importance of Standards. The nature of our AFJROTC mission, as well as its high visibility within the school and the community, requires our cadets to adhere to higher standards than might normally be found among the Booker T. Washington High School student population. Bottom line, **AFJROTC cadets are judged at a higher standard.**

1.24.1. Benefits of Standards. Our standards of conduct benefit both the individual cadet as well as the entire Corps of Cadets by highlighting important practices to make cadets and the Corps better, more productive, and create a safe, fun environment. Standards of conduct promote improved cadet training, appropriate cadet conduct, personal responsibility and increased cadet participation. Misuse of authority at any cadet level will not be condoned or tolerated. Unit Standards encourage the development and adoption of good judgment and ethical behavior. Our unit standards help ensure a successful unit program for every cadet.

1.24.2. Unused. This paragraph left open for later use.

1.24.3. Cadet Evaluation Boards. Cadet evaluation boards are utilized and serve as a critical tool for cadet involvement and cadet leadership training. Written operating procedures for cadet boards are under development. Appellate safeguards will be ensured by the unit SASI. Refer to Paragraph 4.4 & 4.5 for further guidance.

1.24.4. Unauthorized Clubs. No unauthorized clubs exist within, nor will our school or unit assist in the establishment, sponsorship, promotion or otherwise condone secret societies, private clubs, unauthorized school “fraternities or sororities”, “secret ring societies”, “secret circles”, “secret order of the brotherhood” (i.e., gangs). Please refer to Chapter 7, for guidance on our co-curricular activities. Our AFJROTC Program is transparent (i.e., no secret organizations/clubs/societies exist within our unit program).

1.24.5. Unauthorized Training. No unauthorized training activities exist, in-school or out-of-school, as well as on-campus or off-campus, concerning the unauthorized aspects of “individual combat skills training” as part of our unit AFJROTC program. Our unit instructs only approved AFJROTC developed curriculum, which at this time, disapproves of any “individual combat skills” as part of our AFJROTC curriculum. All our courses and instruction are directly related to approve AFJROTC curriculum and only taught by certified AFJROTC instructors. However this paragraph does not preclude any unit cadet individually participating in authorized summer camps or academies, weekend or out of school training activities at Camp Gruber, Union HS or Broken Arrow HS AFJROTC or with our other sister services (Active,

Guard or Reserve) training sites. But beware this “individual combat skills activity” is not an authorized or sanctioned AFJROTC OK-942 activity. BTWHS cadets involved must have parental permission as well as permission and approval from the unit training site, or schools involved to be part of this type of training. The liability, all the associated risks, training costs/fees involved are the sole responsibility of the cadets and his/her parent-guardians. All unit cadets interested in enlisting for active duty or joining the National Guard after high school will attend Military Entrance Processing Station (MEPS) at Oklahoma City during their senior year. MEPS will test and evaluate potential enlistee in their aptitude for military service, physical qualifications of that service and initiate background evaluations and security clearance screenings. The limitations set forth in this paragraph do not apply for MEPS screening evaluations which can involve individual combat skills training at Camp Gruber, while at MEPS or subsequent training at other sites. These activities are sanctioned by the gaining service (Army/Guard/Marines). However, individual combat skills is not an authorized BTWHS unit activity.

1.24.6. Off-Campus Obstacle Course Usage. To ensure the safety of our unit cadets, the unit instructors must conduct a SASI/ASI safety review of all course obstacles since some military or JROTC obstacles, designed to challenge adult active duty soldiers, may not be appropriate for a 14-19 year old BTWHS cadet. Initially, the unit SASI must obtain school district, school principal permission authorizing our OK-942 AFJROTC cadets to utilize the obstacles courses at the ROPES course or Camp Gruber. Additionally, the unit SASI must ensure district and school are aware that the Air Force is not liable for any injury that might occur while our cadets are participating in these obstacle courses. Until the unit SASI can gain school & district approval, no obstacle course training (participation) will be allowed as a school or unit sanctioned activity. Note: Our unit plans to attend a CIA trip to the ROPES course on an annual basis.

1.24.7. Prohibition on Physical Discipline, Hazing and Initiations. HQ AFJROTC and unit policy forbids any internal unit (clubs or teams) initiations. Any form of hazing, whether verbal or physical will not be tolerated in our distinguished unit at any time or for any reason. Requiring our unit cadets to perform physical action as a reprimand, punishment, or for failure to perform will never be tolerated. Any form of verbal abuse, teasing, public rebuke or any attempt to otherwise humiliate a cadet is also prohibited by anyone participating in our AFJROTC unit or its activities (including unit Instructors, chaperones, substitute teachers, school administrators, other school faculty/staff employees).

1.25. The Air Force Song. Originally, the song was known as the “Army Air Corps Song”. The lyrics and music were written by Captain Robert Crawford, in 1939. In 1947, the words “U.S. Air Force” in the title and lyrics replaced the originally “Army Air Corps”. In 1979, General Lew Allen, Jr (then CSAF), adopted as our official service song.

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

Minds of men fashioned a crate
 of thunder, Sent it high into the blue;
 Hands of men blasted the world asunder;
 How they lived God only knew! (God
 only knew then!)

Souls of men dreaming of skies to conquer
 Gave us wings, ever to soar!
 With scouts before And bombers galore. Hey !
 Nothing can stop the U. S. Air Force!

Here's a toast to the host
 Of those who love the vastness of the sky,
 To a friend we send a message of his brother men who fly.
 We drink to those who gave their all of old,
 Then down we roar to score the rainbow's pot of gold.
 A toast to the host of men we boast, the U.S Air Force!
 Zoom!

Off we go into the wild sky yonder,
 Keep the wings level and true;
 If you'd live to be a grey-haired wonder
 Keep the nose out of the blue (Out of the blue, boy!)
 Flying men, guarding the nation's border,
 We'll be there, followed by more!
 In echelon we carry on. Hey!
 Nothing'll stop the U.S Air Force!

1.26. AFJROTC Cadet Creed. Air Force Junior ROTC Cadet Creed was adopted in June 2008, to instill Air Force Junior ROTC Cadets with the values that are critical to success as a cadet. Cadets also reflect pride and professionalism by exemplifying the AFJROTC Cadet Creed by **memorizing** and understanding it.

I am an Air Force Junior ROTC Cadet.
 I am connected and faithful to every Corps of Cadets who served their community and nation with patriotism.
 I earn respect when I uphold the Core Values of Integrity First, Service Before Self, and Excellence In All We Do.
 I will always conduct myself to bring credit to my family, school, Corps of Cadets, community, and to myself.
 My character defines me. I will not lie, cheat, or steal. I am accountable for my actions and deeds.
 I will hold others accountable for their actions as well. I will honor those I serve with, those who have gone before me,
 and those who will come after me.
 I am a Patriot, a Leader, and a Wingman devoted to those I follow, serve, and lead.
 I am an Air Force Junior ROTC Cadet.

1.27. The Airman's Creed. Gen T. Michael Moseley (then CSAF), introduced the Airman's Creed on 18 April 2007 to provide Airmen a tangible statement of beliefs that all Airmen hold dear. The Creed reflects pride in the role of airpower!

I am an American Airman.
 I am a Warrior.
 I have answered my Nation's call.

I am an American Airman.
 My mission is to Fly, Fight, and Win.
 I am faithful to a Proud Heritage.
 A Tradition of Honor,
 And a Legacy of Valor.

I am an American Airman.
 Guardian of Freedom and Justice,
 My Nation's Sword and Shield,
 Its Sentry and Avenger.
 I defend my Country with my Life.

I am an American Airman.
 Wingman, Leader, Warrior.
 I will never leave an Airman behind,
 I will never falter,
 And I will not fail.

1.28. High Flight. The poem, *High Flight*, was written by an American fighter pilot serving with the Royal Canadian Air Force (RCAF) in England during World War II. The poem was written by Pilot Officer John G. Magee of Fighter Squadron 412. Pilot Officer Magee was killed in a mid-air collision over Lincolnshire, England on 11 December 1941. His RCAF Spitfire collided with an RAF Oxford trainer in the clouds. Pilot Officer Magee was 19 years old, a year earlier he had turned down acceptance to Yale University. *A tribute to and in memory of all pilots of all generations.*

Oh! I have slipped the surly bonds of Earth
 And danced the skies on laughter-silvered wings;
 Sunward I've climbed, and joined the tumbling mirth
 Of sun-split clouds, — and done a hundred things
 You have not dreamed of — wheeled and soared and swung

High in the sunlit silence. Hov'ring there,
I've chased the shouting wind along, and flung
My eager craft through footless halls of air. . . .

Up, up the long, delirious burning blue
I've topped the wind-swept heights with easy grace
Where never lark, or ever eagle flew —
And, while with silent, lifting mind I've trod
The high untrespassed sanctity of space,
Put out my hand, and touched the face of God.

1.29. Man in the Arena. One of the top three most famous quotes attributed to an American President is the quote taken from a speech entitled *Citizenship in a Republic* given by President Theodore Roosevelt, in Paris, France at the Sorbonne on 23 Apr 1910.

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

1.30. The U.S. National Anthem. The *Star Spangled Banner* was designated our national anthem by an act of Congress in 1931. Initially it was ordered played at military and naval occasions by President Woodrow Wilson in 1916. The words were written in 1814 by Francis Scott Key, who had been inspired by the sight of the American flag still flying over Fort McHenry in the Baltimore Harbor, after a night of heavy British bombardment. The text (originally only a poem) was immediately set to a popular melody of the time, “To Anacreon in Heaven”. Our national anthem has 4 verses but only the first verse is usually sung.

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

1.31. A Cadet Prayer. Among West Point's 214 year old value statements, there are two documents that certainly stick out to everyone – the Cadet Honor Code and the Cadet Prayer.

“O God, our Father, Thou Searcher of human hearts, help us draw near to Thee in sincerity and truth. May our religion be filled with gladness and may our worship of Thee be natural. Strengthen and increase our admiration for honest dealing and clean thinking, and suffer not our hatred of hypocrisy and pretense ever to diminish. Encourage us in our endeavor to live above the common level of life. Make us to choose the harder right instead of the easier wrong, and never to be content with a half-truth when the truth can be won. Endow us with courage that is born of loyalty to all that is noble and worthy, that scorns compromise with vice and injustice and knows no fear when truth and right are in jeopardy. Guard us against flippancy and irreverence in the sacred things of life. Grant us new bonds of friendship and new opportunities of service. Kindle our hearts in fellowship with those of a cheerful personality, and soften our hearts with sympathy for those who sorrow and suffer. Help us to maintain the honor of the Corps, our Group untarnished and lead us forth in our lives the ideals of our School in doing our duty to Thee and to our Country. All of which we ask in the name of the Great Friend and Master of all. Amen”.

1.32. The SASI's Challenge. In 2015-2016, the SASI Challenge was straightforward: to grow and maintain the Corps of Cadets to a minimum of 100 cadets through recruiting and retention efforts of the current cadets. This goal was met.

In 2016-2017, the SASI's challenge had 3 parts and was called the 50-60-70 challenge:

1. Retain at least **50** new freshmen this year to return for their sophomore year in Aug 2017. We retained 38.
2. Recruit at least **60%** of all cadets to a co-curricular team in school year 2016-2017. We recruited 65%.
3. Recruit at least **70** new freshmen for 2017-2018. We recruited 45 and enrolled 35 of them.

In 2017-2018, the SASI's challenge has 3 parts:

1. Conduct a highly successful fund raising event during the month of September.
2. Retain 90% of all freshmen for school year 2018-2019.

3. Cadet Corps will not receive any ZEROES on the individual grades in ANY class

1.33. POW-MIA Ceremony. The POW-MIA Ceremony is generally used in conjunction with the opening of our Cadet Military Ball. It originated with several of the ROTC and JROTC units in Florida and there are many different versions. This ceremony has many symbols. The optional music for the ceremony is *Amazing Grace*. A tape of the music is satisfactory. It is started just before you begin to read the part, "LET US REMEMBER THE UNITED STATES AIR FORCE". Materials needed are a POW-MIA script, 4 or 5 pair of white gloves, 4 or 5 service wheel caps*, Music – *Amazing Grace*, a tape player, a white tablecloth, a white candle, a small bread plate, a yellow ribbon, a black ribbon (tied to candle) a framed faded picture, a red rose in a vase, 4 or 5 wine glasses, salt, 4 or 5 table settings, a slice of lemon and a lighter or Matches. You will need four cadets to participate as the Color Guard and a narrator (normally the unit ASI). They will bring out the wheel caps of the four military branches as they are recognized in the ceremony. All movements in this ceremony are slow and purposeful. There should be no jerky movements. The only sharp movement will be the facing movement at the end to leave the table after setting it. Hold the wheel cap in the right hand with fingers holding the rim. Your arm should cradle the cap as you form an "L" from your shoulder to your elbow to your hand. It should rest on the forearm.

1.33.1. The narrator sets the tone for the sober mood of the ceremony. He or she should take a deep breath and pause before speaking each section of the script. The narrator should have the script memorize while making continuous eye contact with the audience. As the script is read, the Color Guard will initiate some of the symbolic actions. Once at the table, the Color Guard members will slowly bring the left hand up and over the wheel cap to have the fingers at 5 o'clock. Once there, the cap is pivoted on the tips of the fingers of the right hand so the wheel cap is now facing toward the Color Guard member. There will be a slow bend at the waist to place the cap on the table. Once there, the member will slowly straighten up and slow salute the cap still keeping their eyes fixed on the cap. After holding the salute for about four beats, slowly drop the salute and look straight ahead.

1.33.2. Our recommended unit POW-MIA Ceremony script. "Ladies and Gentlemen - PLEASE DIRECT YOUR ATTENTION TO THE CENTER OF OUR GATHERING. (Off-stage cassette player plays "Amazing Grace" performed by bag pipes). YOU MAY HAVE NOTICED THE TABLE SET BEFORE YOU. IT IS FILLED WITH SYMBOLISM. I WILL EXPLAIN. THIS TABLE IS SET FOR OUR PRISONERS OF WAR AND THOSE MISSING IN ACTION -- FROM ALL WARS. THEY ARE NOT WITH US TODAY. THEIR CHAIRS ARE EMPTY, BUT SAVED FOR THEIR HOPED RETURN. LET US REMEMBER THEIR ABSENCE. (As the individual service is announced, a cadet enters with the appropriate wheel hat, places it on the table, and remains until the end of the ceremony). LET US REMEMBER THE UNITED STATES AIR FORCE, HONORED BY CADET _____. (Cadet enters with Air Force wheel hat and places it on the table). LET US REMEMBER THE UNITED STATES ARMY, HONORED BY CADET _____. (Cadet enters with Army wheel hat and places it on the table). LET US REMEMBER THE UNITED STATES NAVY, HONORED BY CADET _____. (Cadet enters with Navy wheel hat and places it on the table). LET US REMEMBER THE UNITED STATES MARINE CORPS, HONORED BY CADET _____. (Cadet enters with Marine Corps wheel hat and places it on the table). LET US REMEMBER THE UNITED STATES COAST GUARD, HONORED BY CADET _____. (Cadet enters with Coast Guard wheel hat and places it on the table). LET US REMEMBER THE MEN AND WOMEN PRISONERS OF WAR FROM ALL BRANCHES OF SERVICE THAT ARE TOO OFTEN FORGOTTEN. LET US REMEMBER THEM. THE TABLE CLOTH IS WHITE, SYMBOLIZING THE PURITY OF THEIR INTENTIONS TO RESPOND TO THEIR COUNTRY'S CALL TO ARMS - - SO THAT THEIR CHILDREN COULD REMAIN FREE. REMEMBER. THE LONE CANDLE SYMBOLIZES THE FRAILTY OF A PRISONER ALONE TRYING TO STAND UP AGAINST HIS OPPRESSORS. REMEMBER. (A cadet lights the candle). THE BLACK RIBBON ON THE CANDLE REMINDS US OF THOSE WHO WILL NOT BE COMING HOME. REMEMBER. THE SINGLE ROSE REMINDS US OF THE LOVED ONES AND FAMILIES OF OUR COMRADES IN ARMS WHO KEEP FAITH AND AWAIT THEIR RETURN. REMEMBER. A SLICE OF LEMON IS ON THE BREAD PLATE TO REMIND US OF THEIR BITTER FATE -- IF WE DO NOT BRING THEM HOME. REMEMBER. (A cadet slices a lemon and places a slice on each bread plate). THERE IS SALT ON THE PLATE, SYMBOLIC OF THE FAMILY'S TEARS AS THEY WAIT AND REMEMBER. (A cadet shakes salt onto each bread plate). THE GLASSES ARE INVERTED. THEY CANNOT TOAST WITH US TONIGHT -- MAYBE TOMORROW, IF WE REMEMBER. (The cadets execute a slow bend at the waist and pick up the wineglasses to eye level. At the word, "INVERTED", the Honor Guard members quickly flip the wineglasses upside down with a twist of the wrist. Then slowly bring down the wineglasses to the table inverted.). THE RED, WHITE AND BLUE RIBBON IS TIED TO THE FLOWER VASE BY A YELLOW RIBBON THAT WAS WORN BY THOUSANDS WHO AWAITED THEIR RETURN. REMEMBER THE FADED PICTURE ON THE TABLE IS A REMINDER THAT THEY ARE MISSED VERY MUCH AND ARE REMEMBERED BY THEIR FAMILIES. REMEMBER. AS WE LOOK UPON THIS EMPTY TABLE, DO NOT REMEMBER GHOSTS FROM THE PAST, REMEMBER OUR COMRADES. REMEMBER THOSE WHOM WE DEPENDED ON IN BATTLE. THEY DEPEND ON US TO BRING THEM HOME. REMEMBER OUR FRIENDS. THEY ARE THE ONES WE LOVE -- WHO LOVE LIFE AND FREEDOM AS WE DO. THEY WILL REMEMBER WHAT WE DO. PLEASE HONOR AND REMEMBER THEM. (The Color Guard

executes a slow salute together. They hold it approximately 10 seconds after the music has ended. Afterwards, the members slowly order arms and the Color Guard commander will call "POST" and the members will execute a Left or Right Face. (Whichever is more convenient). "Forward March" will then move the members out of the room in a slow fashion.). Color Guard should enter with one identified to extinguish the candle.) AS CADET _____ EXTINGUISHES THIS CANDLE, LET US TRANSFER ITS FLAME TO OUR HEARTS -- AND REMEMBER. (Cadet extinguishes the candle and retreats.)

1.34. The Folding of our Grand Old Flag Ceremony. The folding of the American flag ceremony is generally used in conjunction with formal cadet retreats at Veterans Day and Memorial Day ceremonies. History has it originating in the U.S. Air Force. Like the POW-MIA ceremonies there are many different versions of the script. Our unit script is provided as a guide only. The ceremony has many symbols and the script should be read aloud during the flag folding. Our unit script was written by anonymous Air Force chaplain, at the Air Force Academy, and is religious in nature. The script we use is the oldest script used by the U.S. Air Force. However, it should be noted, that there are no official ceremonies in the Air Force that require a script to be read when a flag is folded, unofficial ceremonies such as JROTC instructor retirements, formal flag pole retreats, Veterans Day and Memorial Day ceremonies, a script can be read. All cadets and other individuals, who hear our script, should not attribute the contents of our script to the U.S. Air Force. In reality, neither Congress nor the Department of Defense (to include the Department of the Air Force) has assigned any special meaning to the 13 individual folds through either federal law or military directives.

1.34.1. Why the American Flag is Folded 13 Times. The flag folding ceremony represents the same religious principles on which our country was originally founded. The portion of the flag denoting honor is the canton of blue containing the stars representing the states our veterans served in uniform. The canton field of blue dresses from left to right and is inverted when draped as a pall on a casket of a veteran who has served our country in uniform. In the Armed Forces of the United States, at the ceremony of retreat the flag is lowered, folded in a triangle fold and kept under watch throughout the night as a tribute to our nation's honored dead. The next morning it is brought out and, at the ceremony of reveille, run aloft as a symbol of our belief in the resurrection of the body. (Wait for the Honor Guard or Flag Detail to unravel and fold the flag into a quarter fold--resume reading when Honor Guard is standing ready.) The first fold of our flag is a symbol of life. The second fold is a symbol of our belief in eternal life. The third fold is made in honor and remembrance of the veteran departing our ranks who gave a portion of life for the defense of our country to attain a peace throughout the world. The fourth fold represents our weaker nature, for as American citizens trusting in God, it is to Him we turn in times of peace as well as in times of war for His divine guidance. The fifth fold is a tribute to our country, for in the words of Stephen Decatur, "Our country, in dealing with other countries, may she always be right; but she is still our country, right or wrong." The sixth fold is for where our hearts lie. It is with our heart that we pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible, with liberty and justice for all. The seventh fold is a tribute to our Armed Forces, for it is through the Armed Forces that we protect our country and our flag against all her enemies, whether they be found within or without the boundaries of our republic. The eighth fold is a tribute to the one who entered in to the valley of the shadow of death, that we might see the light of day, and to honor mother, for whom it flies on mother's day. The ninth fold is a tribute to womanhood; for it has been through their faith, love, loyalty and devotion that the character of the men and women who have made this country great have been molded. The tenth fold is a tribute to father, for he too, has given his sons and daughters for the defense of our country since they were first born. The eleventh fold, in the eyes of a Hebrew citizen, represents the lower portion of the seat of King David and King Solomon, and glorifies, in their eyes, the God of Abraham, Isaac, and Jacob. The twelfth fold, in the eyes of a Christian citizen, represents an emblem of eternity and glorifies, in their eyes, God the Father, the Son, and Holy Ghost. When the flag is completely folded, the stars are uppermost, reminding us of our national motto, "In God we Trust." (Wait for the Honor Guard or Flag Detail to inspect the flag--after the inspection, resume reading.) After the flag is completely folded and tucked in, it takes on the appearance of a cocked hat, ever reminding us of the soldiers who served under General George Washington and the sailors and marines who served under Captain John Paul Jones who were followed by their comrades and shipmates in the Armed Forces of the United States, preserving for us the rights, privileges, and freedoms we enjoy today.

1.35. Attitude Is Everything. The phrase, as promoted by Army Air Corps Medal of Honor winner and aviation legend Colonel Charles A. Lindbergh in the 1930's, "Attitude is Everything"; these three simple words create a truly powerful statement and have been adopted by civilian and military organizations world-wide. "Attitude is Everything" is more than words and are critical to our Corps of Cadets as they help develop cadet attributes and build cadet character. These three words will come to life on a daily basis as cadets from all walks of life come together to bond and work together to build the finest AFJROTC detachment in Oklahoma. Through 24 years of our AFJROTC program, our unit cadets have developed a reputation for a can do attitude, rather than just talking about something, unit cadets act and get things done. We have touched the lives of thousands of people in our school. Attitude not only sparks action but also embodies such positive traits as passion, pride, sense of duty and integrity. Attitude fuels what drives us to accomplish our unit goals and exceed standards. Attitude encourages positive thinking that "anything is possible". Attitude is what develops a strong sense of esprit-de-corps that can serve as motivation for future successes. There are many reasons why cadets join

AFJROTC, some cadets join because they were asked by friends or relatives, some cadets thought it was better than taking PE or Band, some join in service to others and our AFJROTC core values, and a few cadets thought it would be cool – meeting new friends, and expanding their social network of contacts. Whatever the reason, all cadets soon realize that their participation is a great personal and educational experience and opportunities will develop to enhance their leadership skills and build a superb college resume. Above all, it has taught every cadet the importance of thinking about others as well as ourselves and the absolute need to succeed and that our mission of character building and service to others is endless. No cadet is perfect, you will make mistakes along the way, sometimes frustration beats out having fun, but every cadet remains steadfast in our AFJROTC core values and its relevance in today's global world. Our world of the 21st Century is changing quickly and unpredictably. Cadets feel most comfortable when life is certain, but cadets feel most alive when things are not. In our stressful, busy, lonely and hectic world – navigating the unexpected to make someone's day is one of the most meaningful things we can do with the right outlook and a **positive attitude!**

1.36. Hold for Future Use

1.37. Supervision of Cadet Activities and Chaperone Rules. Reference AFJROTCI 36-2001. All unit activities are school sponsored and sanctioned and will be supervised by unit Instructors and other TPS school employees, when applicable. In some cases, such as Cadet Military Ball, unit CIA trips or before/after school club/team activities, supervision will be expanded to include other school or district personnel, or parents of current/former cadets. When applicable, these chaperones must be briefed on school, school district and AFJROTC policy and guidelines covering duties and responsibilities prior to the applicable event. All chaperones will adhere to school and district as well as AFJROTC rules concerning chaperone duties & responsibilities. This includes an understanding of the AFJROTC policies regarding inappropriate behavior, verbal maltreatment, hazing or initiations, physical discipline and physical contact. Our unit adheres to gender proportionality with our chaperones (i.e., a female cadet requires a female chaperone. A female chaperone is required for each group of 15 female cadets). When applicable, during multi-unit or multi-school activities/events, other active duty military personnel, other chaperoning teachers or other chaperoning administrators as well as other unit JROTC instructors may assist in supervision but will not assume overall supervisory responsibility. That responsibility remains with our unit Instructors. Our unit chaperone ratio is 15 students to 1 chaperone. All chaperones will read & follow the material and advice as outline in our *"AFJROTC – A Guide to Chaperoning – Standards of Conduct"*. Each chaperone will receive a copy of this AFJROTC pamphlet/hand-out before beginning their chaperone duties. Special Note: our fine Cadet Cadre and other Cadet Training Officers (to include cadet NCOs & supervising cadet airmen) will not be placed in a position to chaperone cadets – unit instructors or qualified chaperones will be in the vicinity at all times. These cadets will not be considered in our required/recommended cadet to adult chaperone ratio. All our chaperones must be at least 21 years old and approved by our school and our TPS as well as our unit SASI/ASI. Normally, our chaperones are highly qualified and full-time employees of Tulsa Public Schools as teachers or staff members. However, parents of cadets may be utilized as well.

1.38. Professional Relationships. Unit Instructors will adhere to Booker T. Washington High School and TPS as well as Air Force Holm Center Chain-of-Command structure and maintain appropriate professional Officer/Non Commissioned Officer (NCO) as well as appropriate Cadet/Instructor relationships. AFJROTC workload is equitably distributed between the unit SASI and the ASI. In regards to instructor uniform wear, both instructors only wear the blue service uniform daily (on non-PT or spirit days) and present a professional military image, while in school, at the school district – Central Office and in the Tulsa community. As the Air Force's on-site representative, the unit Senior Aerospace Science Instructor (SASI) is personally charged with managing a fully compliant AFJROTC program. Booker T. Washington High School currently supports the AFJROTC program with minimum staff level (1 officer and 1 NCO) and has made AFJROTC a separate academic and administrative department of the school and **the unit SASI is the department head**; both the unit SASI and ASI have current 12 month instructor employment contracts in accordance with the signed MOA between the Air Force and the school district superintendent; and instructor pay is at least equal to Minimum Instructor Pay (MIP). Both unit Instructors and all unit cadets will be positive AFJROTC ambassadors and perform AFJROTC program outreach to school leadership, school boards, school district leadership, and community organizations and leaders, when applicable or as tasked.

1.39. Group Commander's High Expectations.

OK-942 Cadets,

Over the past three years, OK-942 had undergone a trial of endurance. In April of 2015, our unit had failed its Unit Inspection and had been put on probation, with the redo inspection set for the following year. With a new Group Commander and a brand new SASI, we passed the unit inspection with a grade of Exceeds Standards! OK-942 had officially gone from the worst unit to one of the best in one year's time with the help of some much needed leadership. In 2016, probably one of the more notable years, one of the finest Group Commanders to ever walk the halls of Booker T. Washington

had taken a unit that had just been taken off probation and gave it structure, something we had been lacking for several years.

I follow in her footsteps with my goal for the first semester of the 2017-2018 academic year being to take this structure we have been given and expand upon it. In order to do this, the Corps as a whole must stress **academics above all else**. We must stress this because not only is it a requirement to graduate, but academics also provide the necessary skills to succeed in higher education. When I say, “academic achievement”, I don’t only mean in JROTC. Academic achievement extends to all subjects at Booker T. It is of utmost importance to strive for this academic achievement we talk about so much or all our hard work in JROTC is for not.

The expansion mentioned earlier comes with the effective usage of all of our flights. In earlier years, the Corps as a whole had not been as effective as it could have been. Some flights were not able to be effective for a multitude of reasons. This year that will change. I intend to use all flights to the fullest extent possible; every position is important in the Corps when striving to achieve a common goal. In addition to making our Corps more effective, it is a personal goal of mine to take OK-942 to the Oklahoma State JROTC Drill Competition. This competition was enacted last year as the official JROTC competition for the state of Oklahoma and it would be a great way to get acquainted with other units across the state as well as get a feel for the competition our unit will be going to for years to come. I am confident that we can, and most certainly will, blow our competition out of the water at both TPS and the state competition this year.

I am looking forward to this first semester of the 2017-2018 academic year and am excited to get started!

C/Col Chris Mullen
OK-942 Group Commander
Fall Semester 2017

OK-942 Cadets,

As the AY 2017/2018 spring semester Corps Commander, my main mission for our Corps is to **better ourselves** so that we may grow even stronger as a whole. My expectations for the year, for each individual cadet, is to learn about leadership, self-discipline, and the importance of each cadet’s job in the Corps. I expect us to learn from our experiences last year, and to use the previous year as an example to help us further achieve **Excellence In All We Do!** Our motto “Exceed Standards” will be demonstrated everyday as we progress through the year. Whether in or out of our blue uniforms, we will show our pride for our unique and amazing organization.

To most of us the Corps is a place of safety, a place where we can be who we are without judgement or bullying. I want to stress to each and every one of you that you are important and that every little bee helps make the hive run. Three years ago, our Corps was on the brink of being shut down. The very next year, we had one more chance to show that we were an organization that was capable and had tremendous pride. With hard work and dedication, we were able to turn our Corps around. Every person who was a part of it will remember and should take pride for doing their fair share of helping with the revision. All of you mean something to this Corps, and with all of your help, we will become even more amazing!

C/Col Melanie Zollars
OK-942 Group Commander
Spring Semester 2018

Figure 1.1. Cadet Contractual Agreement
AFJROTC OK-942 CADET CONTRACTUAL AGREEMENT

I, _____, voluntarily enroll in the Booker T. Washington High School Air Force Junior Reserve Officer Training Corps (AFJROTC) program, and **I will:**

- ✓ Abide by Booker T. Washington High School student rules of behavior and refrain from behavior that will discredit the school and the Corps. This includes rendering proper respect for the Flag & daily standing for the Pledge of Allegiance. I will be determined to have a good discipline and conduct record.
- ✓ Maintain acceptable standards of academic achievement, personal conduct and grooming.
- ✓ Abide by AFJROTC & school policy regarding our prohibition on Physical Discipline, Hazing and Initiations and uphold the State of Oklahoma Anti-Bullying laws or statutes IAW HB 1661.
- ✓ Properly wear the Air Force issued uniform, once a week, all day (normally Thursday) and on other special occasions, as directed by the unit Instructors.
- ✓ Maintain my hair and personal appearance to include grooming within published AFJROTC standards while wearing the uniform. My uniform will be kept neat and clean.
- ✓ Participate in our 7 mandatory cadet corps activities: Unit Fundraiser, Veterans Day parade, (2) Group CC Calls, Superintendent's Review, Cadet Awards Assembly, and Cadet Military Ball.
- ✓ Participate in our mandatory unit's weekly Wellness program in the proper PT uniform.
- ✓ Participate in our mandatory unit community service projects to the maximum extent possible.
- ✓ Engage in all my academic classes, not miss ANY assignments, or fail grades at any time.
- ✓ Accept monetary responsibility for all issued uniform(s), books, and equipment on loan to me.
- ✓ Turn in government issued uniform(s), books, and equipment, as directed by the unit SASI/ASI.

I understand that failure to abide by this agreement may result in: probation, demotion, removal from cadet jobs, not being permitted to participate in AFJROTC field trips and/or co-curricular activities, no AFJROTC training credit, and possible disenrollment from AFJROTC program with a grade of "F".

 CADET SIGNATURE

 DATE

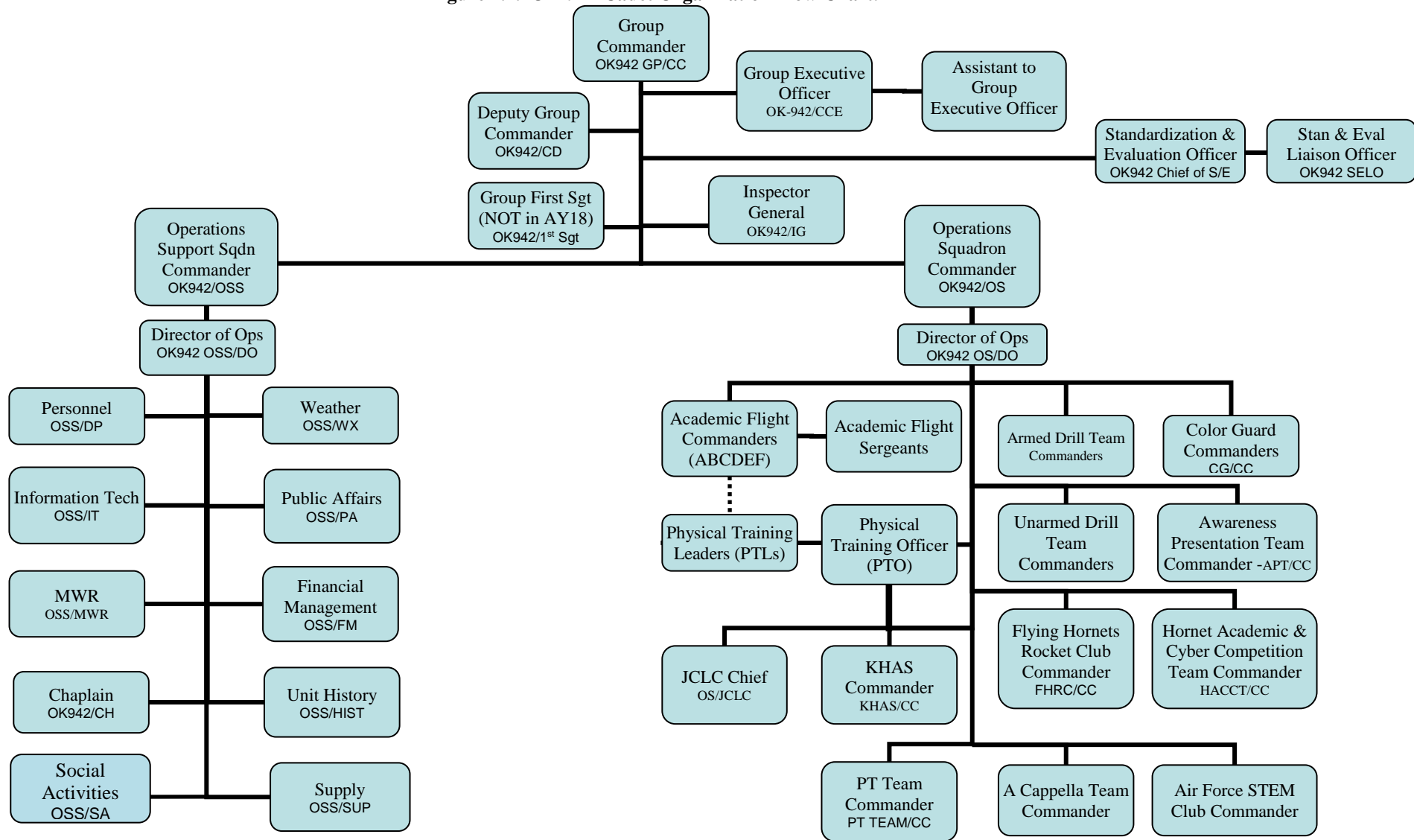
I/We have discussed the above with my son/daughter. **I/We assume** responsibility for the cost of loaned uniforms, books and equipment that are U.S. government property, if my son/daughter damage said property beyond fair wear and tear, and/or does not return them in proper condition. **I/We understand** that if we fail to make reimbursement for any of these costs, the government can initiate action through the appropriate government, command, and financial agency(s). **I/We agree** to fully support our son/daughter participation in all the unit fundraising efforts as well as pay our annual cadet assessment or activity fee as soon as our financial conditions permit. **I/We acknowledge** participation in this program is *voluntary* and *does not incur any military service obligation*.

I/We also acknowledge, my cadet is physically fit and able to participate in the Booker T. Washington High School's physical education program, as a requirement for enrollment in AFJROTC. In this regard, **I/We certify** my son/daughter is medically and physically able to participate in all aspects of AFJROTC cadet corps functions, including drill, parades, physical training, community service and my son or daughter will properly wear the issued AFJROTC uniform weekly. **I/We have read** the *Cadet Guide* and understand all its contents and will adhere to its guidance and directives.

 PARENT/GUARDIAN SIGNATURE
 AFJROTC OK-942 Form 1, 21 August 2017

 DATE

Figure 1.2. OK-942 Cadet Organization Flow Chart.



This chart displays the organizational structure of the OK-942 Cadet Group.

Top 5 Officers are comprised of the Group Commander, Deputy Commander, Executive Officer, Ops Squadron/CC, and Ops Support Squadron/CC.

The additional cadets eligible to wear the STAFF ARC PIN are called "Plus 3": the Assistant XO, the Chief of Stan /Eval and the IG

Figure 1.3. Job Descriptions.

Cadet Group Commander will (OK-942/CC) – C/Col Mullen (Fall 2017) and C/Col Zollars (Spring 2018):

- (1) Responsible for commanding corps of cadets and executing the guidance & directives as outlined in the Cadet Guide (Cadet Operating Instruction) and other guidance policies
- (2) Assist in the writing of the *Cadet Guide*
- (3) Develop the unit goals for the Cadet Corps and approve all subordinate group level goals
- (4) Assist in establishing and enforcing appearance, discipline, efficiency, training, and conduct standards
- (5) Ensure compliance with all TPS, School & unit rules, academic performance, physical fitness, and recruiting /retention efforts as well as ensure interaction with “other school organizations and programs”
- (6) Advise the SASI/ASI on corps operations policies and procedures
- (7) Approve a cadet operations and activities calendar and its related plans/procedures.
- (8) Chair Cadet Evaluation Boards and Cadet Honor Council boards - recommend cadets for jobs, awards, and promotions as well as write letters of recommendations
- (9) Provide daily direction, supervision and guidance to the Corps of Cadets & unit Cyber Officer
- (10) Supervise the planning and execution of all cadet training events or labs and other special events to ensure training is safe, to standards and motivating and fun
- (11) Ensure all cadets have opportunity to develop their leadership qualities & skills
- (12) Provide leadership for the unit major social events & fundraising activities & Unit Fun Day
- (13) Serve as the unit project officer for all community service projects
- (14) Performs duties as the unit Safety officer
- (15) Coordinates and confirms all cadet training, logistical & administrative requirements (such as Group CC Calls in the Fall Semester and/ or Spring Semesters)
- (16) Provides instruction and evaluations as required or directed by the unit Instructors
- (17) Perform other duties as assigned by unit Instructors

Cadet Group Deputy Commander will (OK-942/CD) – C/Lt Col Zollars (Fall 2017) and TBD (Spring 2018):

- (1) Command the group and accomplish group commander responsibilities in his/her absence
- (2) Serve as the alternate project officer for the Cadet Guide
- (3) Assist in establishing and enforcing appearance, discipline, efficiency, training, and conduct standards
- (4) Advise the CC on the local chapter of our Kitty Hawk Air Society operations policies and procedures
- (5) Assist Chief of Stan Eval on Stan Eval issues, and FIRST SERGEANT on enlisted issues
- (6) Vice Chair of the Cadet Evaluation Boards and Cadet Honor Council boards
- (7) Intentionally left blank
- (8) Attend all cadet co-curricular activities
- (9) Assist in the Oversight of all unit fundraising activities
- (10) Assist in the writing of the *Cadet Guide – Chapter 7*
- (11) Perform other duties as assigned by unit Instructors and CC

Cadet Group Executive Officer will (OK-942/CCE) – C/1Lt Griffin Holtzschel:

- (1) Command the group and accomplish group commander responsibilities in the absence of CC or CD
- (2) Help prepare the cadet mission brief or unit briefing as required or directed
- (3) Attend Cadet Evaluation Board meetings and Cadet Honor Council boards
- (4) Oversight of the unit Corps of Cadet picture, Yearbook pictures & unit Website
- (5) Oversight of all unit Fundraising activities and co-chair unit community service projects
- (6) Responsible for supervising and coordinating all cadet staff functions
- (7) Primary advisor to CC/CD on all administrative, financial, personnel policies and staff procedures
- (8) Assist in establishing and enforcing appearance, discipline, efficiency, training, and conduct standards
- (9) Publication and posting of unit information on the cadet bulletin boards (Merit lists, Promotion Orders)
- (10) Responsible for the publication and maintenance of the Cadet Information Document (CID)
- (11) Co-chair the writing of program expectations for cadet staff in the *Cadet Guide – Chapter 1 & UMD*
- (12) Secondary Backup as the unit’s Student Council Representative
- (13) Chair the planning committee’s for one major unit socials (Military Ball)
- (14) Oversight of the unit reports, fundraising activities, unit history, newsletters and logistical issues
- (15) Perform duties as assigned by unit Instructors and CC/CD

Figure 1.3. Job Descriptions.

Cadet Group First Sergeant will (OK-942/First Sergeant)

These job duties will be executed by the Assistant to the Executive Officer for the 2017-18 School Year:

- (1) Serves as the “eyes and ears” of the Corps of Cadets, reports to CC/CD or Cadet Cadre
- Organize the Group for off campus Parades and oversight of the annual Superintendent’s Review as needed
- (2) Ensure cadet accountability during all cadet training events or special events
- (3) Checks NCOs and airmen for job knowledge, military appearance, and knowledge of all enlisted cadets for their strengths & weaknesses, as well as conduct periodic NCO staff meetings
- (4) Attend staff meetings and provide input and advice
- (5) Assist in supervising and training group guides, squadron guides and flight guides
- (6) Attend Cadet Evaluation Board meetings and Honor Council boards & Flight Commander schools
- (7) Ensure all flight and squadron guidon bearers carry out their responsibilities
- (8) Enforce appearance, discipline, efficiency, training, and conduct standards
- (9) Assists the IG, as the units complaints NCO and attend all cadet co-curricular activities
- (10) Serve as the project NCO for the unit Stan Eval effort and monitor comment/suggestion boxes
- (11) Conducts and supervises training to ensure compliance with CC directives
- (12) Serves as the primary unit guidon carrier during unit Parades
- (14) Perform duties as assigned by unit Instructors and the Cadet Cadre

Cadet Financial Management (Comptroller) Functional Area will (OSS/FM), C/MSgt Savannah Sorrels:

- (1) Develop fundraising plans and help execute major fundraisers for the year
- (2) Assist in cadet financial transactions
- (3) Obtain approval from SASI/ASI for cadet fund expenditures
- (4) Serve as fundraising project officer for both planned and unplanned fundraising events
- (5) Prepare fund expenditure requirements for cadet activities and obtain funds from SASI/ASI
- (6) Present fund reports to Cadet Cadre at his/her cadet staff meetings
- (7) Prepare budget projections as required throughout school year
- (8) Develop funding requirement procedures
- (9) Develop unit Finance Officer goals - annually
- (10) Perform duties as assigned by unit Instructors

Cadet Public Affairs Functional Area will (OSS/PA):

- (1) Serve as active spokesperson for corps activities throughout the community to obtain support as directed by the SASI
- (2) Write and publish as required cadet newsletter (at least each quarter)
- (3) Write as required, but at least monthly, unit news articles for *TPS District News* for news releases and eventual publication elsewhere
- (4) Help maintain group history
- (5) Help maintain group scrapbooks
- (6) Help maintain group bulletin boards
- (7) Assists APT in recruiting and publicity associated with our APT activities off-campus
- (8) Publicize timely newsworthy items about cadets and the corps, in school and community publications and news media (Promote Academy & ROTC scholarship information on a timely basis)
- (9) Coordinates all PA activities with Group CC and functional offices
- (10) Responsible for coordinating advertising campaigns in cadet recruitment & retention, news releases and feature articles designed to increase public awareness of AFJROTC in our local community
- (11) Develop unit Public Affairs goals - annually
- (12) Performs duties as assigned by unit Instructors

Cadet Personnel Functional Area will (OSS/DP):

- (1) Assist SASI/ASI with cadet personnel records and required paperwork
- (2) Maintain, publish, and post organization chart and unit manning document
- (3) Develop recruiting and retention plan
- (4) Prepare, coordinate, publish, and file all cadet special orders
- (5) Assist the Instructors and Cadre on all cadet personnel policies & procedures
- (6) Assist in the writing of the *Cadet Guide – Chapter 4*
- (7) Develop and track (maintain) the unit Promotion Orders as required or needed
- (8) Develop unit Personnel goals - annually
- (9) Performs duties as assigned by unit Instructors

Figure 1.3. Job Descriptions.

Cadet Logistics Functional Area will (OSS/LG):

- (1) Recommend logistics policies and procedures to unit SASI and ASI
- (2) Provide personnel during supply operation hours, when requested by ASI
- (3) Assist ASI accomplish uniform, book, and accountable equipment supply actions
- (4) Assist ASI maintain a neat and efficient supply area
- (5) Provide logistics support to ASI & Cadet Cadre for all cadet activities & operations
- (6) Assist ASI obtain sources and costs to meet all unit logistical requirements
- (7) Work closely with the OS Supply Flight in coordination with LG functional work area
- (8) Develop unit Logistics goals - annually
- (9) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Chaplain Functional Area will (OSS/CH):

- (1) Perform duties as assigned by unit Instructors and Cadet Cadre
- (2) Coordinate with Cadet Cadre, squadron and flight commanders, as required
- (3) Present the unit *Cadet Prayer invocation* for the OK-942 at our two major social functions
- (4) When requested, create a special Prayer, fitting for the other unit cadet occasions or activities
- (5) Develop unit Chaplain goals - annually
- (6) Performs duties as assigned by unit Instructors and cadet leadership

Unit History Functional Area will (OSS/HIST):

- (1) Help write and maintain the unit history
- (2) Manage the unit history program and Develop unit History goals - annually
- (3) Help maintain and preserve unit historical records and scrapbooks
- (4) Help maintain copies of all unit correspondence for historical record
- (5) Performs duties as assigned by unit Instructors and cadet leadership

Unit Fundraising Functional Area will (OSS/FR):

- (1) Act as unit office of primary responsibility for all unit fundraising projects (Weekly/Monthly & Annual – to include our major fund-raisers for unit & Fun Day activities)
- (2) Act as unit clearing house for competing unit fundraisers, primary scheduling authority
- (3) Provide oversight and guidance in unit fundraisers (to include KHAS activity)
- (4) Assist SASI/ASI in publishing, promoting and scheduling unit fundraisers
- (5) Works closely with Community Service Flight and Financial Management functional area
- (6) Performs duties as assigned by unit Instructors and cadet leadership

Unit Social Activities Functional Area will (OSS/SA):

- (1) Act as unit office of primary responsibility for all unit social activity projects
- (2) Provide oversight in the execution of our Cadet Dining-In, Cadet Ball, Field Day and Fun Day
- (3) Works closely with Cadet Cadre & our planning committees on all social events
- (4) Assist SASI/ASI in unit social events and work closely with MWR flight
- (5) Develop unit social activity goals
- (6) Performs duties as assigned by unit Instructors and cadet leadership

Information Technology Functional Area will (OSS/IT):

- (1) Help inventory computer resources and submit computer system requirements to ASI
- (2) Develop establish computer use, control, and monitoring policies and procedures
- (3) Assist in obtaining unit computer requirements and develop computer software solutions
- (4) Assist in publishing of orders, other administrative paperwork as required
- (5) Assist the Cyber Officer in the maintenance of the unit Website (Home Page)
- (6) Works with HACCT Commander to meet Cyber Patriot competition requirements as needed
- (7) Performs duties as assigned by Instructors and cadet leadership

Figure 1.3. Job Descriptions.

Administration Functional Area will (OS/ADMIN) (OSS/ADMIN):

- (1) Assist the Commander as directed and perform admin duties as assigned
- (2) Serve as a key assistant project officer in the development of a Cadet Guide & unit briefing
- (3) Coordinate with Cadre, squadrons and flights on unit admin procedures and policies
- (4) Assist the Commander in the development and maintenance of the unit Forms
- (5) Works closely with Cadet Cadre, and Support Squadron's Administration Support Flight
- (6) Develop and maintain an internal distribution system
- (7) Develop, maintain, reproduce, and distribute cadet forms
- (8) Proof all cadet correspondence and publications
- (9) Performs duties as assigned by unit Instructors and cadet leadership

Kitty Hawk Air Society Functional Area will (OS/KHAS/CC):

- (1) Acts as a Liaison between OK-942/CC and the Kitty Hawk Air Society (KHAS)
- (2) Provides liaison relations between the local KHAS Chapter and CD
- (3) Assists the CD in the daily integration of our unit KHAS with cadet operations
- (4) Works closely with CD integrating KHAS into BTWHS Service Projects as appropriate
- (5) Assists the CD in running the KHAS peer-tutoring program
- (6) Performs duties as assigned by unit Instructors and CD

Cadet Operations Squadron Commander will (OS/CC) – C/1Lt Nick Parker:

- (1) Command the group & accomplish group commander responsibilities, Cadet Cadre is absent
- (2) Supervise the 4 Drill Teams, Academic Flight Commanders and PTOs
- (3) Enforce appearance, discipline, efficiency, training, and conduct standards
- (4) Assist in planning and coordinating co-curricular and co-curricular activities
- (5) Assist Cadet Cadre with cadet orientation & all cadet training programs (Flt CC school, if conducted)
- (6) Serve on Cadet Evaluation Board and write letters of recommendation, as required
- (7) Supervise the FHRC, HACCT, PT Team and the Awareness Presentation Team (APT)
- (8) Supervise Physical Training program
- (9) Assist with ensuring quality instruction is provided during training labs and club meetings
- (10) Assist in preparing the unit status report for weekly training meetings
- (11) Assist in maintaining all training records and reports
- (12) Ensures the Flight Commander meetings are successfully accomplished every 6 weeks if conducted
- (13) Ensure the HACCT participants have adequate Group support and emphasis, works with respective commanders to ensure adequate coverage in the Yearbook & Corps of Cadets pictures are taken
- (14) Perform duties as assign by unit Instructors and Group/CC

Cadet Physical Training Officer (PTO) will:

- (1) Supervise flight members and accomplish mandatory paperwork requirements (records & Forms)
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards
- (3) Operate and manage a physical fitness program that includes objectives and awards
- (4) Assist in writing physical fitness (wellness) operations instructions in the *Cadet Guide – Chapter 8*
- (5) Publicize cadet physical fitness accomplishments
- (6) Post current health awareness information
- (7) Ensure proper consent forms are being used and tracked by flight and filled out properly & record in WINGS
- (8) Delegate Physical Training program duties to the individual Academic Physical Training Leaders as needed to ensure a highly effective PT program and Group Goals achievement
- (9) Assist Cadet Cadre with scheduling physical fitness benchmark evals, help record cadets earning the various levels of Cadet Physical Fitness awards in WINGS
- (10) Involved in tracking and recording all the wellness program activities in WINGS
- (11) Accomplish after action reports and update Wellness goals, as required
- (12) Performs duties as assigned by unit Instructors and cadet leadership

Figure 1.3. Job Descriptions.

Cadet Drill Teams, Color Guard Teams, PT Team, Awareness Presentation Team, FHRC, HACCT, Air Force STEM Club, A Cappella Team and KHAS Commanders will:

- (1) Write operations plans covering membership and operations policies and procedures
- (2) Organize and train team members for competitions and performances
- (3) Publicize team activities in corps, school, and community publications and news media
- (4) Assist in raising funds to support activities, if needed
- (5) Develop calendar of events and performances as well as flight/club/team goals
- (6) Track attendance and participation
- (7) Recommend participants for appropriate awards
- (8) Develop their applicable team goals
- (9) Assist in writing flight/team or club operations in the *Cadet Guide – Chapter 7*
- (10) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Academic Flight Commanders will:

- (1) Command flight in classroom and in formal formations, when requested
- (2) Supervise cadets performance, conduct, leadership and promotion potential
- (3) Provide drill and ceremonies training to their applicable flight cadets
- (4) Ensure compliance with classroom rules and procedures
- (5) Enforce cadet conduct and discipline during class and formal formations
- (6) Recommend flight conduct and operations improvements to Cadet Cadre
- (7) Inspect flight members during uniform and personal appearance inspections
- (8) Develop academic flight goals for the school year and forward to XO for approval
- (9) Assist in peer tutoring and attend Flight CC school, as directed if we conduct one
- (10) Assist in writing classroom rules & procedures in the *Cadet Guide – Chapter 2*
- (11) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Academic Flight Sergeants will:

- (1) Assume command of the flight in the absence of the flight commander
- (2) Assist flight commander with flight conduct and discipline, when requested
- (3) Train element leaders and flight guide on proper drill and ceremonies
- (4) Assist flight commander in teaching drill and ceremonies
- (5) Prepare flight for inspection and accomplishing inspection records, when requested
- (6) Help develop academic flight goals
- (7) Assist in peer tutoring and attend Flight CC meetings (if possible)
- (8) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Flight Guidon Bearer will (this position will rotate as assigned by the Flight/CC):

- (1) Accomplish duties of guidon bearer described in drill and ceremonies manual
- (2) Retrieve, post, and retire flight guide as directed in class and during formations
- (3) Lead the direction of march for the flight
- (4) In Unit or Group Formations (Parades) – unit guidon bearer is the Group FIRST SERGEANT
- (5) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Weather Flight Commander will:

- (1) Supervise flight members
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards
- (3) Prepare and present weather briefing to Cadre's meeting on request and other weather related briefings, as required for weekly block day PT, unit Field Day or parades
- (4) Advise SASI/ASI and cadet commanders of weather impacts on operations for that day or week
- (5) Accomplish after action reports and create Weather Flight goals
- (6) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Information Technology will:

- (1) Supervise flight members
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards
- (3) Inventory computer resources and submit computer system requirements to ASI
- (4) Develop computer use, control, and monitoring policies and procedures
- (5) Obtain cadet staff computer requirements and develop computer solutions to include software dev.

Figure 1.3. Job Descriptions.

- (6) Train staff, cadets, and instructors on proper school & unit computer policies – procedures
- (7) Unit POC for our unit website and help the HACCT Commander as needed
- (8) Accomplish after action reports and insure annually, Information Technology goals
- (9) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Supply Flight Commander will:

- (1) Supervise flight members
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards
- (3) Close coordination with the Group Chief of Staff Logistics functional work area
- (4) Recommend supply policies and procedures to Cadet Cadre and ASI
- (5) Provide personnel during supply operation hours after ASI coordination & with Logistics coordination
- (6) Help ASI accomplish uniform, book, and accountable equipment supply actions
- (7) Help maintain a neat and efficient supply area and help develop Supply goals
- (8) Provide supply support to Group Operations for all cadet activities & operations
- (9) Assist the ASI obtain sources and costs to meet all unit supply requirements
- (10) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Operations Support Squadron Commander will (OSS/CC): - C/Capt Isabel Carpenter

- (1) Supervise the Morale, Welfare, and Recreation & Community Service
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards
- (3) Supervise community service projects and service learning projects with Group Operations
- (4) Publicize and obtain cadet volunteers for community service events/service learning projects as well as our BTWHS Community Garden project
- (5) Ensure after action reports are accomplished
- (6) Serve on the Cadet Evaluation Board
- (7) Performs duties as assigned by unit Instructors and cadet leadership
- (8) Monitor Cyber Officer, Flight Management, Administration Support and CLC flight activities as well as assist Ops Squadron CC in running the Support Flight Commanders meeting (every 6 Weeks)

Cadet Morale, Welfare, and Recreation Flight Commander will (OSS/MWR):

- (1) Supervise flight members
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards
- (3) Develop an activity plan that will improve cadet morale
- (4) Help develop community service objectives and coordinate service projects
- (5) Serve as the DO's project officer for dining-in, cadet ball, and Awards Presentation, when requested
- (6) Publicize co-curricular/co-curricular activities in corps, school publications and news media
- (7) Assist with all unit fund raising activities (weekly/monthly/quarterly or annually)
- (8) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Community Service Flight Commander will (OSS/CS):

- (1) Supervise flight members, while involved in community service projects
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards
- (3) Develop community service policies and procedures
- (4) Brief & train Cadet Cadre, other cadets, and unit Instructors in community service projects
- (5) Train Cadet Cadre and cadets in the requirements and policies of service learning projects
- (6) Implement a first class community service and service learning projects for this academic year
- (7) Serve as primary community service advisor to Cadet Cadre & Unit Instructors
- (8) Performs duties as assigned by unit Instructors and cadet leadership

Cadet Group Inspector General will (OK-942/IG): - C/2Lt Harrison Prough

- (1) Serves as the units Complaint-Suggestion Officer
- (2) Serves as the Group's chief inspector of all unit complaints/suggestions flowing up from cadet operations, the cadet staff – to include all unit functional areas and clubs or team entities/activities
- (3) Primary advisor to Cadet Cadre on all unit complaints and/or suggestions – Eye to Improvement
- (4) Attend Cadet Evaluation Board meetings, Cadet Honor Council & Cadet Cadre meetings, as required
- (5) Develop useful information thru assessment reports, reflecting trend analysis to Cadet Cadre and participants in the unit inspection process, assist and provide oversight of the unit Stan Eval program

Figure 1.3. Job Descriptions.

- (6) OPR for the Cadet's involvement in the management and oversight of the AFJROTC Assessment Guide in the conduct of annual assessments and/or every three year unit evaluation (UE). Self-assessments must be completed by 15 Dec 2017 and submitted to HQ AFJROTC by 10 Mar 2018.
- (7) Oversees the unit complaint system – ensuring the existence of responsive complaint inquiries characterized by timely, objective and impartial investigations by the IG
- (8) Focal point for the unit suggestion program, checks flight suggestion/comment boxes weekly
- (9) Assist CD, OSS/CC, OS/CC on unit surveys, & ensure its results/findings are comply with (if feasible)
- (10) Assist Cadet Cadre, as directed and perform other duties as assigned by the unit Instructors

Cadet Group Chief of Standardization & Evaluation will (Stan Eval): C/Maj Zaira Solis

- (1) Serves as the units *Standardization & Evaluation* Officer
- (2) Serves as the Group's chief inspector and evaluator of cadet operations, uniforms, compliance, and the cadet staff – to include all unit functional areas and clubs or team entities/activities embedded in OK-942
- (3) Primary advisor to Cadet Cadre on all unit standardization and inspection procedures and policies
- (4) Attend Cadet Evaluation Board meetings, Cadet Honor Council & Cadet Cadre mtgs, as required
- (5) Develop and perform flight and functional area inspections, as required or tasked by the Cadet Cadre or the unit Instructors
- (6) Develop useful information thru assessment reports, reflecting trend analysis to Cadet Cadre and participants in the unit inspection process, assist and provide oversight of the unit Stan Eval program
- (7) Assist CD, IG, OSS/CC, OS/CC with unit surveys and ensure compliance with its findings or results (if feasible)
- (8) Create Stan Eval reports to show positive and negative trends, significant deviations from mandated AFJROTC standards, unsafe practices, best practices among the flights or clubs or teams
- (9) Assist Cadet Cadre, as directed and perform other duties as assigned by the unit Instructors

Flight Standardization & Evaluation Liaison Officer or NCO (Stan Eval) will:

- (1) Be assigned by the Group Commander in close coordination with the Chief of Stan Eval
- (2) Assist Flight Commanders and unit Instructors, as directed and perform duties as assigned
- (3) Coordinate with Squadron Commanders on cadet staff, 1st Sergeant on enlisted issues, and IG
- (4) Attend Cadet Evaluation Board meetings, when requested by the IG
- (5) Assist in establishing and enforcing cadet appearance, discipline, training and conduct standards within their applicable flights
- (6) Develop and perform flight and functional area inspections, as tasked by the IG or the unit Instructors
- (7) Develop useful information thru assessment reports, reflecting trend analysis to all unit decision makers and participants in the unit inspection process, assist and provide oversight of the unit Stan Eval program
- (8) Create Stan Eval reports to show positive and negative trends, significant deviations from mandated AFJROTC standards, unsafe practices, best practices among the flights or clubs or teams
- (9) Responsible to the Chief of Stan Eval, when they are performing official Stan Eval duties– which takes priority over all other duties/assignments.

Organization of our AFJROTC OK-942 Corps of Cadets. Our unit consists of over 100 cadets and is organized as a cadet Group. Our Group is comprised of two squadrons with flights/elements. Figure 1.2 is our organizational structure chart and clearly indicates our unit structure and chain of command. The unit SASI and ASI will select the Cadet Group Commander and Deputy Group Commander, as required by the organizational structure of our unit in close coordination with the Cadet Cadre. The unit SASI allows the Cadet Cadre and other key staff members to propose the remaining cadet staff members, utilizing a consensus method. Depending on unit manpower, some positions/jobs could be combined with other positions/jobs into one position (such as Executive Officer could be combined with Chief of Staff, or Chief of Stan Eval position could be combined with the IG position, etc.) as needed. The unit SASI will work very closely with Cadet Cadre to ensure all qualified and compliant cadets (highly active cadets) have meaningful jobs/positions in the management of our Corps of Cadets and get a good leadership experience in AY 2017-2018.

Figure 1.4. Unit Manning Document.

UNIT MANNING DOCUMENT – OK-942 AFJROTC – 2017-2018
BOOKER T. WASHINGTON HIGH SCHOOL
TULSA, OKLAHOMA 74106

LINE NO	FUNCTION SYMBOL	POSITION	MAX AUTH GRADE	AUTHORIZED NUMBER/REMARKS
THE COMMAND GROUP (Cadet Cadre)				
1.	OK-942/CC	Group Commander	C/Col	1
2.	OK-942/CA	Group Commander Advisor	C/Col	1 / (can be left open)
3.	OK-942/CD	Deputy Group Commander	C/Lt Col	1
4.	OK-942/DO	Group Operations	C/Lt Col	1 / (not in AY18)
5.	OK-942/CS	Group Chief of Staff	C/Maj	1 / (not in AY18)
6.	OK-942/CCE	Group Executive Officer	C/Maj	1 / (combined w/CoS)
7.	OK-942/IG	Group Inspector General – IG	C/Maj	1 /
8.	OK-942/Stan Eval	Group Standardization & Evaluation	C/Maj	1
9.	OK-942/1 st Sgt	Group First Sergeant	C/CMSgt	1 / (officer ≤ O-3 if needed)
OPERATIONS SUPPORT SQUADRON				
10.	OSS/CC	Commander	C/Lt Col	1
11.	OSS/DO	Director of Operations	C/Maj	1
12.	OSS/DP	Unit Personnel	C/Capt	1
13.	OSS/CH	Unit Chaplain	C/Capt	1
14.	OSS/ADMIN	Chief, Administration	C/Capt	1
15.	OSS/FR	Chief, Fund Raising Activities	C/Capt	1
16.	OSS/PA	Chief, Public Affairs	C/Capt	1
17.	OSS/IT	Chief, Information Technology	C/Capt	1
18.	OSS/HIST	Chief, Unit History	C/Capt	1
19.	OSS/FM	Chief, Financial Management	C/Capt	1
20.	OSS/LG	Chief, Unit Logistics	C/Capt	1
21.	OSS/SA	Chief, Social Activities	C/Capt	1
OPERATIONS SQUADRON				
22.	OS/CC	Commander	C/Lt Col	1 / Start as Major
23.	OS/DO	Director of Operations	C/Maj	1
24.	OS/CCF	First Sergeant	C/SMSgt	1
25.	DT/CC	Drill Team Commander	C/Capt	4 / Can be Enlisted
26.	DT/CD	DT Commander, Junior Varsity or Deputy	C/1 Lt	4 / Can be Enlisted
27.	DT/DO	Drill Team Superintendent	C/MSgt	4 / (not in AY18)
28.	DT/Ops	Drill Team Cadets	C/MSgt	40 / All Promotable
29.	CG/CC	Color Guard Commander	C/Capt	1 / Can be Enlisted >E-8
30.	CG/CD	CG Deputy Commander	C/1 Lt	1 / Can be Enlisted >E-6
31.	CG/Ops	Color Guard Cadets	Any	12 / All Promotable
32.	CG-JV/CC	Junior Varsity Color Guard Commander	C/Capt	1 / Can be Enlisted >E-8
33.	CG-JV/CD	CG-JV Deputy Commander	C/1 Lt	1 / Can be Enlisted >E-6
34.	KHAS/CC	Commander	C/Maj	1
AWARENESS PRESENTATION TEAM (APT)				
35.	APT/CC	Commander	C/Capt	1
36.	APT/CD	Deputy Commander	C/1 Lt	1
37.	APT/Ops	APT Cadets	Any	16 / All Promotable
FLYING HORNETS ROCKET CLUB (FHRC)				
38.	RC/CC	Commander	C/Capt	1 / Can be Enlisted >E-4
39.	RC/CD	Deputy Commander	C/2Lt	1 / Can be Enlisted
HORNET ACADEMIC & CYBER COMPETITION TEAM (HACCT)				
40.	HACCT/CC	Commander	C/Capt	1 / Can be Enlisted >E-6
41.	HACCT/CD	Deputy Commander	C/1Lt	1 / Can be Enlisted >E-4

AIR FORCE STEM CLUB (AFSC)

42. AFSC/CC	Commander	C/Capt	1 / Can be Enlisted >E-6
43. AFSC/CD	Deputy Commander	C/1Lt	1 / Can be Enlisted >E-4

AIR FORCE A CAPPELLA TEAM (AFAC)

44. AFAC/CC	Commander	C/Capt	1 / Can be Enlisted >E-6
45. AFAC/CD	Deputy Commander	C/1Lt	1 / Can be Enlisted >E-4

PHYSICAL TRAINING TEAM (PT TEAM)

46. PT/CC	Commander	C/Capt	1 / Can be Enlisted >E-6
47. PT/CD	Deputy Commander	C/1Lt	1 / Can be Enlisted >E-4
48. PT/CC	PT Team Superintendent	C/Capt	1 / Can be Enlisted >E-6
49. PT/CD	PT Team Cadets	Any	1 / Can be any rank

ACADEMIC FLIGHTS

50. FLT A/CC	Commander	C/Capt	1
51. FLT B/CC	Commander	C/Capt	1
52. FLT C/CC	Commander	C/Capt	1
53. FLT D/CC	Commander	C/Capt	1
54. FLT E/CC	Commander	C/Capt	1
55. FLT F/CC	Commander	C/Capt	1
56. FLT G/CC	Commander	C/Capt	1

ACADEMIC FLIGHTS (NCOs)

57. FLT A/CCF	Flight Sergeant	C/MSgt	1
58. FLT B/CCF	Flight Sergeant	C/MSgt	1
59. FLT C/CCF	Flight Sergeant	C/MSgt	1
60. FLT D/CCF	Flight Sergeant	C/MSgt	1
61. FLT E/CCF	Flight Sergeant	C/MSgt	1
62. FLT F/CCF	Flight Sergeant	C/MSgt	1
63. FLT G/CCF	Flight Sergeant	C/MSgt	1

ACADEMIC FLIGHTS (Basic Cadets) - Must take Oath to earn E-1/O-1

64. FLT A/	Basic Cadets	C/A1C	as enrolled
65. FLT B/	Basic Cadets	C/A1C	as enrolled
66. FLT C/	Basic Cadets	C/A1C	as enrolled
67. FLT D/	Basic Cadets	C/A1C	as enrolled
68. FLT E/	Basic Cadets	C/A1C	as enrolled
69. FLT F/	Basic Cadets	C/A1C	as enrolled
70. FLT G/	Advanced Cadets (>1 year of JROTC)	C/SrA	as enrolled

WEATHER FLIGHT

71. OSS/WX	Chief, Weather Services	C/Capt	1
72. OSS/WXS	Weather Specialist	C/SSgt	1
73. OSS/WXA	Weather Airman	C/AMN	1

SUPPLY FLIGHT

74. OSS/LGS	Chief, Supply Services	C/1 Lt	1
75. OSS/LGSO	Supply Superintendent	C/MSgt	1
76. OSS/LGSA	Supply Airman	C/AMN	1

PHYSICAL TRAINING (PT) FLIGHT

77. OS/PTO	Flight Physical Training Officer	C/Capt	1
78. OS/APTO	Group, Assistant Physical Training Officer	C/1 Lt	1 / (not in AY18)
79. OS/PTS	PT Superintendent	C/MSgt	1 / (not in AY18)
80. OS/PTL	Physical Training Leader	C/SrA	6
81. OS/APTL	Assistant Physical Training Leader	C/AMN	6

MORALE, WELFARE, AND RECREATION FLIGHT

82. OSS/MWR	Chief, MWR	C/Capt	1
83. OSS/MWRS	MWR Superintendent	C/MSgt	1
84. OSS/MWRT	MWR Specialist	C/SSgt	2

Figure 1.4. Unit Manning Document.**COMMUNITY SERVICE FLIGHT**

85. OSS/CSS	Chief, Community Service	C/1 Lt	1
86. OSS/CSO	Community Service NCO	C/SSgt	1
87. OSS/CSA	Community Service Airman	C/AMN	1

JCLC – JUNIOR CADET LEADERSHIP CAMP

88. OSS/JCLC	Chief, JCLC Coordination	C/Capt	1 / Can be Enlisted >E-6
89. OSS/JCLC-CD	Deputy Chief, JCLC	C/1 Lt	1 / Can be Enlisted, <E-5

INFORMATION TECHNOLOGY

90. OSS/IT	Chief, IT	C/SrA	1
91. OSS/WS	Website Specialist, IT	C/SrA	2
92. OSS/CMB	Cadet Mission Brief, IT	C/SrA	2
93. OSS/ITA	Specialist, IT	C/AMN	4

UNIT HISTORY

94. OSS/HIST	Chief, History	C/SrA	1
95. OSS/HISTA	History, Specialist	C/AMN	1

PERSONNEL

96. OSS/DPP	Cadet Promotion Orders	C/AMN	1
97. OSS/DPZ	Special Projects Admin	C/AMN	1

LOGISTICS

98. OSS/LGChief, Logistics		C/SrA	1
99. OSS/LGCG	Equipment Airman - Cage	C/AMN	3
100. OSS/LGCL	Equipment Airman – Closet	C/AMN	3

Figure 1.4. Unit Manning Document.

UMD Note 1: This Unit Manning Document is a record of authorized positions for our Unit in 2017-2018. It not only outlines authorized positions, but also authorizes maximum grades (ranks) and the number to hold that specific position (or billet). **However, all of this is greatly affected by the actual size of our unit or unit end strength.** The unit is authorized a **minimum of 100 cadets** based on a student body headcount of 1350 students. Our UMD is built on the Air Force model of “85% of unit personnel is enlisted” and “15% of unit personnel is officer”. Current enrollment as of mid-July 2016 appears we will be weighted 85/15 for officers and enlisted, heavy on seniors.

UMD Note 2: 2017-2018 Authorization UMD Table – By Rank or Grade

Rank/Grade	Authorized	Rank/Grade	Authorized	Rank/Grade	Authorized
Colonel	2*	2 Lt	1	SSgt	3
Lt Col	4	CMSgt	1	SRA	7
Major	6	SMSgt	1	A1C	As Enrolled
Captain	31	MSgt	12	AMN	As Enrolled
1 Lt	16	TSgt	0	AB	Take Oath

***Only one cadet in the rank of O-6 is allowed in the Fall semester each school year until the mid-year change of command takes place in December each year.**

Figure 1.5. Chain of Command

President of the United States	
Secretary of Defense	
Deputy Secretary of Defense	
Secretary of the Air Force	Superintendent, TPS
Chairman, Joint Chiefs of Staff	Principal, BTW HS
Chief of Staff, USAF	Senior Aerospace Science Instructor (SASI)
Chief Master Sergeant of the Air Force	Aerospace Science Instructor (ASI)
Commander, Air Education and Training Command	OK-942/CC
Commander, Air University	OK-942/CD
Commander, Holm Center	OK-942/CCE (Executive Officer)
Vice Commander, Holm Center	OK-942/IG
Director of AFJROTC	OK-942/Stan Eval
Region 3 Director for AFJROTC	OK-942/SELOs
	OK-942/Group First Sergeant
	OK-942/Operations Squadron Commander
	OK-942/Ops Support Squadron Commander
	OK-942/Academic Flight Commander's
	OK-942/PTO (Reports to OS/CC)
	OK-942/PTLs

Chapter 2

CLASSROOM RULES/PROCEDURES, GRADING SCALE, CURRICULUM AND DISTRIBUTION

2.1. Classroom Rules (High Expectations). All cadets will abide by the following class rules to receive AFJROTC course credit. Cadets will:

- 2.1.1. Follow the unit chain of command (utilize your Flight Commander and/or element leader).
- 2.1.2. Always use the titles sir/ma'am when addressing your unit Instructors or cadet officers.
- 2.1.3. **Be on time**, Do not be late to class (notebook, pen/pencil, textbook on your desk, ready to learn).
- 2.1.4. Do not be late to any scheduled event or practice.
- 2.1.5. **Always bring your required items to class (notebook, pen/pencil, paper, homework, cadet guide, etc).**
- 2.1.6. Place all personal belongings under your desk – nothing in the aisle or on top of your desk.
- 2.1.7. Raise your hand and wait to be acknowledged; do not talk without permission.
- 2.1.8. Listen respectfully and attentively to the speaker/teacher or fellow cadets when they are speaking.
- 2.1.9. **Treat others with mutual respect.** Profanity, vulgar language, racial or ethnic slurs, derogatory comments, sexual harassment or bullying or hazing of any fellow cadet will never be tolerated.
- 2.1.10. Remain in your seat unless given permission to move about the room or to go to the restrooms.
- 2.1.11. Remain on your best behavior; do not sit or lay on tables or desks or on the floors in the classrooms.
- 2.1.12. Always **use the trash can to dispose of trash**. If you see trash on the floor, pick it up.
- 2.1.13. No eating in the classroom. Drinks with lids only. Gum is not acceptable during public speaking, No gum in formations.
- 2.1.14. Do not wear hats or other headgear indoors during any cadet activity unless directed otherwise. The wear of bandannas and other faddish clothes are prohibited during any corps activities; this includes sagging trousers and wear of sunglasses indoors. There is a waiver of this guidance during school spirit days/week.
- 2.1.15. Do not throw objects of any kind to include littering in the classrooms or hallways.
- 2.1.16. Do not write or post on the white board, bulletin board, or on any other visual aid without the instructor's or Cadet Commander's permission.
- 2.1.17. Do not sleep or put head down on the desk unless authorized by instructor due to illness.
- 2.1.18. Do not be excessively loud, disruptive, or participate in any form of "horseplay" in any AFJROTC area of instruction.
- 2.1.19. Do not forget to address cadet officers, when in ANY uniform, as "Sir" or "Ma'am", while in the AFJROTC area or engage in formal AFJROTC instruction on or off campus, especially in uniform.
- 2.1.20. Do not enter uniform closet or equipment cage without permission of instructors or assigned logistics staff.
- 2.1.21. **Always come to class prepared.** Cadets will **bring notebooks with paper, pencil, pen with black or blue ink and ready to learn and participate fully** in all class instruction or other related JROTC activities.
- 2.1.22. **Do not be disrespectful**, inconsiderate, threatening, to any cadet, unit Instructor or school administrators.
- 2.1.23. Do not use any AFJROTC computer, software, telephone or other equipment without instructor permission.
- 2.1.24. Do not remove materials from instructor's desk or other instructional storage containers.
- 2.1.25. Do not remove any AFJROTC library books or videos without instructor approval.

2.1.26. Do not use cosmetics or lotion or perform personal grooming or hair styling during class.

2.1.27. Do not use cell phones, paging devices, iPods, iPads or any other audio-video listening or playing devices during class. This does not include the CPS clicker devices. School cell phone policy is in accordance with TPS and BTW HS instructions. **Cell phones must remain in standby mode and out of sight during the instructional class period. One verbal warning before we ask cadets to place them on the podium. Phones may be picked up at the end of the class period.**

2.1.28. No bullying of fellow cadets, classmates, school administrators, faculty, or other staff members.

2.1.29. Do not mishandle or remove Classroom Performance System (CPS) clickers from their assigned classroom.

2.1.30. Perform all assigned work in a timely and satisfactory manner; no missing assignments, all assignments will be turned in by the end of the class period to your Flight/Element Leader for final turn-in to your Instructor.

2.1.31. Maintain loyalty and identity to the Corps (Group), to your academic Flight, and your values as well as maintain self-control and your self-respect at all times.

2.2. Classroom Procedures. Daily classroom procedures follow. Reference course syllabus.

2.2.1. Class Arrival. Enter the classroom and proceed directly to your desk. Place books and backpacks under your desk. Nothing will be on the tables when you open class except the 2 Air Force textbooks, which will be justified to the corner of your side of the desk. Stand at the position of “**Parade Rest**” behind your desk. The flight commander, or his assigned personnel, will have the class ready on time and wait for the Flight/CC to request “please open class.” The opening class procedure is taught at the beginning of each school year during unit zero and is expected to be practiced by all flights on a daily basis. The Flight/CC will take roll silently while the team assigned to open class will report their findings to the Flight/CC. All cadets will be accounted for before instruction begins. Attendance may be taken utilizing the CPS as well if it is an academic day.

2.2.2. Opening class procedure: The Flight Commander or their delegated representative will stand at the front of the room. The guidon bearer will post the guidon at the front of the class and state “**Guidon posted**” while saluting it. The entire flight will respond with “**Hoorah**”, then he/she will command “**Attention**” and direct them to “**Face the flag, salute, pledge**”. After the flight leader leads them in the pledge of allegiance the flight commander will order “**Face the front**”. The guidon bearer will report attendance upon the command of “**Report**”. The designated flight leader will complete an about face and salute the Flight/CC and **provide the attendance report such as “All present, 1 guest, class ready for instruction”**. The Flight/CC will state, “**Post**”. The flight leader will then face the class and state, “**At ease, take your seats.**” The Flight/CC or designated Staff member will make announcements and then the Flight/CC will report class ready for instruction to the SASI or ASI.

2.2.3. Closing class procedure: No later than 1 minute before the end of class, the instructor will direct the Flight Commander to prepare the class for dismissal. Cadets will stop class work and put books and classroom materials away. Cadets will clean up their tables, pick up any trash in the immediate vicinity of their tables, align their tables with others in their element, justify their textbooks on the desk, and prepare to stand for dismissal, and assume **parade rest**. The guidon bearer will state “**Un-posting guidon**” while saluting it. All flight members will respond with “**Hoorah**”. The guidon will be removed from the front of the room and then replaced in its holder at the back of the room without touching the ceiling. The Flight Leader will call the flight to “**Attention**”. Cadets will come to the position of ATTENTION behind their chairs. The Flight Leader will state “**flight dismissed, at ease**”.

2.2.4. Prior to Departure. The Flight Commander will check that all trash is picked up and the desks are aligned. Cadets can then retrieve their personal belongings and depart the classroom on time. Cadets will depart the classroom in an orderly manner. Cadets will touch the EXCEED STANDARDS sign above the classroom entry/exit.

2.2.5. Tardy Cadets. Cadets arriving tardy will enter the classroom, stand at the front of the classroom, and will join the class after being recognized by the instructor and providing a valid excuse. Roll call will not be stopped to recognize tardy cadets. Cadets without a written pass to class will be written-up as tardy in accordance with school policy (<15 minutes).

2.2.6. Absent Cadets. After being 15 minutes late the cadet will be counted as absent IAW school policy. Excessive absenteeism and tardiness will negatively affect a cadet’s course grade. Attending school and being on time are qualities that will ensure success in school and later in the job market. NOTE: 3 unexcused tardies will lead to SASI assigned TRAICE (In-School Suspension).

2.2.7. Classroom instructors will create a positive learning environment for all cadets through proper classroom management and active cadet involvement in the learning process. The unit Instructors will develop and present meaningful and relevant lessons that demonstrate detailed planning and guidance as well as using proper support material, visual aids and in the utilization of the Classroom Performance System (CPS) clickers for lesson quizzes.

2.3. Grading Scale. Unit Instructors will use the following weighted grading system and assign a letter grade using the school's published grading scale: 90-100 = A, 80-89 = B, 70-79 = C, 60-69 = D, 59 and below = F. Instructors will maintain a grading system, which may be reviewed at any time on-line (PowerSchool). Parents or guardians will be notified by phone or letter of any grade and/or behavior concerns. A grade of zero may be awarded for any course assignments if the cadet fails to meet academic, uniform or participation standards.

Grading Rubrics – 2017-2018

Descriptions	Percent of Grade
Major Assignments: Tests/Quizzes/Assignments/Homework/Essays – expanded or short/ PowerPoint Briefings, Notebooks as well as other assessments – such as verbal or written assignments, quizzing or writing samples – AS & LE-Drill & Wellness (W) course of instruction. This block also includes Class Participation, activities or projects, performance of cadet duties, individual volunteer efforts, attendance at mandatory events or formations & fundraising activities, as required.	25%
Class Work: Weekly Uniform Inspections/Personal Appearance & Conduct	50%
Chapter/Unit Exams & Semester Exams	25%
Overall Grade	100%

Note: **All our AFJROTC courses receive either PE (9th grade ONLY) or elective credit.** Our courses consist of 40% Aerospace Science (AS), 40% Leadership Education (LE) and 20% Wellness. Drill and Ceremonies (*including uniform wear, optional weekly quizzes, briefings, & cadet folders*) are part of the LE component. *As noted above – everything the Cadet does is graded.*

WARNING! Semester grades are largely weighted on wearing the blue uniform and PE uniform on the correct days. Participation is heavily considered. A cadet's grade can really suffer if they are a good academic student but fail to demonstrate personal responsibility with uniform wear. Think ahead and have clean uniforms BEFORE you need them!

2.3.1. ASVAB. Per HQ AFJROTC guidance, **ASVAB tests are not considered to be an EOI exam.**

2.3.2. Completion of work. All work submitted for grade (workbooks, homework, tests, quizzes, expanded essays, PowerPoint briefings, notebooks, cadet folders, etc.) must display: ***Your name, flight and date completed.*** These materials must also be typed or legibly hand written in black ink, blue ink or dark pencil; points will deducted from all work not in compliance with this requirement. If we can't read something, it will be marked incorrect. Unless excused, all material turn-in late will not be accepted for greater than half credit. On time turn in is key!

2.3.3. Homework Policy. Cadets must complete and turn in all homework on the day it is due. All homework is due by 4 p.m. on the due date unless excused by the instructor. All homework turned in late will be docked half points. When absent, it is the cadet's responsibility to check on any homework assignments from fellow cadets and/or the appropriate instructor. If you are absent on the day an assignment is due, the assignment must be completed within the amount of time you were absent. Gone one day, then you get one day to make up the work. Homework not made up within the required time will result in a grade of zero. ***It is each cadet's responsibility (not the instructor's) to ensure he/she makes up all missed work/tests/quizzes/assignments, as necessary, in a timely manner. Take personal responsibility and see your instructor to communicate a plan to make up work!***

2.3.4. Makeup Policy – General. If an assignment, test, or major project is assigned prior to your absence, that work must be completed/tuned-in or presented on the due date or the first day you return to school. However, if the suspense was assigned while you were absence, you must make up work by a mutually agreed time between the appropriate instructor and the cadet (normally the amount of time the student was absent). If you are absent on the day an assignment or tasking was announced, the assignment, test or major project must be completed within the number of days you were absent and after returning to school. Work not made up within the required time could result in a grade of "zero". It is each cadet's responsibility (not the instructors) to ensure he or she make up all

missed syllabus work with the prescribed time limits as established by TPS or the school. Our unit course expectation that all assigned work or related activities and tasks will be completed within the prescribed timeframe and with a satisfactory grade of C or better.

2.3.5. 504s and IEP Students. 504s and IEP plans must be followed. Any 504/IEP accommodations or modifications on file for the applicable cadet will be reviewed by both instructors. The unit SASI will oversee unit compliance and implementation of this school district and school policy.

2.3.6. Extra Credit. Extra credit may be granted at the discretion of the instructor, provided all previous assigned work has been turned in on time. Most exams will have an extra credit question. Extra credit can also be given when the SASI/ASI observe a cadet going above and beyond what is expected of them. Extra credit is at the discretion of the applicable instructor and will be granted in limited cases (on a case-by-case review and only when extenuating circumstances are present and it is in the best interest of the cadet).

2.3.7. Overall Course Grading Policy. Grading policy reflects the overlying assumption that all cadets **strive for academic excellence** in all their assignments and syllabus tasking. Cadets will be measured and graded using established and time honored traditions of grading rubrics or standards – utilizing both objective and subjective grading by the applicable instructor. All unit instructors will ensure every cadet is treated and graded fairly and impartially in all their academic assignments, projects and tasking. Instructors will also ensure all applicable TPS/Booker T. Washington High School grading policies and programs are adhered to. No 504 plans or Individual Education Plans (IEPs) will be superseded by unit grading policies, or our objective/subjective grading rubrics. Cadet accommodations and modifications will be strictly followed.

2.3.8. Expanded Course Policy for Failure to Wear the Uniform and Failure to Participate. Failure to wear the uniform weekly and failure to dress-out and adequately participate during our weekly physical fitness training **can be grounds for course failure and/or disenrollment.** The unit SASI will direct disenrollment after three unexcused failures to wear the uniform or failure to dress out and actively participate during weekly physical fitness training. Failure to properly wear the uniform three during the school year will result in a transfer out of JROTC and a transfer of their current letter grade, unless extenuating and migrating circumstances exist and in these specific situations approval was obtained by the unit SASI. This uniform policy also applies to not only wearing the uniform weekly but wearing the uniform properly all day on a weekly basis. Failure to dress out or participate during weekly physical fitness training, three times during the school year, could result in dismissal as well, unless proper medical waivers have been obtained or other extenuating and migrating circumstances exist and prior approval has been obtained from the SASI/ASI in coordination with the cadet's parents or guardians. Medical waivers are **valid for a specific school year** (i.e., **medical waivers must be renewed annually and in writing**).

NOTE: Parents will be notified by the SASI via email in the event of non-compliance. They will be asked to help their cadet to comply for 3 weeks in a row before dis-enrollment is considered an option.

2.3.9. Expanded Academic Requirements Policy (To drop AFJROTC or enlist in the military). All cadets must pass all their EOI tests to receive a Oklahoma High School Diploma. A cadet's Individual Education Plan (IEP) takes precedence over your applicable Individual Graduation Plan (IGP). In addition to the cadet's academic course requirements, Oklahoma colleges and universities require minimum SAT or ACT scores as well as minimum GPAs. Currently, all military services require not only High School Diplomas. Cadets must exceed minimum ASVAB scores to enlist in the U.S. Armed Forces. Currently, the minimum acceptable ASVAB score for the active Air Force is 36, the Army is 31, Coast Guard is 40, Marines is 32 and the Navy is 35. According to Secretary Defense Ashton Carter, unveiling of his *Force of the Future* initiative - 250,000 new people need to enter the military every year. According to Secretary Carter, two-thirds of Americans ages 17 to 21 are ineligible to join any service due to low ASVAB scores, not meeting physical fitness requirements (overweight & teenage obesity issues) and character issues (cannot get a security clearance). The talent pool is shrinking, but Carter's plan offers no specifics or clear proposals for future recruiting standards. For a cadet wanting to enlist who has overcome Secretary Carter's pessimistic recruiting outlook – opportunities for military service are still there, if you are sharp, in excellent health (within weight standards) and do not have character issues (a clean police, behavior or conduct record).

To drop AFJROTC without prejudice or penalty, a cadet must coordinate with his/her applicable instructor, with his/her parents/guardians, the school counseling office, the school registrar and the school Principal to officially withdraw from our course within a specific time frame (within the first 10 days of that Semester). Withdrawal within this time-frame will simply denote a Withdrew Passing (WP) on their semester report card. A cadet who withdraws from the course after this specific timeframe could be assigned a Withdrew Failing (WF) and the "F" (59%) could be calculated in the student's overall grade point average. These time limits for withdrawal without prejudice or penalty do not apply to course changes initiated by school or TPS administrators. TPS is committed to providing the best education possible for all its students. Therefore, every student/cadet is required to have an Individual Graduation Plan (IGP) as required by Oklahoma State law. This plan is reviewed and updated annually.

AFJROTC offers two certificates – the Certificate of Completion for 4 years of JROTC training and a Certificate of Training for cadets with 3 years of JROTC training. TPS offers Military Science courses; AFJROTC-I counts as one credit of Physical Education, and all other AFJROTC courses count as an elective credit. **A Certificate of Training or Completion will usually result in award of a higher pay grade/rank upon graduation from a military basic training course (such as BMT for the USAF).**

2.3.10. Expanded Course Policy on Unit Computer Usage. All cadets will be briefed on the TPS Acceptable Computer Use Policy for Students annually. All cadets will receive a class in digital citizenship during their advisory period. All cadets will have an assigned password as a “WASSTUDENT” user and all cadet computer and network files are subject to review by Booker T. Washington High School administrators, TPS IT personnel and unit instructors. Cadets can use the classroom computer and library computer, when authorized to do so by the unit instructors. Cadets doing academic work have priority for classroom or office computer use. Cadets doing official AFJROTC work have next priority. Cadets will always conform to existing national copyright laws at all times (meaning no illegal copying or downloading of texts, music, software, pictures or computer graphics). Cadets can request relief from some copyright laws under the Fair Use clause for using approved downloads of selected pictures, music, graphics, *for academic purposes only*. To avoid, allegations of plagiarism and resulting honor code violations – all cadets must always cite the Internet or software source of their information but only after the cadet has received permission from the cited source, if applicable. No cadet will ever use school or unit computers for unauthorized or unacceptable computer uses as defined by TPS and Booker T. Washington High School computer labs rules for proper computer or computer network usage. In some extreme cases of computer misuse, students/cadets could face harsh civil or criminal liability issues, if the student/cadet violates TPS *Acceptable Use Policy for Students*. Unless specifically stated in the your course syllabus, it is implied all term papers, expanded essays, research papers and Wellness essays/expanded essays will be **typed in News New Roman, 12 pitch and double spaced** and follow the **MLA format** for research/term papers as well as cites prior to cadet turn-in for grading. **OK-942 will use turnitin.com to review and submit all papers. No hardcopy papers will be accepted.**

2.3.11. Classroom Performance System (CPS). All cadets will utilize the CPS clickers to accomplish classroom quizzes, daily instruction lesson plans or any other testing method assigned by the classroom instructor.

2.3.12. Senior Cadet Instructional Presentation Requirement (SCIPR, pronounced “Skipper”) All senior cadets, enrolled in ROTC IV will instruct at least once a school year, a block of instruction to younger cadets for completion credit only. Senior instruction can involve AS, LE, Wellness/physical education, a drill lesson or command any co-curricular team. LE instruction can involve Drill instruction and/or a lesson plan from the Congressional Medal of Honor (CMOH) Character Development Program (CPD) series on its 6 pillars of character – courage, commitment, integrity, citizenship, sacrifice, and patriotism. Senior cadets will coordinate this instructional requirement with the ASI as soon as the school year begins to get on his weekly lesson planning schedule. These cadet briefings will follow approved AS, LE & Wellness PowerPoint material or Learn to Lead manual, as provided by AFJROTC. All Seniors are expected to take advantage of this opportunity to instruct.

2.4. AFJROTC Curriculum. Our AFJROTC Curriculum Guide provides, in summary form, an overview of the AFJROTC program. It is revised annually. The policy of the Air Force Junior Reserve Officer Training Corps (AFJROTC) is to provide assistance to the unit and instructors in planning and implementing the Aerospace Science program. *AFJROTC Instruction 36-2001* defines the model curriculum for an academic year and provides basic guidelines for its implementation. The model curriculum for an academic year consists of 120-180 contact hours with a combination of Aerospace Science, Leadership Education, and Wellness. However, **AFJROTC curriculum for an academic year must consist of a minimum of 120 contact hours that include combination of AS, LE, and Wellness.** Contact time required for student exposure to each of the academic components for each AFJROTC class is described in AFJROTCI 36-2001.

A synopsis of our AFJROTC curriculum is based on the premise that all cadets receive credit for high school graduation by successfully passing their applicable AFJROTC classes (JROTC I/II/III/IV).

Aerospace Science study includes the history of aviation, cultural studies of major world regions, science of flight, space exploration to include astronomy. Through the study of history of aviation, cadets will learn about the development of flight throughout the centuries. From science of flight, cadets will become acquainted with the aerospace environment, weather, the human requirements of flight and the principles of air navigation. Space exploration will equip the cadets with the latest information available in space exploration and space science; the basic concepts of space are in this course. The science of flight and our space courses are intended to complement material taught in our high school math, physics and other science related courses. Through cultural studies, cadets will learn to see their world through many different perspectives. This course introduces cadets to the study of world affairs, regional studies and cultural awareness. Cultural studies are intended to complement material taught in our high school social studies classes. Cadets will learn to explore and discover the processes that shape the Earth, the relationships between people and environments, and the links between people and places.

Leadership Education offers cadets many opportunities to shape their character. Cadets will learn about character development while many character-building topics are discussed. Elements of good citizenship are instilled into our cadets. Cadets are introduced to the Air Force, its organization, uniform wear, military customs and courtesies, flag etiquette, American citizenship, first aid, health & wellness, fitness, individual self-control, and basic drill and ceremonies. Our cadets will learn to listen, take notes, and think critically, effective communications, how to prepare for leadership, how to build personal awareness, key elements of building and encouraging effective teams, and key behaviors for becoming a credible and competent leader. Leadership Education courses complement material taught in our English I and English II classes, especially improving reading comprehension and writing skills. Cadets will learn about the importance of charting a career path, specific career options, how to create a personal budget and financial plan, how to write a résumé, interview techniques, how to apply for college, the principles of management, making good decisions, problem solving, critical thinking, human relations and life skills. To reinforce what is learned in the Hangar classrooms, cadets will participate in many outside activities such as field trips (CIAs) to military bases, aerospace industry facilities, museums, civilian airports and military airbases as well as national/ state parks of military interest (like Veteran cemeteries, VA hospitals/clinics and historical battle grounds). Also, our cadets participate in military/civilian parades, summer leadership schools such as the Cadet Leadership Course (CLC), the annual district Superintendent's Review parade, the military ball and other community service projects.

AFJROTC OK-942 academic program is a four year program for our Booker T. Washington High School cadets. Our courses are designed for our cadets to receive one academic year of instruction to meet Title 10 requirements. Each academic course must consist of an AS component, an LE component and a Wellness. Our unit academic program does involve blended courses combining lessons from two or more authorized AFJROTC courses. This serves as a great opportunity for younger cadets to learn from older cadets and for the more experienced cadets to exercise leadership skills they have learned.

AFJROTC OK-942 works very closely with TPS to ensure flexibility to make changes necessary in the course or topic sequencing to enable a course to meet local and state requirements and to teach courses in ways that align with the unique requirements of our students and BTWHS. Air Force Junior ROTC courses must be presented in a manner that is educationally challenging and academically sound. Unit instructors are required to meet all stipulations made by TPS which employs them, provided they fall within the stipulations of the Air Force/School Agreement (MOA).

Like other teachers in our school system, unit instructors work for the district and are evaluated according to their criteria annually. Additionally our unit SASI works directly for our high school Principal. The unit SASI ensures the school AFJROTC program and its compliance standards are maintained. As with other teachers in our school system, unit Instructors work for the TPS and are evaluated according to their criteria annually by either the High School Principal or her designated representative (i.e., Assistant Principal). The Teacher Appraisal calendar for annual assessments and/or observations is set by her and we are given 2-week notice of observation/evaluation. All school teacher evaluations will focus on 21st Century Teaching & Learning techniques & methods and will be accomplished on-line using the TLE rubric. In short, **the unit SASI and the unit ASI must ensure our unit AFJROTC program is compliant with the Air Force standards** found in the Air Force/School Agreement (MOA), further more - the unit Instructors must meet Air Force standards for fitness & professionalism and must meet Booker T. Washington High School and TLE standards for teacher performance. Per Title 10, our unit Instructors are certified by HQ AFJROTC and are in-residence graduates of our HQ AFJROTC approved Air Force JROTC Instructor Certification Course (JICC). The unit SASI graduated from JICC in July 2015 (at Maxwell AFB) and the ASI graduated from his second attendance at JICC in July 2015 as well. Attendance at in-residence JICC is a condition of employment and failure to attend JICC (without a HQ waiver) can result in removal from AFJROTC instructor status. Virtual (on-line) JICC or VJICC is also available for professional development credit and is now a prerequisite for attending JICC in-residence. Both the SASI and ASI completed VJICC in the summer of 2015.

Curriculum guidance, per the Air Force/School Agreement (MOA), allows only AFJROTC curriculum provided by the Air Force to be taught at Booker T. Washington High School. Our unit program is a four year program providing a minimum of 120 contact hours annually. The Air Force provides turn-key support for our unit technology, textbooks and lesson plans. Our unit teaches only Air Force provided curriculum. AFJROTC courses are coded in the school catalog 2015-2016 school year. The course catalog description clearly indicates that the course is offered by the AFJROTC department and is for AFJROTC cadets only. Unit instructors will only teach AFJROTC course objectives and use only AFJROTC curriculum materials (AFJROTC provided textbook and workbooks). However, unit instructors can use other non-Air Force study material as supporting materials as long as these materials help the unit instructor accomplish course goals and objectives and are not used during more than 10% of the allocated contact time. Using non-Air Force support materials fall under the category of personalizing your weekly lesson plans, which all unit instructors are highly encouraged to do so. All unit academic training will be conducted by

authorized and certified AFJROTC instructors. AFJROTC course descriptions are found in our school/TPS course catalog. Our AFJROTC 21st Century teaching and learning utilizes a learner-centered approach to engage students while preparing them to live and work in a global society. 21st Century skills include, discovery learning, inquiry learning, cooperate learning, games, role-playing, simulation, hands-on labs, and traditional lecture formats.

Air Force Junior ROTC was awarded continuing accreditation with the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) on 2 February 2011 by the AdvancED Accreditation Commission. AdvancED is the parent organization of SACS CASI. The AdvancED Accreditation Commission is a national panel that reviews and takes action on all SACS CASI accreditation recommendations. AFJROTC was first awarded accreditation by the Commission on International and Trans-Regional Accreditation (CITA) Board of Directors on 29 November 2005; they have maintained continuous accreditation since then. To achieve accreditation, AFJROTC has undergone and successfully completed rigorous self-studies and site evaluations conducted by the CITA and AdvancED teams of experienced educators. Our next SACS CASI accreditation is scheduled for December 2015, reaccreditation in the early 2016 timeframe. See pages 3-5 of the Curriculum Guide for more information.

The Holm Center Curriculum Directorate provides the materials needed to teach all AFJROTC courses—textbooks, instructor guides, PowerPoint slide presentations and student-centered learning methods/materials, support videos, and the Classroom Performance System (CPS). Holm Center-provided textbooks are to be used for AFJROTC classes via an issue and return policy, e.g. textbooks are to be collected from cadets at the end of each credit period for reissue. All Aerospace Science and Leadership Education courses contain textbooks with accompanying instructor guides and CDs. AFJROTC curriculum is written at the 8th – 12th grade reading level. Student workbooks are considered expendable items and do not have to be collected at the end of a credit period. Electronic workbook files are found on the instructor guide CD-ROMs. The instructor guides give lesson objectives, samples of behavior, chapter and lesson overviews, teaching strategies, attention steps, lesson plans, activities, and answers to exercises found in the textbooks and student workbooks. Support materials from Civil Air Patrol (CAP) are considered as supplemental material that may be used in the classroom. To reinforce what is learned in the classroom, cadets participate in many outside activities such as field trips to military bases, aerospace facilities and industries, museums, and civilian airports. Cadets will also participate in parades, summer leadership training, drill team competitions, cadet or military balls & cadet Dining-Ins, honorary academic groups, competitive academic teams, competitive TARC rocketry, incentive /orientation flights, & community service activities.

AFJROTC is a four-year program for Booker T. Washington High School students. We are the only Air Force associated JROTC program in the district. Our unit program is available ninth through twelfth grades. The curriculum includes Aerospace Science (AS), Leadership Education (LE) and Wellness. All students will be given credit towards graduation for successful completion of the AFJROTC program per our current Air Force/School Agreement MOA (Figure 9.1). AFJROTC OK-942 has the option to determine which aerospace science and leadership courses are to be offer to our first, second, third and fourth year cadets.

Our unit offers a stand-alone Leadership course in addition to JROTC classes as a 7th hour option as part of our Leadership Education component. If your student is interested in a leadership only course please have them speak to the SASI or ASI about this option. The student **MUST** have completed at least one year of JROTC in order to enroll in 7th hour leadership. They must also be concurrently enrolled in an academic JROTC class simultaneously with 7th hour leadership class. Enrollment requires prior SASI approval. See course description summary online for more information. Leadership I, II, III and IV are offered as electives.

Unit Instructor Authority & Certification is derived from U.S. Code Title 10 - “The Secretary of each military department shall establish and maintain a Junior Reserve Officers’ Training Corps”, and Title 10 also allows - “The Secretary of the Air Force may authorize qualified institutions to employ retired officers and noncommissioned officers, whose qualifications are approved by the Secretary of the Air Force and the institution concerned”. DODI 1205.13 – “**AFJROTC instructors shall be certified by the Air Force to teach, upon completion of our Air Force “Junior Instructor Certification Course” (a Title 10 requirement).** This training is performed at Maxwell AFB in the summer-time. JICC is a 2 week course and will be completed in-residence. Also a Virtual JICC course is now required to be taken on-line prior to the SASI/ASI attending JICC in-residence. AFJROTC Instructor Certification is valid indefinitely (i.e., as long as the unit instructor performance is satisfactory).

Our Cadet Guide is used in conjunction with the unit’s Seven Year Curriculum Plan. Our unit Curriculum Plan involves a 7-year academic/curriculum plan of action. It is written and revised annually during the summer by the unit SASI and ASI. Our unit plan describes courses to be taught in the school year. This plan, when paired with the annual course syllabus, includes academic resources used, unit grading policy and the course descriptions. **Our 7-Year Curriculum plan ensures a cadet does not take the same course twice per existing HQ AFJROTC policy.**

The success of the AFJROTC program lies in its progressive and academically sound curriculum and the numerous co-curricular activities AFJROTC offers students. Our AFJROTC program is a 4-year program offered only to Booker T. Washington High School students in grades 9-12. Curriculum includes Aerospace Science (AS) and Leadership Education (LE), Drill and Wellness components. All students are granted academic credit applicable toward graduation requirements for the successful completion of AFJROTC courses provided by the Air Force equivalent to credit given for other academic courses per the Air Force School Agreement. AFJROTC OK-942 has the option to determine which aerospace science and leadership courses to offer cadets as long as the curriculum does not repeat. The aerospace science options to select from are: **AS 100: A Journey Into Aviation History**; **AS 200: The Science of Flight: A Gateway to New Horizons**; **AS 220: Cultural Studies: An Introduction to Global Awareness**; **AS 300: Exploring Space: The High Frontier**; **AS 400: Management of the Cadet Corps**; **AS 410: Survival: Survive • Return**. The leadership education options are: **LE-100, Citizenship, Character and Air Force Tradition**; **LE-200, Communication, Awareness, and Leadership**; **LE-300, Life Skills and Career Opportunities**; and **LE-400, Principles of Management**. Normally the cadet academic schedule will follow Fall and Spring 40/40/20 instruction plan created by the instructors. **AFJROTC Uniform wear is on Thursday** to correspond with leadership and drill class, and appropriate **PE attire on Tuesday/Wednesday** but only when indicated by the 40/40/20 instructional plan. Our unit Cadet Wellness Program may follow the provided HQ AFJROTC developed physical exercise program - selected health/wellness curricula from Wellness Supplemental material is also utilized, and the cadets have a vote in their exercises and games.

2.4.2. Our unit curriculum opportunities include: Academic studies; Character education; Life skills education; Leadership opportunities; Team-building experiences, academic teams, Intramural sports competition, Field trips, APT, community service projects, school projects, Rocket Club, Cyber Patriot, Kitty Hawk Air Society, and superintendent's pass-in review. Additionally the AFJROTC Program provides logistical, educational program, information management, information/education technology, and training support to the world's largest aerospace science and education program. Our unit AFJROTC program collects data on student performance and demographics as well as provides logistics, supply, and facilities support and guidance regarding procurement, storing, and inventory of supplies and equipment, AF uniforms, and practice inert rifles for the JROTC Program.

2.4.3. AFJROTC curriculum integrates social science and STEM course material through their application to our aerospace subject material. Forty percent of the AFJROTC program is comprised of aerospace science subjects and the careers opportunities it provides. Approximately 40 percent of the program is devoted to practical application of leadership. The primary responsibility for the AFJROTC unit rests with the school Principal and the unit instructors. The Air Force ensures that the requirements of public law are met and provides guidance concerning effective operation of the unit in accordance with Air Force standards. The Air Force provides uniforms, computers, and curriculum materials. Our unit instructors are approved and qualified to perform duties as Aerospace Science Instructors and are *nationally certified AFJROTC instructors*. **Unit Instructors work for TPS as school teachers (i.e., teachers in uniform). Unit Instructors are not active duty Air Force members.** TPS State Course Code is 2720 for all levels of JROTC. TPS Course Name and Local Course Codes are JROTC I / Leadership I – 37711 & 37811; JROTC II / Leadership II – 37721 & 37821; JROTC III / Leadership III– 37731 & 37831; JROTC IV / Leadership IV – 37741 & 37841. See the course description online for more information.

2.4.4. The AFJROTC curriculum must consist of a **minimum of 120 contact hours**. Thus, the typical high school student will spend 2 clock hours per week studying Aerospace science, 2 clock hours studying leadership education and 1 clock hour studying Wellness hours described below. This culminates in 120-180 contact hours per single year for our blended classes. AS300 and LE100 are being offered this 2017-2018 school year. All courses offered are:

Academic Studies		Leadership Studies		Wellness		Total Min Hours
<i>Aerospace Science</i>	Hours	<i>Leadership Education</i>	Hours	PE/Team Sports, PFE, Benchmarks	Hours	
A Journey into Aviation History AS-100	48	Citizenship, Character, Air Force Tradition LE-100	48		24	120

The Science of Flight: Gateway to New Horizons AS-200	48	Communication, Awareness, and Leadership LE-200	48		24	120
Exploring Space: The High Frontier AS-300	48	Life Skills and Career Opportunities LE-300	48		24	120
Management of the Cadet Corps & Survival: Survive & Return & Cultural Studies & Cultural Studies: Intro to Global Awareness AS-400, AS-410 & AS-220	48	Principles of Management LE-400	48		24	120

2.4.5. OK-942 4-YEAR CURRICULUM PLAN: The 7-year plan denotes historic courses taught and is available from the SASI. Our 4-year curriculum plan below denotes the current academic year and beyond (note chapters/units for some classes if listed). It ensures a cadet only takes a course, with the same material being taught, one time. **Cadets are not allowed to take the same course twice.**

Cadet Year	2016/2017	2017/2018	2018/2019	2019/2020
AS Aerospace Science	AS-100	AS-300	AS-220 (C1-3)	AS-220 (C4-6)
LE Leadership Education	LE-400	LE-100	LE-200	LE-300
W Wellness (Health//Phys Ed)	Wellness	Wellness	Wellness	Wellness

SASI Notes:

1. One Wellness - Physical Education training session IAW matrix, to provide a 40/40/20 mix (2 days - Aerospace Science (AS), 2 days - Leadership Education (LE) and 1 day Wellness – Physical Education (PE) as prescribed.
2. AFJROTC textbooks and curriculum are provided for all courses. Cadet notebooks/supplies are not provided. Each cadet will be provided a blue folder in the classroom in order to keep assignments and worksheets organized.
3. Only AFJROTC materials are used with <10% outside supporting materials. Our supporting material is authorized and includes JROTC provided material, related outside videos, news articles, exercises and games.
4. All ROTC Wellness classes include Wellness Program Supplemental Lesson Plans in the Wellness binder.
5. All unit Drill Training (on Thursdays) is taken from AFM 36-2203.

2.4.6 Co-Curricular Activities are an important part of AFJROTC. They serve to augment AFJROTC classroom and Leadership Education requirements. Our unit cadets can participate in summer leadership training, in-house Cadre training, APT, drill meets, Color Guard, cadet military ball, model rocketry club, Academic & Cyber Teams, as well as CIA/Field Trips. Career-minded high school students will learn about jobs in the aerospace industry and the Air Force that will open important opportunities for the future.

Figure 2.1 Co-curricular Teams offered in 2017-2018

1. Unarmed Regulation Drill Team – utilizes a prescribed drill step routine and competes while marching
2. Armed Regulation Drill Team – utilizes a replica rifle in a precise and prescribed routine for competition
3. Unarmed Exhibition Drill Team – utilizing a choreographed routine to compete – aka STOMP
4. Armed Exhibition Drill Team – utilizing a replica rifle to exhibit a routine and compete regularly
5. Varsity Color Guard – community involvement and service hours while presenting our nations colors
6. Junior Varsity Color Guard – both varsity & JV teams also compete at several drill competitions each year
7. Awareness Presentation Team (APT) – community and school JROTC awareness, preventative mentoring
8. Flying Hornets Rocket Club (FHRC) – design, build, test and launch 2 model rockets per cadet/semester
9. Hornet Academic & Cyber Competition Team (HACCT) – Cyber and STEM based competition all year
10. PT Team (PT TEAM) – physical fitness oriented training and school support of home field sporting events
11. Air Force STEM Club (AFSC) – Science & engineering exploration through aviation related study (drones)
12. Air Force A Cappella Crew (AFAC) – Our very own Air Force competitive singing group
13. Kitty Hawk Air Society (KHAS) – an academic honor society for high academic achieving cadets

2.4.7. Extra-Curricular activities include functions and programs-outside of the co-curricular team in figure 2.1. These take place outside the classroom, cadets can plan, and serve to augment our AFJROTC classroom academic requirements. All of our extra-curricular activities are designed to acquaint all our cadets with the importance working together as a team, serving the community, as well as increase the cadet's knowledge of aerospace science and motivate them to attain an even greater knowledge of the STEM subject areas relating to aerospace. Cadet Cadre will plan interesting and fun activities that high school cadets can employ hands-on interest in our program as well as further develop aerospace and STEM skills that might inspire them in aerospace science and careers in the aerospace industry. All our extra-curriculum activities involve some level of collaborative effort with all our school departments. The sky is the limit!

2.4.8. Considering Military Service or ROTC/Military Academy. High school students who successfully complete at least three or four years in the AFJROTC program may be able to enter the military at a higher pay grade than most enlistees. AFJROTC cadets will be better prepared to work in an expanding technological world – in the Air Force. College bound students can compete for an Air Force Academy nomination or an Air Force ROTC scholarship through their Air Force Junior ROTC unit. They may also receive credit for the first year of an Air Force ROTC four-year college program--- plus, free uniforms, insignia and ROTC textbooks. However, there is no obligation to enter any branch of the Armed Forces after participating in AFJROTC.

2.4.9. Academic cheating or other unauthorized conduct during any testing is in direct violation of the Cadet Honor Code. A cadet taking any unit test or quiz will not copy or intentionally remove any knowledge test or quiz questions or the test or quiz itself; give another cadet or receive from another cadet, any part or copy of the applicable test or quiz; give assistance on, or receive assistance on, a knowledge test or quiz material (either the questions or the answers or the test code) during the allocated time the test or quiz is given; take any part of the knowledge test or quiz on behalf of another cadet; use any study material or study aid during the test or quiz unless specifically authorized to do so by the instructor. This paragraph applies to any cadet assignment (such as term papers, expanded essays, Wellness reports, PowerPoint briefings, Cadet Folder, or any AFJROTC assignment). Cadets will never intentionally use or steal anyone else's work as their own. This applies to open as well as close book examinations, quizzes, written or oral assignments. A cadet, who intentionally causes, assists, participates in any prohibited act mention above will be turned over to the Cadet Honor Council or in lieu of being turn over to the Honor Council, the cadet in question can elect to be dealt with one-on-one with the unit SASI.

2.4.10. Community Service Projects. In an effort to produce well-informed and helpful citizens, AFJROTC encourages its cadets to get involved in their local communities. This is one of the most interesting and fun aspects of the AFJROTC experience. The number, type and size of cadet community projects are limited only by their imagination. Our unit performs as a team as they coordinate events. All cadets volunteer their time to support local service events. This year our unit has set a goal to volunteer over **1100 hours of community service time**. **Our unit volunteer goal is 11 hours per cadet this AY. JROTC CS hours may be used for the BTW student CS requirement. Hours completed for BTW, but not identifying as a JROTC cadet while they complete the service, may not be logged for JROTC hours.**

2.4.11. Helping Fellow Cadets and Students – Role Modeling.

2.4.11.1. Drug Abuse Prevention. The unit Awareness Presentation Team (APT) is a program designed to provide cadets as positive role models for elementary, intermediate and junior high students. Cadets visit younger students at Tulsa Elementary School, Intermediate School and Junior High School and present talks and drill team demos in

an effort to deter drug use and abuse as well as act as AFJROTC recruiters for rising 9th graders from Tulsa Middle Schools such as KIPP, Thoreau and Carver. Our APT programs make several presentations at all TPS schools to hundreds of students annually. The Awareness Presentation Team Badge is awarded for active participation on our APT.

2.4.11.2. Suicide Prevention – What We Can do. Suicide Prevention is a critical topic. Over 30,000 Americans die every year from suicide. Suicide is the third leading cause of death among individuals 15-25 years old. Suicide and suicidal behavior affect all people – all genders, race, religious orientation or national origins. Many individuals that have contemplated and completed suicide erroneously believe their death will not impact others, but the truth is suicide impacts entire communities. It is estimated that for every suicide there are between six to ten survivors – it often shatters and devastates the lives of family and friends for years to come. Another common misconception about suicide is if people want to kill themselves, there is nothing anyone can do about it. This is not true; suicidal thoughts can be impulsive and early detection by someone else can save lives. Reasons for suicide vary: depression, failed relationships, substance abuse, hopelessness, recent loss of loved ones, financial issues, little prospects in getting out of your miserable living conditions are strong reasons or risk factors to look for. We can promote positive self-esteem, connectedness, resiliency and recognizing everyone around us. Friends and cadet “wingmen” can play a vital role in preventing suicides. If someone in your flight mentions they are thinking about committing suicide, **never keep this information a secret** from your unit instructors, other teachers, our school nurse, our counselors or school administrators. This will enable a professional to expedite the resources (in-fact this is a medical emergency), assist the individual involved with suicidal behavior. As cadets, we live and breathe the “wingman” concept. Look out for one another at all times. Talk and listen to one another, get to know your fellow cadets, celebrate each other’s accomplishments, and by caring and encouraging one another. Awareness and the need to help are the keys to suicide prevention. If you are in a position to help, do not assume your presence is unwanted or intrusive. Your “wingman” (fellow cadet) needs your help, so stay vigilant - ask, care and escort your wingman to safety.

2.4.12. Air Force ROTC Scholarships and Other Air Force Benefits. AFJROTC cadets who choose to continue their post-secondary education may receive special consideration for Air Force Reserve Officer Training Corps (AFROTC) college scholarships. Many of these college scholarships will pay for two, three or even four years of tuition, books and fees at numerous universities and colleges and allow cadets to pursue studies in various technical and non-technical majors. In school year 2014-2015, 142 out of 200 (a 70% selection rate) of qualified AFJROTC cadets received AFROTC scholarships during their College Scholarship program selection board process. The overall select rate for all AFJROTC and non-AFJROTC applicants was 20%. To be eligible for an Air Force ROTC scholarship there are specific temporal, physical and academic requirements you need to be aware of. Explore with Air Force ROTC, to find out the requirements and deadlines that may apply to you. Remember, you can always contact the unit SASI or ASI, if you have any questions about the Air Force ROTC application process. To apply for an Air Force ROTC scholarship, you must have your application submitted online by midnight December 1, 2016. Oklahoma and area state colleges that offer AFROTC on their main campuses are the University of Oklahoma, Oklahoma State University, Oklahoma State University Tulsa via cross town agreement, Tulsa University via cross town agreement, University of Texas at Austin, University of Texas at San Antonio, University of North Texas, Texas State University, Texas Christian University and Angelo State University. Qualified AFJROTC cadets may compete for Air Force ROTC College Scholarships. Qualified AFJROTC cadets are also eligible for direct application to the U.S. military academies under a program specifically reserved for AFJROTC cadets. If students choose to enter military service immediately after graduating, those completing 4 years of the AFJROTC program are entitled to enlist at higher pay grades than normal enlistees. Cadets with at least 3 years of AFJROTC may receive credit for one semester or one year of college Air Force ROTC. Successful completion of JROTC can significantly enhance a cadet’s application for a service academy.

2.5. Academic Expectations and Your Future. The centerpiece of our unit blocks of instruction is the vision of what cadets should know and be able to do as a result of their AFJROTC experience. Every aspect of our instruction is designed to promote cadet attainment of these goals and to measure our progress in helping to do so. Key assumptions underlying our unit academic expectations are **all cadets are capable of learning** and all cadets will be **focused and engaged** in all their AFJROTC courses. All OK-942 cadets are expected to achieve the goals and academic expectations by maintaining a C (75%) average in all AFJROTC course work & all other core content and elective classes. Academic excellence also involves unit Instructors tracking on a daily basis the missing assignments roster as well as the TRAICE roster. Excessive missing assignments in any course work and/or excessive time in TRAICE for any reason will adversely impact the cadet’s grade, promotion opportunities, field trip attendance, program opportunities and awards. Our AFJROTC program begins with excellence in instruction and it becomes clear that cadet training is not merely a part of AFJROTC; it is integral to our entire AFJROTC program. Cadets are always being trained and evaluated during their stay in AFJROTC, regardless of their specific level of training. The unit SASI and ASI affect the culture of our AFJROTC program. Both unit instructors make the first of

many impressions on the cadets. Academic experts make the point that our cadets will fly the way we do, for good or bad. AFJROTC instructor behavior is always on display and emulated by our cadets. Instructor responsibility is to provide them with factual information and fundamental descriptions of what they will be doing, how much it will cost and the opportunities available. Both unit instructors will remain positive, as well as critical and honest. Our successful AFJROTC program is based on the principle of Educate & Inspire – outreach and connection with every cadet.

2.5.1. Academic success in the classroom is given the highest priority by unit Instructors and will be a key factor in determining and selecting cadets for promotions, job assignments, field trips, selection to CLCs and awards.

Academic excellence is highly emphasized and rewarded through our unit awards program. We have a merit based rewards program.

2.5.2. OK-942 Academic Challenges. Our unit instructors pass on two academic traits that are critical – **knowledge and results** shown in the cadet’s progress throughout our school year. The academic goal is always the same – to further the cadets’ learning in a unique, assessable, positive and fun ways. Our unit instructors are passionate about their ability to impact our cadets’ lives in a positive and meaningful way. AFJROTC curriculum, through our unit instructors, should pass on the 21st Century way of instruction – interactive, creative, inspiring- that will help all cadets to pass their JROTC classes as well as ensuring our cadets can master or successfully navigate across our broad high school curriculum. All AFJROTC instructors have a vast experience foundation in the real world.

Learning should be fun and interesting as well as challenging & rigorous. In simple terms, aerospace science, leadership education, and wellness is one giant puzzle, but sit back and enjoy the process – it should be a smooth flight as you learn the knowledge required to pass any test with excellent results. Our JROTC classes should enable or at least assist the cadet in passing his/her academic classes and to perform well on all applicable EOC/ state mandated tests. Our Junior/Senior cadets doing well on their college PSAT/SAT/ACT tests is a priority. We highly recommend a preparation course and diligent study for these exams. A few dollars spent on preparation now could lead to a completely different outcome and potentially higher earnings and a more distinguished university acceptance letter in the mail. Study for these tests just as you would any other exam!

2.6. Cadet Leadership Camp (CLC) aka “Summer Camp”. This is a one week Summer **Cadet Leadership Course (CLC)** held at Howard Payne University in Brownwood, Texas. It is usually during one of the first two weeks of June. Cadets depart on Sunday or Monday morning and return Friday or Saturday evening. Freshmen or first year cadets (regardless of grade level) may attend CLC. Upon completion of 2 JROTC years, the cadet may attend CSLC (Cadet Staff Leadership Course) at the same location and at the same time as CLC. The courses teach team building and instill self-confidence. About 425 cadets attend this CLC/CSLC annually. The overall cost for the week is \$400. The Air Force pays \$250 and the cadet is responsible for \$150. This is a great value for a week long summer program. Our CLC/CSLC program is optional and requires a competitive selection process through the unit SASI and our school Principal. Cadets may be able to earn elective credit for attending and successfully completing this course in-residence. CLC/CSLC teaches AFJROTC cadets aspects of citizenship and leadership in a highly structured and focused instructional environment. Our CLC/CSLC mission is to develop cadets for leadership roles in our unit Corps of Cadets, our high school and in our local Tulsa community. As such, the activities during CLC/CSLC should stress the following: team building, leadership, and respect for authority, responsible citizenship, personal character, academic achievement, and health as well as community service. Partial and full CLC/CSLC Scholarships may be available upon parental request to the SASI via email at schwiru@tulsaschools.org. The Air Force will pay partial tuition if given proper notice and intent by the cadet. Intent/permission slips will be sent home at the appropriate time for students to make the decision with their parents. Upon successful completion and in recognition of their 108 hour CLC course, these deserving cadets will receive a Certificate of Completion from AFJROTC headquarters and earn one promotion in rank for the following school year.

2.7. Parent-Guardian and Teacher Conferences. The unit SASI and/or ASI will contact parents immediately if they are experiencing or have been informed of any problems with their son or daughter in our course of instruction. Either the SASI or ASI will attend or provide documentation for all school directed parent or parent requested conferences that include students with special needs, who are on an IEP/BIP. Parental involvement is the key to reverse negative trends, and to help AFJROTC instructors realize their nurturing roles of building better citizens and helping cadets prepare for life after Booker T. Washington High School. Parent Teacher conferences can be scheduled before, during or after school. Also, parent-teacher conferences provide an excellent forum to speak about cadets one-on-one over positive trends as well negative trends. Also, parent-teacher forums can discuss your cadet in private during our 7th hour planning period on any day of the week by appointment or any other time as applicable or as required by either the parents or the unit instructors.

Chapter 3

CUSTOMS AND COURTESIES

3.1. Salute. The salute is a traditional greeting between military personnel. The salute is deeply rooted in military history from when warriors raised their right arms to show that no weapon was present, to when knights raised their visors with their right hand as a sign of greeting, and when American soldiers removed their tri-corner hats to greet others and show them respect. Saluting is a way of saying “Hello” while showing respect to officers senior in rank. Sometimes the hand salute is rendered to honor the colors, a mark of respect for our country. The way cadets execute a salute is important. A smart salute indicates pride in self and corps. A sloppy, lackadaisical salute indicates lack of confidence and pride. Cadets should develop the habit of carrying books or other objects with the left hand to free the right hand for saluting.

3.1.1. When wearing the uniform outside, and not under cover (any type of roof), cadets should salute:

3.1.1.1. The President.

3.1.1.2. All commissioned and warrant officers of United States military services and friendly foreign nations.

3.1.1.3. AFJROTC instructors. Salute, in or out of uniform, whenever you are required to report to the unit SASI in his AFJROTC office.

3.1.1.4. Cadet officers, senior in grade, when in uniform and off campus. Note: Enlisted cadets are not required to salute other enlisted cadets.

3.1.1.5. Do not salute while running on the track. If you are running, as in late to class, first come to a walk, salute the senior ranking officer, and continue running, if necessary. If you are joining a formation, approach the cadet in charge when the formation is at a halt, salute and request permission to fall in.

3.1.1.6. When you are in uniform and outdoors, salute all military officers in uniform.

3.1.1.7. Except for formal reporting or other special occasions, you are not required to salute indoors.

3.1.2. The unit SASI has designated all areas on campus as “NO HAT/NO SALUTE” areas. Therefore, anytime a cadet(s) are outside, salutes are not to be rendered.

3.1.3. Cadets will not render hand salutes indoors EXCEPT when formally reporting to an AFJROTC instructor, during uniform inspection, or opening and closing class.

3.1.4. Hand salute is done in the following two counts:

3.1.4.1. COUNT 1. Raise the right hand smartly and directly to the forehead, while at the same time extending and joining fingers. Keep the palm flat, forming a straight line between the fingertips and the elbow. As the hand gets close to the face, tilt the palm slightly toward the face and hold the upper arm horizontal, slightly forward of the body, and parallel to the ground. Finally touch the tip of the middle finger of the right hand to the outside corner of the right eyebrow or to the front right corner of glasses.

3.1.4.2. COUNT 2. After the individual returns the salute, bring your arm smoothly and smartly downward retracing the path used to raise the right hand and arm.

3.1.5. Rendering Salutes or Guidance on Saluting based or dictated by the situation.

3.1.5.1. When outdoors and in uniform, all cadets must render the military hand salute to officers (with the right hand), with the junior member saluting first.

3.1.5.2. To salute, the cadet must be either standing or marching at attention. Turn your head and eyes towards the officer, salute and extend a verbal greeting (“Good morning, sir or Good afternoon, sir). You are not required to stop to salute if passing an officer. Ensure you begin the salute in time for the officer to return the salute before passing.

3.1.5.3. If outdoors in an informal group, with no one in charge, the first person/cadet to see the officer approach calls the group to attention and all members of the group salute. If part of a formal group, usually in formation, the person/cadet in charge calls them to attention (if not at attention) and salutes for all members of the formal group/formation.

3.1.5.4. When on work details, the cadet in charge will salute for all members of that working group, while all others continue to work. If working as part of a detail or working group and the officer addresses you personally, come to attention and salute, at both the beginning and end of the conversation.

3.1.5.5. Exceptions to Saluting: However, exercise good judgment when confronted with these situational exceptions. If the cadet's arms are full, simply extend a verbal greeting. However, always try to keep things in your left hand if possible, so the cadet can salute. If the officer's hands are full, and the cadet's hands are not full, the cadet extends a verbal greeting and salute. Once the officer acknowledges your salute, drop your salute. Do not salute indoors, except during formal reporting and during special ceremonies. Salutes are not required if either person is in civilian attire.

3.2. United States and National Flags.

3.2.1. Display. Normally, unless illuminated, the US flag will only be flown from sunrise to sunset. When the flag is displayed at half-mast, it is first hoisted to the top of the staff and then lowered to the half-staff position. When lowering it, it is first raised to the top of the staff and then lowered. At no time will the flag be allowed to touch the ground and after being completely detached from the halyards, the flag is folded properly into the shape of a triangle. When it is flown with a foreign flag, it will be the same size and the flags' flagpoles or flagstaves will be of equal height. When the flag is displayed horizontally or vertically against a wall, the union will be uppermost and to the observer's left, flag's right. Generally the flag will be displayed flat or hanging free. The flag will be placed in the position of honor, to the right of a speaker, when displayed on a platform, in a hall, on a stage, or on the same level as the audience. When a number of flags are displayed from staffs in a row, the United States flag will be on right of the line, to the left of an observer facing the display. If no foreign flags are involved, the United States flag may be placed at the center of the line provided it is displayed at a higher level. When used on a rostrum, it will be displayed above and behind the speaker's rostrum. When bunting is used, since the flag will never be draped over the rostrum, the colors will be arranged blue on top, white in the middle, and red below. No lettering or object of any kind will be placed on the flag, no flag or pennant flown above the flag, and the flag will not be dipped. In a procession with another flag or flags, the United States will be either on the marching right, the flag's own right, or if there is a line of other flags, in front of the center of the line. It will never be carried flat or horizontally but always aloft and free. The correct way to carry a staffed flag is to hold the staff with one or both hands in front and centered on the body with the base of the staff resting against the body and the staff sloping upward and forward at an angle of about 30 degrees from the body.

3.2.1.2. Saluting the U.S. Flag. When outdoors and in uniform, the U.S. Flag passes by, stand at attention, salute six paces before the flag reaches you and hold your salute until the flag is six paces past you. When in civilian clothes, stand at attention and place your right hand over your heart. A male cadet wearing a hat in civilian clothes will remove his hat and hold it in his right hand over his heart. Female cadets do not have to remove their hats. Flags on stationary flagstaves are only saluted during Reveille (rising flags) or Retreats (lowering the flags) or on special occasions/ceremonies. The unit instructors will announce beforehand of these special occasions/ceremonies.

3.2.1.3. Saluting at Reveille or Retreat. When outdoors and in uniform, when you hear the sounding of reveille or retreat, face the flag if visible, or face the music and stand at Parade Rest. Following these songs you will either hear the National Anthem or To The Colors. On the first note of these songs, stand at attention and salute. Drop your salute after the last note of these songs is played.

3.2.2. Customs and Courtesies. The flag and national anthem are symbols of the people, their land, and institutions. Thus, when we salute these symbols, we are saluting the nation. Flags and national anthems of Canada and other friendly nations are shown the same respect as our own. Flag ceremonies occur during parades, reveilles, retreats, and prior to special events. Reveille starts the official day, while retreat signals the end of the official duty day. Most flag ceremonies will be conducted with the playing of the United States national anthem. All cadets will render the following courtesies:

3.2.2.1. When in uniform outdoors and the national anthem or "To the Colors" is played, stand at attention, face the flag (or direction of music), render the military salute, and hold it from the first note of the music until the last note. When in civilian clothes, stand at attention, face the flag (or music), and place the right hand over the heart. A male removes his hat, holds it in his right hand, and places his right hand over the heart. A female places her right hand over her heart but does not remove her hat.

3.2.2.2. When attending any outdoor event and a US or foreign country flag is carried past a cadet in uniform, the cadet should stand at attention, face the path of the flag, render the proper salute six paces before the flag is even with them, and hold the salute until the flag passes six paces beyond them.

3.2.2.3. When ceremonies occur indoors and the national anthem or "To the Colors" is played, face the flag and assume the position of attention. If the flag is not visible, assume the position of attention and face the music. Do not salute unless under arms (carrying a rifle or wearing a side arm).

3.2.2.4. Pledge of Allegiance. In military formations and ceremonies, the Pledge of Allegiance shall not be recited. When in uniform outdoors at protocol functions, social, and sporting events, which include civilian participants, **cadets should stand at attention**, remain silent, face the flag, and render the hand salute. When in uniform indoors

cadets will stand at attention, face the flag, not render the hand salute, and recite the pledge with your fellow cadets. In civilian clothes, cadets will stand at attention, remove any headgear, place hand on heart and recite the pledge.

3.3. Cadet Etiquette. Proper etiquette is “the customary rules of conduct or behavior in polite society”. Our civilized society operates smoother and is more pleasant to live, go to school and work in when all members practice proper etiquette and good manners. The axiom, “Treat Others as You Want to Be Treated”, is a good one to live by and is the desired behavior of all cadets. Cadets should:

3.3.1. Say “Please”, “Thank You”, “I am Sorry” and “Please excuse me”. Extend courtesies to everyone whether enlisted, officer, or civilian.

3.3.3. Use “Mr., Ms., or Mrs.” and last name when addressing civilians and “Military Rank” and last name when addressing military personnel. Use “Yes Sir/Ma’am” or “No Sir/Ma’am” when addressing AFJROTC instructors, military service members, school officials, teachers, visitors and senior officer cadets at all times.

3.3.4. Not keep people waiting. “To be early is to be on time. To be on time is to be late. To be late is unacceptable”

3.3.5. No gossip; minimal to no drama.

3.3.6. Use proper telephone etiquette. When answering any OK-942 office telephone, always answer by saying “Air Force JROTC, Cadet Last Name, may I help you?”

3.4. Position of Honor. This military courtesy began centuries ago, when warriors fought with swords. Since they were primarily right handed, the sword was carried in the right hand. The left side became a defensive position since the shield was normally carried with left hand/arm. Since units were proud of their fighting ability, the right side (sword bearing side) or right of the battle line became the position of honor, assumed by great warriors and leaders. Thus, a cadet should, while in uniform, walk or sit on the LEFT side of an AFJROTC instructor, military service member, or senior cadet officer who assumes the position of honor on the RIGHT.

3.5. Breach in Custom (Salutes) and Courtesies. All cadet officers, cadet NCOs and supervising Airmen should correct saluting violations as well as all other violations by cadets junior to them in a courteous and helpful manner. You are expected to accept these corrections in the same spirit given.

3.6. When are Flags Flown at Half Mast or Half Staff - American Flag/Oklahoma State Flag – on these four days. **Peace Officers Memorial Day, May 15th** (sunrise to sunset); **Memorial Day, May 30th** (sunrise to noon); **Patriot Day, September 11th** (sunrise to sunset) and **Pearl Harbor Remembrance Day, December 7th** (sunrise to sunset). Formal retreats and/or formal reveilles will be accomplished on selected days at the discretion of the unit SASI, Cadet Cadre, TPS or school administrators. Reveilles are formal morning activities and Retreats are formal afternoon activities.

3.7. Calling the Classroom to Attention. Unit policy to call the class to attention when any of the following enter or depart the classroom – any colonel or higher in uniform, Medal of Honor winner, BTW school principal, TPS superintendent, assistant superintendents, TPS Board of Trustees members or visiting HQ AFJROTC inspectors – ***unless briefed otherwise by the SASI***. When an actual military officer enters the room, the first person to see the officer calls the room to attention unless there is an officer of equal or higher rank already in the room. Upon the officer’s departure, call the room to attention, unless an officer of equal or higher rank remains in the room. If alone, just stand up at attention.

3.8. Prisoner of War (POW) and Missing in Action (MIA). “The most basic principle of personal honor in our armed forces is never willingly leaving a fellow serviceman behind.” The black granite walls on the Mall in Washington are inscribed with the names of those who died in an effort to save their comrades in arms. That bond of loyalty and obligation which spurred so many soldiers & airmen to sacrifice themselves is mirrored by the obligation owed to every soldier & airmen by our nation, in whose name those sacrifices were made. Amidst the uncertainties of war, every soldier and airmen is entitled to one certainty--that they will not be forgotten. The Senate Select Committee on POW/MIA affairs was created to ensure that our nation meets its obligation to the missing and to the families of those listed as unaccounted for from the war in Southeast Asia and from prior conflicts. This obligation has extended to our current conflicts in Afghanistan, Iraq, and endeavors associated in our Country’s war on terrorism. That obligation cannot fully be paid with sympathy, monuments, medals, benefits, or flags. It is all our obligation--a solemn duty that can be met only with the best and most complete answers that are within our power to provide. AFJROTC OK-942 will remember these gallant great Americans during special ceremonies as well as on *Veterans Day* (11 November). Our “*Pass and Review*” parade in May honors all veterans, (to include our POWs/MIAs) with a special salute to a famous air battle (*Schweinfurt Air Battle*) in memory & in honor of all those who served in all our wars/conflicts as soldiers, sailors, mud Marines and merchant marines, coast guardsmen and airmen as well as Guardsmen & Reservists.

Chapter 4

PERSONNEL

SECTION A—CADET GRADES

4.1. Cadet Grade (Rank). *All references to cadet rank will have the prefix “Cadet” as part of the cadet rank and be written as “C/rank”.* Standardized AFJROTC insignia (Figure 4.1) are worn on the cadet uniform and represent cadet grade. Cadets must also know and recognize active military service grades. Cadets will also begin to be familiar with our Army, Navy, Marines and Coast Guard ranks while in this program. There are two cadet grades - permanent grade & temporary grade.

4.1.1. Permanent Grade. This grade is commensurate with the number of years (each JROTC course level) of successful AFJROTC completion and will be awarded at the end of the semester or the school year, provided satisfactory progress has been made. Retention of the permanent grade is contingent upon satisfactory performance and behavior as determined by the unit SASI. Permanent officer status could be awarded to cadets holding officer positions for at least a full semester grading period. **Permanent grade for the first year is Cadet Airman (C/Amn), second year Cadet Senior Airman (C/SrA), third year cadet 2nd Lieutenant (C/2Lt), and fourth year Cadet First Lieutenant (C/1Lt).** All cadets with passing grades in all classes, and a GPA of 3.0 or higher for officers and 2.5 or higher for enlisted, may meet the promotion board to potentially earn a higher permanent grade.

4.1.2. Temporary Grade. Cadet special orders will award a cadet a temporary grade based on a specific UMD position and on their cadet job performance in that specific job or position. Since the grade is temporary, it will not necessarily be carried over from year to year; performance determines achievement and retention. Carryover of temporary grade from one school year to the next school year is a joint effort of the Cadet Evaluation Board and the unit SASI. Temporary grade patterns are intended to serve as an administrative vehicle for rotation of responsibility and to avoid imbalances in our grade structure. Cadets serving in a temporary grade could revert to their permanent grade upon completion of their assigned duties (like flight commander or flight sergeant). At the discretion of the unit SASI, cadets in their final semester of AFJROTC duty may retain the highest rank to which they have been promoted (either temporary or permanent), regardless of course level by staff assessment. Officer grades are achieved by junior and senior cadets. Company grades are for basic active cadets and Field Grades are for fully active cadets, primarily in leadership positions. The unit SASI determines if officer grades will be awarded and retained by closely scrutinizing a cadet’s entire academic record, conduct & past performance. A cadet wears his/her cadet temporary grade insignia. Cadets will not hold a temporary grade higher than the maximum grade authorized for their job as listed in the Unit Manning Document (UMD). In the case of unit vacancies, the SASI will normally assign the new officer one rank below that listed in the unit UMD, at least for a trial period of about 90 days.

SECTION B—CADET PERSONNEL CLASSIFICATIONS

4.2. AFJROTC Active Cadet. A cadet who meets all eligibility requirements for participation as described in paragraph 1.4. and is currently enrolled and taking the AFJROTC academic program for the applicable term.

4.2.1. AFJROTC Reserve Cadet. A cadet who has completed the entire AFJROTC academic program or who has completed his/her AFJROTC academic course work first semester but still wants to participate in the Corps of Cadets second semester but cannot actively take the required AFJROTC academic course second semester. Reserve cadets are designated in writing (Special Orders) by the unit Personnel Officer and approved by the unit SASI, in coordination with the ASI, as a reserve cadet. Reserve cadets may participate in unit activities and co-curricular teams, and will wear their uniforms. Time in reserve status does not count towards the Certificate of Completion, promotions, or the unit’s headcount. Reserve cadets may retain their uniform and rank for the entire academic year. Based on our blended classes we do not anticipate having any reserve cadets.

4.2.2. AFJROTC Foreign Cadet. A cadet who does not meet the citizenship or residency requirements for AFJROTC membership, but is permitted to receive AFJROTC instruction under Section 625 of Public Law 104-208 (i.e., F-1 visa entrant). Upon meeting the provisions outlined in AFJROTCI 36-2001, Foreign cadets can fully participate in our unit Program but are required to meet all course and program standards. These visiting international exchange students may participate with written approval from their country’s government.

4.2.3. AFJROTC Graduate. A student/cadet who has successfully completed AFJROTC Academic Program as prescribed by public law and Air Force instruction and has been awarded a Certificate of Completion.

SECTION C – CADET OFFICER AND NCO AUTHORITY & LIMITATIONS:

4.3. Cadet Officers and noncommissioned officers are authorized to take charge of and direct subordinate cadets in the performance of AFJROTC Leadership Training. They will judiciously enforce military standards at all times

but will never demean, belittle, harass or use obscene language or physical force. Proven abuse of cadet officer or NCO authority will result in immediate termination of the individual concerned. Leadership is encouraged!

4.3.1. Cadets will not attempt to use AFJROTC rank or position in order to obtain personal gain or favor. They will never ask a teacher or administrator for special consideration because of their cadet status. Cadet rank is an AFJROTC leadership training tool. **Cadet rank exists only when taking part in authorized unit activities.**

4.3.2. Hazing is defined as “The practice of directing someone of lesser rank to perform a humiliating action, that entails the surrender of dignity and self-respect, or a hazardous action exposing one to physical injury or bodily harm.” **ANY TYPE OF PHYSICAL OR MENTAL ABUSE AND PUNISHMENT IS STRICTLY PROHIBITED.** The unit SASI will deal appropriately with any cadet who uses their leadership position, seniority, or rank/grade to engage in behavior, physical or verbal, that is demeaning, retaliatory, or dangerous for personal gain. This prohibition includes directing a cadet to do pushups or other physical activities for punishment or directing comments toward a cadet that can be interpreted as threatening, demeaning, or containing prejudicial or sexual comments or overtones.

4.3.3. Harassment is a form of bullying and is the improper or abusive language or conduct, and coercion of lower class cadets for personal gain. Harassment is strictly forbidden. Misuse of authority will never be condoned nor tolerated within our Corps of Cadets.

4.3.4. Bullying Part I. Bullying is harassment and intimidation. Bullying means a gesture, an electronic communication, written, verbal, physical, or sexual act that is reasonably perceived to have effect of harming a student physically or emotionally or damaging a student’s property, or placing a student in reasonable fear of personal harm or property damage or insulting or demeaning a student or group of students causing substantial disruption in, or substantial interference with, the orderly operation of the class, the unit or the school.

Some view it as a part of growing up. Some even say it is no big deal or it is blown out of proportion. The fact is that bullying is becoming a national tragedy. Every year this century, bullying has made national headlines, bullying is now the second leading cause of teenage suicides. A cruel reminder of these tragedies that happen at school, on the school buses, locker rooms and other places in and out of school, each and every day. It is estimated that 160,000 children miss school every day due to fear of attack or intimidation by other students. American schools harbor 2.1 million bullies and 2.7 million victims. 1 in 7 students in Grades K-12 is either a bully or a victim of bullying. 56% of all students have personally witnessed some type of bullying at school. 15% of all school absenteeism is directly related to fears of being bullied at school. 71% of students report incidents of bullying as a problem at their school. 282,000 students are physically attacked in secondary school each month.

Let’s make Booker T. Washington High School campus and our unit **Bully Free** this school year. Remember, bullying is the worst thing someone can do. Everyone should be treated the same. For more information on bullying and ways to stop it, talk to a unit Instructor or one of our school counselors or school administrator.

SECTION D—CADET EVALUATION BOARD AND CADET HONOR COUNCIL

4.4. Cadet Evaluation Board. The unit SASI may convene a Cadet Evaluation Board, chaired by the Cadet Group Commander and made-up of the Cadet Cadre and the unit’s two squadron commanders, to recommend:

4.4.1. Cadets for promotion

4.4.2. Cadets for demotion (failure to meet standards of good conduct, behavior and job performance)

4.4.3. Cadets for Cadre positions or selection for the Cadet Leadership Course (CLC)

4.4.4. Cadets for the cadet staff or Ops staff

4.4.5. Cadets for commandship of the clubs, teams and other functional area entities

4.4.6. The unit SASI will direct the Cadet Group Commander to convene a Cadet Evaluation Board either formally or informally as needed; the key is for the staff to communicate on a regular basis. As a minimum, the board will consist of the Cadre staff: Cadet Group Commander (Chairperson), Cadet Deputy Group Commander (Vice Chairperson), Cadet Group Executive Officer, Cadet Group IG and Cadet Group First Sergeant. Both Cadet Squadron Commanders will also sit on the Cadet Evaluation Board. This list includes Cadet Operations Squadron Commander and Cadet Ops Support Squadron Commander. The Cadet Group Executive Officer will act as the Board Recorder. The SASI will advise the board and attend all meetings. Sanitized, general proceeding minutes will be published, approved by the SASI, and posted on the classroom cadet bulletin board(s) by the Cadet Group Executive Officer as needed to relay information to the group of cadets. This board has several primary functions – promotions, demotions and cadet assignments as well as two review functions in policy and procedures and disciplinary and academic standards.

4.4.7. Policy and Procedures Review. For this purpose, the Cadet Evaluation Board will be expanded to include ranking Group NCOs at the Cadet Group Commander's discretion. The Cadet Evaluation Board will develop a system that provides each cadet an opportunity to identify complaints, concerns, grievances or recommendations of either a personal or corps interest to the board for appropriate action. The board will recommend new policies, procedures, or changes to existing ones contained in the cadet guide or policy letters or statements. The board will also consider future policies and standards or expectations handling such diverse areas as the necessity of a unit merits/demerits system or a new grading policy. In turn, this process will actively engage the cadet corps to be involved in writing future cadet guides. All proposed changes or revisions will be posted on the classroom cadet bulletin board by the Cadet Executive Officer.

4.4.8. Disciplinary and Academic Standards Review. For this purpose, the SASI may direct the Cadet Evaluation Board to convene to study and review existing corps policies and procedures in addressing such areas as academic standards, academic courses, academic credit, academic failure rates, academic tutoring, or academic awards as well as cadet disciplinary issues and policies as well as cadet demotions based on the cadets failure to meet unit or AFJROTC standards of good conduct and behavior. This board will not handle demotion issues dealing directly with Honor Code violations (these cases will be handled by the Cadet Honor Council). All proposed changes/ revisions will be posted on the classroom cadet bulletin board by the Cadet Chief of Staff.

4.4.8.1. Cadet Evaluation Board actions are only recommendations, and the unit SASI is the final approving authority for actions recommended. To help ensure all Board actions are fair and just, the unit SASI will be present.

4.5. Cadet Honor Council. The SASI will direct the Cadet Group Commander to convene the Cadet Honor Council. The SASI will direct the Cadet Honor Council to convene to investigate cadet misconduct and recommend to the SASI appropriate courses of action. With the exception of the Group First Sergeant, only cadet officers will be assigned to the board to investigate allegations against cadet officers. When the accused is either an airman or an NCO, the board will expand to include an impartial Squadron NCOIC and an impartial Flight NCO. The permanent Cadet Honor Council members are the Cadet Group Commander, Cadet Deputy Group Commander, Cadet Group Executive Officer, both Squadron Commanders and the Cadet Group First Sergeant. The Cadet Group IG sole responsibility is to read the charges to the cadet(s) in question and then the IG is excused from any further Honor Council proceedings. The Cadet Group Commander is the Chairperson and the Cadet Group Executive Officer is the Council recorder. The Cadet Honor Council will handle misconduct as well as all Honor Code violations as referred directly to either the Cadet Honor Council or to the unit SASI. Due to the sensitive and confidential nature of any Honor Council, their information will be treated as privileged/close-hold information and not releasable outside the Honor Council.

4.5.1. Cadet Honor Council General. Maintaining a program of high integrity is critical for our unit and within the larger AFJROTC program. As a result, cadets are inculcated with the core values of the U.S. Air Force upon their arrival in our unit and are expected to conform to these high standards. Core values will be emphasized at every opportunity; **Integrity First, Service Before Self, and Excellence In All We Do.**

4.5.2. Cadet Honor Council Purpose. Provide a means to do an internal investigation of the situation or allegation that there might be a violation of the cadet Honor Code. Allows the Honor Council to make recommendations about courses of action. Introduce Honor Council members and other involved cadets to the military concept of an honors council common in many professional military educational settings. Allows a cadet charged with an Honor Code violation to provide his or her input into the deliberation process as well as improve perceptions of fairness by all participants in the Honor Council process.

4.5.3. Cadet Honor Council Specifics. When an Honor Council is about to be convened, the members will be advised of their duty and that duty will take precedence over all other JROTC matters. The Honor Council will investigate the alleged infraction in whatever manner they deem appropriate to the circumstance. The Cadet Group Commander as chair of the council will be the final determiner of actions to be taken in the event of council disagreements. At a minimum, all Honor Council members will listen to the comments/testimony of the cadets involved in the incident and seek out the truth. Within a reasonable time frame, the chair of the honor council will forward a recommendation to the unit SASI concerning resolution of the incident. The unit SASI will strongly consider the recommendations of the Honor Council and only take other action in the event the SASI can point out other specific information that was not known to the Honor Council during their deliberation. If the unit SASI wants further consideration of the recommendation, he will talk to the convened council and ask them to reconsider their recommendation. The Honor Council will then either re-state or revise their recommendation, as appropriately. Their final recommendation will be based on majority vote of the Honor Council in all cases and when the final recommendation is brought forward to the unit SASI for the final time, he will be advised of the actual vote tally. The unit SASI will then advise the cadet involved of the course of action to be followed. For this, all members of

the Honor Council will be present. In all cases, the key determinant to be made by the Honor Council is whether the infraction warrants termination of the cadet in the AFJROTC program. If the cadet is retained, the Honor Council will make recommendations for any further actions taken for corrective action (speech before the cadets, an apology letter, restitution or additional cadet training - such as ethics training, counseling, anger management, etc).

4.5.4. Cadet Honor Council actions are only recommendations, and the unit SASI is the final approving authority for actions recommended. To help ensure all Council actions are fair and just, the unit SASI will be present when the Cadet Honor Council is being conducted.

Closing SASI Note on Cadet Honor Councils: The cadet in question always has the option to waive his/her right to be call before an Honor Council if they deem privacy of more importance. When applicable, cadets can waive or elect to let the unit SASI handle the matter in the best interest of the Corps of Cadets and in the best interest of the cadet involved.

4.5.5. Our boards, councils and use of the chain of command are benchmarks of cadet ownership in the corps.

SECTION E – GENERAL POLICY STATEMENTS FOR ALL CADETS

4.6. All cadets regardless of rank or time in the program are expected to hold to the highest behavior or conduct standards found in this Guide. Violation of any TPS, school or unit safety rules and policies as well as all applicable security rules and policies and the traditional classroom conduct standards established for the good of the Corps may result in the necessary removal from the AFJROTC program, based upon the results of a Cadet Honor Council, as well as, recommendation of termination of the Cadet Evaluation Board or the unit SASI.

4.6.1. All cadets are expected **to have a positive attitude** and a cooperative spirit at all times as well as every cadet is expected to meet all stated course requirements in academics, drill, weekly uniform wear and weekly Wellness training activities as well as the entire spectrum of the mandatory events found in our Corps of Cadets activity schedule. Cadets are expected to stay fully engaged and focused on successfully completing all their applicable course work by fully participating in all cadet activities in and out of the classroom. Cadets are expected to complete all assigned tasks in a timely and satisfactory manner.

4.6.2. Exceed Standards. The AFJROTC and our Cadet Standards of Conduct cannot be overstressed; the very nature of our AFJROTC mission, as well as our visibility within our School and the Tulsa community, requires **all cadets to adhere to higher standards** than might normally be found among the general Booker T. Washington High School student body.

4.6.3. All cadets live in a glass house in and out of the AFJROTC classroom. Your behavior, your conduct is viewed by not only your fellow cadets but the entire student body as well as the faculty and administrators of the school. As cadets, you are expected to be on your best behavior in **meeting all AFJROTC standards for dress, personal appearance and personal conduct at all times, in or out of uniform**. Cadets are expected to be the representatives of our school's program. Cadet behavior is expected to meet the highest AFJROTC standards of conduct and in-turn cadet behavior will be exemplary at all times, not only at school, but on field trips or on unit activities around town such as military or civilian parades, cadet military ball or the commanders call. Cadets are not only responsible for their own conduct and behavior at unit social functions, the cadet is also responsible for their invited guests. Behavioral issues and problems distract from our image and the professionalism of our School and TPS. Bottom line, unacceptable behavior will not be tolerated and dismissal from the Corps of Cadets could occur.

4.6.4. After proper instruction, cadets are expected to do what is right from then on to ensure Corps integrity and excellence.

4.6.5. Mandatory Events. All cadets are required to participate in the following **7 mandatory events**, unless excused by the cadet's parent-guardian and/or the unit Instructors. These mandatory events count as unit grade and normally require proper uniform wear. In the event the cadet cannot make it due to a valid excuse, these excuses must be in writing and signed by the applicable parent or guardian **PRIOR** to the event. Points will be assigned for all these events in PowerSchool. **Cadets who do not attend and do not present an excuse PRIOR to the event will receive a zero grade.** Cadets may attend optional community service events to earn the required 11 community service hours for the year. Cadets are expected to attend, as well as participate, in the following Corps of Cadets functions or activities this school year:

MANDATORY:

1. **Fundraiser – 1-30 Sept 2017 - Mandatory #1 (no grade)**
2. **Veterans Day Parade – 10 Nov 2017 – Mandatory #2 (200 points)**
3. **Fall Commander's Call – Dec 2017 – Mandatory #3 (100 points)**
4. **Spring Commander's Call – Mar 2018 – Mandatory #4 (100 points)**
5. **End of Year Awards Assembly – Apr 2018 – Mandatory #5 (200 points)**
6. **Superintendent's Review – Apr 2018 – Mandatory #6 (200 points)**
7. **Military Ball – Apr 2018 – Mandatory #7 (200 points)**

4.6.5.1. Optional Events. Ways to Complete 11 Community Service Hours:

1. **Food Bank Community Service – Oct 2017 - Optional #1 (no grade)**
2. **Football Pre-Game Stadium Clean up during school hours – participation expected (no grade)**
3. **Daily Library Aide from 745am to 815am – sign up in cadet ops (no grade) – Must complete 1**
4. **Food Bank Community Service – Nov or Dec 2017 – Optional #2 (no grade)**
5. **Food Bank Community Service – Feb 2018 – Optional #3 (no grade)**
6. **MS Walk Community Service – Apr 2018 – Optional #4 (no grade)**

4.6.6. Deriving Max Training Benefit. Cadets seeking maximum benefits from their AFJROTC training begins with the first step - pushing oneself during the entire course of AFJROTC training, second step - purposely going outside the cadet's comfort zone; third step - if the cadet does not do step 1 or step 2, the cadet is not learning the things he or she needs to know to be a truly successful cadet. Each successful cadet strives to be productive, be positive, and be proud of their academic successes - respect yourself, respect your classmates and respect your teachers and administrators at all times and in all your courses. Remember, **effective leadership starts with responsible followership.**

4.6.7. Social Media has quickly become a widespread form of interactive communication and has been incorporated in the way people conduct business, including AFJROTC cadets. Since it is a fairly new concept a few years ago, we had the freedom to post whatever opinions/pictures we had on your personal social media sites without any kind of reprimand or punishment. Now strict policies are in place to regulate social media and whatever is posted online could land cadets in trouble. Examples abound, where cadets have posted inappropriate comments and pictures on any social media as well as overly critical of their district superintendent, high school principal or their instructors/teachers or even their fellow classmates on their social media pages. Common sense prevailing, there are certain comments and pictures that should never be announced publicly by anyone. Limitations are in place when it comes to your personal political, religious and ideological views.

Use common sense when you post on social media sites – it has the potential to reach thousands and possibly millions of people around the world. Remember, once something is posted, it is very difficult to take back. Even if the post is deleted, there is no guarantee that no one else saw it, shared it or re-tweeted it. Being on social media is like being in the spotlight. If you post on your profile section that you are affiliated with AFJROTC or have pictures of you in your cadet uniform, then you are essentially representing every AFJROTC cadet. Be careful posting opinions, comments, and pictures on social media – do not let one small remark or photo ruin your entire AFJROTC cadet day over a defamation of character complaint. In 2017, OK-942 has created a cadet position for Social Media Manager. The SMM will help advise the Corps on appropriate web content and monitor/report any discrepancies.

4.6.8. Inappropriate Behavior of a cadet to cadet or between a cadet and an Instructor will never be tolerated. Inappropriate behavior of a sexual nature (to include sexual abuse, sexual assault, or sexual harassment) is illegal as well as a publicity nightmare for all concerned. TPS and Booker T. Washington High School has clear guidance on this subject and our AFJROTC culture does not condone any inappropriate behavior at any time while involved in any AFJROTC activity. All cadets should be treated with the utmost respect and unit Instructors are friendly but **they are not your buddies or pals or friends.** Unit Instructors are teachers, mentors and role-models. Everyone is required to conduct themselves in a responsible and professional manner while engaged in their AFJROTC activities. AFJROTC and the school try to guarantee a learning environment that is safe from any harassment or any hint of impropriety between cadets or cadets and Instructors. All cadets and unit Instructors will strive to conduct themselves in a manner that is always above reproach.

4.6.9. Inappropriate Behavior – Unit Policy. Our unit policy towards inappropriate behavior is **zero-tolerance.** The acceptable number of inappropriate behavior incidents is zero. Up and down our chain of command (HQ AFJROTC, TPS or BTWHS), our military leaders and TPS/school administrators recognize the gravity of inappropriate behavior incidents/issues. Providing a safe and professional training environment is a sacred responsibility and trust. Everyone must keep attention on this complex problem. All cadets will receive ethical training through-out their cadet training. Bullies and sexual predators will be prosecuted within the state legal

system. Our unit responsibility, if inappropriate behavior incidents occur, victims are treated with compassionate care and counseling, they will feel confident to report the incident without fear of retaliation or reprisal and the alleged perpetrators are given a fair impartial forum (as prescribed by law) and held accountable, if proven guilty.

4.6.10. Cadet Cadre members, cadet officers, Cadet NCOs and all supervising cadet airmen will be briefed on the **prohibition of fraternization and hazing**. No cadet in any position of rank or leadership position will administer discipline. **No cadet will be placed in a position to chaperone cadets – AFJROTC instructors will be the vicinity at all times.** No cadet, regardless of age, rank or position will be considered in the required/recommended cadet to adult chaperone ratio.

4.6.11. AFJROTC Instructors Transporting Cadets in Privately Owned Vehicle (POV). IAW HQ AFJROTC MFR dated 24 July 2017: Instructors will NOT transport any cadets in a POV during a non-emergency situation. Instructors will not be alone with a single cadet in a POV ever. If an emergency arises and transport must occur, the instructor will inform the Principal the next regular school day.

SECTION F—CADET JOB ASSIGNMENTS AND CADET PROMOTIONS

4.7. Job Assignment Policies:

4.7.1. Nominations. The Cadet Group Commander will nominate qualified cadets for assignment to the Cadre staff, commanders, officer and senior NCO positions. Cadet Staff Leadership Course (CSLC) graduates will be assigned to officer jobs to the maximum extent possible. However, cadets can achieve cadet officer status or rank without having attended and graduated from an approved CLC/CSLC or BTW JCLC.

4.7.2. Cadet Initial Grade. Cadets assigned to cadet jobs will generally be awarded a grade below the highest authorized for the job listed in the cadet UMD. To be eligible for promotion to the position's higher authorized grades; the cadet must perform satisfactorily in that position and meet our school academic standards.

4.7.3. Selection of Top 2. The unit SASI will select the Cadet Group Commander and Cadet Deputy Group Commander with recommendations from the ASI, and concurrence of the school Principal. The SASI will also seek recommendations from teachers, coaches, counselors, assistant principals, and other staff members, as required.

4.7.4. Service Length. The Cadet Group Commander will normally serve for one semester before a change of command ceremony just before Christmas break. Also, the outgoing Group/CC will retain their rank and serve as advisor to the incoming Group/CC for the second semester. The Deputy Group CC will become the second semester Group/CC, and a new Deputy Group/CC will be named by the SASI. The other Cadre members and the two squadron commanders will normally serve in their positions for two semesters. May and June will serve as a time to transition from the old to the new command and staff positions, plan summer activities and conduct Cadre training as well as revising the Cadet Guide. Planning, programming and creation of the annual calendar for the next school year will be completed as well.

4.8. The Promotion System

4.8.1. Objectives. The cadet promotion system promotes cadets to permanent grades commensurate with the number of years successfully completing AFJROTC, promotes cadets to temporary grades to fill cadet jobs, and promotes exceptional performers. The cadet job assignment system places cadets in leadership positions where they can demonstrate and refine their leadership skills. Promotions and assignments are not based solely on past performance, but on the cadet's potential to assume jobs of increased responsibility. Promotions are tied to leadership assignments where a cadet can make and learn from their mistakes. Promotion cycles will occur twice per school year, once in the Fall semester and once in the Spring semester.

The promotion board standards and expectations are:

4.8.2. Responsibilities. The unit SASI will promote cadets, assign cadets to jobs, demote cadets, and reassign cadets from AFJROTC OK-942 UMD positions on cadet orders as deemed appropriate based on unit needs. The incoming and outgoing Cadet Group Commanders as well as the outgoing and incoming Cadet Group First Sergeant will submit senior leadership officer as well as senior NCO recommendations to the unit SASI, who will in turn approve all Cadre, key staff and commander assignments after consultation with the unit ASI and meeting of the Cadet Evaluation Board.

4.8.3. Promotion Selection Eligibility Criteria is based on the "whole person" concept, which includes academic excellence, teamwork, cooperation with instructors and other cadets, uniform wear and personal appearance excellence, school, community, and corps involvement, and conduct. Doing well in one area and failing in another is unacceptable. One must excel in all areas. All cadet officers, and those with potential to become officers within the next promotion cycle, may meet the board in order to gain valuable interview and performing under pressure experience. Not all cadets will pass the board.

4.8.4. Academic and Leadership Performance. How well does the cadet perform in all their academic studies and AFJROTC? Does the cadet complete assignment, seek out responsibility, and work well with other cadets? Is the cadet actually striving for academic excellence: Is she or he passing all attempted class work in all their classes? If not, academic failure in any subject area (core or elective courses) will result in the cadet being held at their current rank until they can achieve academic excellence (or at least passing) at the next board. You must have a 2.5 semester GPA to meet the promotion board as enlisted and 3.0 semester GPA to promote as an officer.

4.8.5. Leadership and Management. How well does the cadet perform assigned cadet duties? Is the cadet considerate of the needs of others? Do they maximize use of available resources? Can they motivate cadets or do they do all the work themselves? Do they serve as a good role model? Do they manage time well? Have they shown leadership potential? Do they need an opportunity to exhibit leadership potential?

4.8.6. Co-curricular Activities. To what degree do they participate in cadet activities within constraints of after school employment and other obligations? Do they volunteer for community, school, and Corps service activities? If they are active in other school activities, do they seek out and assume leadership positions?

4.8.7. Responsibility and Conduct. How well does the cadet accept school and AFJROTC duties and responsibilities? Is the cadet punctual? Does the cadet set the example by adhering to class rules? Can the cadet follow simple instructions? Does the cadet take responsibility for their actions and for cadets assigned to them? Does the cadet serve as a positive role model for other cadets in conduct, uniform wear, and personal appearance? Does the cadet accept responsibility for training other cadets? Is the cadet an active spokesman for AFJROTC? Do they display a positive attitude? Has the cadet been placed on any type of school suspension? If applicable, the cadet rank will be held until the issues can be resolved. Extenuating circumstances will be considered when dealing with any kind of school suspensions and promotion. Merits of the case, the factors and evidence involved, will all be weight equally in the determination of the cadet advancing in rank after a thorough review of the suspension by the unit SASI. If cadet demotion is a possibility, based on the nature of the offense or breach, the SASI will recommend either the Cadet Evaluation Board or the Cadet Honor Council to convene to help resolve.

4.8.8. Uniform Wear. A cadet must wear the prescribed uniform weekly on Thursday. Failure to wear the uniform 2 times per year, without an excuse, as required by program directives, disqualifies the offending cadet from promotion consideration. If the infraction occurs after a promotion cycle, the cadet will be ineligible for promotion the next promotion cycle. Continued discrepancies may result in disenrollment from AFJROTC. Makeup days are on any day but designated block PE days. Either Instructor may allow cadets to remove their uniform for classes such as art (chalk, paint) or biology (dissections), if the cadet has the potential of staining or ruining their uniform. Cadets MUST request to remove their uniform for these reasons or they will have points deducted if found out of uniform before 3:35 p.m. on a uniform day.

4.8.9. Cadet Officers and senior noncommissioned officers (O-1 through O-6, and E-7 through E-9) must understand unit organizational responsibilities and staff personnel duties. They must also maintain at least a “C” average (70%) in AFJROTC and an overall school grade average of 3.0 semester GPA, with no poor or failing grades (D or F) on interim or semester report cards. Should cadets not meet these standards; the unit SASI will place them on probation for the next grade reporting cycle to include interim grades. If the cadet fails to achieve these minimum standards while on probation, the SASI may reduce them in grade and remove them from their duty position or simply place the cadet in hold status. Cadets may appeal the decision in writing to the SASI within 10 calendar days of notification for final review and action by the unit SASI and School Principal.

4.8.10. All other cadets (E-1 through E-6) must maintain a “C” average (70%) in AFJROTC and no poor/failing grades (D or F) on interim and semester report cards to be eligible for temporary promotion. Cadets achieving a final course grade of “D” may request continuance in the program at the discretion of the unit SASI and School Principal. Cadets receiving a failing grade in AFJROTC will be assessed to possibly not continue in the program the next semester or next school year as applicable.

4.8.11. First year cadets who are Eagle Scouts, or have participated in Civil Air Patrol (CAP), CAP Gold Award recipients and/or other similar Army or Navy JROTC programs, are eligible for one advanced promotion and will be considered for assignment to first level leadership jobs, such as Flight Sergeant or above, commensurate with JROTC experience.

4.8.12. Cadets transferring from another JROTC program where they were a 9th thru 11th grade student, may assume their permanent and temporary grades they earned in their previous unit. The unit Instructors will request their cadet records from the losing unit. Upon receipt of their cadet records, the unit SASI will evaluate the cadet’s record and then award the proper grade and position.

4.9. Promotion Selection Process

4.9.1. Purpose. A general rule of thumb on promotions is that promotions are based on the whole person concept. All promotions must be earned and maintained by hard work, devotion to duty, academic excellence and good

conduct. The surest path to promotion is to be involved and active in the Group, volunteer to work effectively on behalf of the Corps of Cadets and demonstrate potential for new assignments and leadership potential. Bottom-line, you are promoted based on your potential to new rank. Remember every cadet starts out as a Cadet Airman Basic but only a few will attain the rank of Cadet Colonel or Cadet Chief Master Sergeant.

4.9.2. General Process Concept. All promotions and assignments must be earned and the cadet demonstrates continual, consistent, intelligent leadership and workmanship. Cadet Promotions provide constant challenge and motivation to members of Air Force JROTC. This attention and interest is proper since the insignia of promotion reflects visible evidence of progression and standing among fellow cadets. The insignia is also evidence of growing maturity, the ability and willingness to accept additional responsibility.

4.9.3. General Promotion Process Guidance. Cadet Promotions in the OK-942, are based on aerospace science, leadership education and physical fitness (Health & Wellness) grades, all other academic class performance and other elective grades, class standing, discipline record, other school involvement or activities and active participation in the unit and on demonstrated job performance. Ask: What is this cadet's potential in the higher grade?

4.9.4. Specific Promotion Process Guidance. The unit SASI will select the Cadet Group Commander, the Cadre members and the two Cadet Squadron Commanders. Each cadet is considered based on their strengths and shortcomings. Promotions are motivational tools but may become limited if rank structure is not managed properly. This will ensure all cadets will enjoy proper progression and promotion opportunities. In-turn, the Cadet Group Commander and the Cadet Evaluation Board will recommend/propose the remaining cadet staff members. All command and staff position will normally be rotated at the end of each semester to ensure maximum opportunity for all qualified cadets to exercise their leadership potential. Cadets will be rotated only if they are qualified and every effort will be made to ensure upper class/senior cadets hold leadership positions, when qualified or interested. The word "cadet" or an abbreviation must be part of all references to cadet ranks.

4.9.5. Unit Promotion Requirements: The following guidance does not apply to below-the-zone promotions, spot promotions or unit vacancy promotions, as determined by the unit SASI, in coordination with, the Cadet Group Commander and his/her Cadet Evaluation Board. This process applies to normal promotions only. The SASI may promote as necessary, out of cycle, when it is in the best interest of the Corps; however, all requirements must still be met. Cadets have the opportunity to be promoted twice in a given school year (once each semester).

PROMOTION TO ALL RANKS during AY 2017-2018 will require:

1. Must have honored their previous rank.
2. Must not make >1 error on a written promotion board exam. (Misspelling "sergeant" several times = several mistakes).
3. Must earn a 90% or better on their service dress inspection on the day of the board. Perform well in an open ranks inspection, with military bearing and proper grooming standards, with one of the Top 5 present if possible.
4. Must earn a 70% or better in their JROTC class with the promotion scores entered in PowerSchool. Grades will be pulled at 1600 on the Thursday prior to the promotion board.
5. Must currently have a 2.5 semester GPA or better for E-6 and below. Cadets must have a 3.0 semester GPA for E-7 and above or officers. Current semester GPAs are pulled on the Thursday prior to the promotion board at 1600.
6. Must identify all AFJROTC rank insignia (written quiz) and their proper placement (inspection) on the uniform.
7. Must identify all USAF Core Values, spelled correctly and in order on a written exam. Also, be able to explain both written and verbally what one of the core values means to them personally and how they live that core value in their lives.
8. Must be able to verbalize their greatest weakness and greatest strength. Must have consistently demonstrated a positive attitude, living of the core values and ownership in the Corps.
9. For E-7 and above or officers, cadets must pass a formal promotion board interview made up of the SASI, ASI and at least one of the Top 5 (if available). Must demonstrate proper reporting procedures to unit Instructor or a designated Cadre member.

PROMOTION TO CADET OFFICER will also require:

Promotion to cadet officer grades will be made on the basis of merit. Those cadets eligible for promotion to a Cadre officer must meet the following standards:

1. Complete and pass all items in paragraph 4.9.5. “Promotion to All Ranks” section
2. Verbal recommendation by the Cadet Group Commander as well as a recommendation from his/her applicable Squadron Commander, Academic Flight Commander, and endorsement by the unit SASI and unit ASI.
3. Preferred to be a graduate of an approved JROTC Summer Leadership School, CLC, CSLC, MOWW YLC or BTW JCLC, and/or demonstrated officer ability in their current or immediate past operational or staff assignments as a cadet officer/Senior NCO, as well as the demonstrated potential to hold a cadet Cadre officer position, as determined by the unit SASI and Cadre.
4. Maintain an 80% average in all AFJROTC course work and no poor/failing (D or F) grades in any other classes during the semester you are attempting promotion. Be on track to graduate from high school on-time. Grades will be pulled at 4pm on the Thursday prior to the promotion board.
5. Demonstrated Service before Self through active participation in community service projects and unit activities as well as a documented team player. Must be on track to achieve their fair share of the community service goal.
6. No serious school conduct or discipline record and/or criminal record.

Closing SASI Note on Cadet Promotions: The unit SASI may make promotions, as needed, in the event of a “unit vacancy” and/or in the best interest of the entire Corps of Cadets and in the best interest of the cadet. Cadets will be assigned a temporary grade based on a specific position. The SASI’s intent is 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 their duties. At the discretion of the unit SASI, cadets in their final semester of AFJROTC will retain the highest rank to which they have been promoted, regardless of course level in AFJROTC. Academic grades and job performance are the two major factors in retention of your temporary cadet ranks/grades. The other two critical factors in retention of your grade/rank is your job performance in your previous assignment/job and cadet behavior as determined by the unit SASI, in coordination with the ASI.

4.10. Cadet Promotions for Exceptional Performers (PEP)

4.10.1. Purpose. The cadet PEP program promotes outstanding cadets ahead of normal grade advancement. In the active Air Force, this process is known as either “Below-the-Zone” or “Spot Promotions”.

4.10.2. Process: Cadet Supervisors may submit PEP nominations to the Group Commander up to two weeks prior to semester grade closeout. Within one week of semester grade closeout, the Group Commander may recommend no more than two truly deserving cadets to the unit SASI with detailed justification for PEP considerations. This is the maximum number of cadets permitted and not the minimum number.

4.11. Special Orders. All promotions and job assignments will be announced on Cadet Special Orders produced in WINGS and signed by the SASI. No promotions, job assignments, awards, badges or issue of insignia will occur until the orders are published. Orders for duty position assignments, ribbons/awards, grade change amendments to correct errors and to assign and job changes will be published as required. Change of command orders will be published no later than 11 Dec 2017 for the 13 Dec 2017 Change of Command ceremony. Change of command orders will be published no later than 23 May 2018 for the 25 May 2018 Change of Command ceremony. Promotion orders for exceptional performers will be published as required and announced at the next commander’s call.

4.12. Cadet Records. All probation letters, promotions, demotions, notification letters, and orders will be filed in the cadet’s personnel record. Cadet records will be maintained and secured in the Instructor’s office. Cadet records are property of our unit and Booker T. Washington High School. Therefore, cadets transferring to another school will not be permitted to hand carry their cadet record; the gaining JROTC unit must request that the cadet record be sent to them upon the cadet’s enrollment in their program.

SECTION G—THE DEMOTION SYSTEM AND/OR FROZEN IN RANK

4.13. Objectives. The cadet demotion systems demotes cadets to their commensurate permanent grade based on the number of years successfully completing AFJROTC, demotions are never taken lightly and will be done for the good of the corps. Demotions, like disenrollment’s, is use only as a last resort, after all counseling and corrective

measures have been exhausted in dealing with the cadet's attitude and/or performance level. Cadets in line for demotion will meet a Cadet Evaluation Board, who will in fact determine the actual demotion outcome based on the facts and evidence. Cadets may appeal the Cadet Evaluation Board's decision and recommendation. This appeal of the board's decision must be in writing to the SASI within 10 calendar days of board notification of decision.

For cadets simply not passing all their required academic core or elective courses for that term (reporting period), will in-fact have their rank "frozen" until all course work is at least a "D" (60%) or higher (interim reports/grades can be use in restoring actual promotion in rank). An isolated or a single course failure is never grounds for cadet demotion (normally frozen rank), demotions occur only in selected cases per the cadet handbook. For example, continued uniform wear discrepancies, excessive in-school suspensions, or one out-of-school suspension, failure to get off and stay off academic probation, consistently not meeting cadet standards, repeat offenders of unit rules of conduct, and not satisfactorily performing during existing AFJROTC probationary period (academic or discipline - conduct).

4.13.1. Responsibilities. The unit SASI can demote a cadet and reassign his/her job assignment on cadet orders. In the case of demotions, cadet orders will not be issued until the Cadet Evaluation Board decision has or has not been appealed and if so, the appeal process has upheld the board's decision. Then cadet orders will then be issued in the cadet's demotion and possible reassignment to a new job. In the area of frozen promotions, all that is involved is the issuance and review of the cadet's official report card for the new reporting period to ensure all course work has been passed satisfactorily, in-turn the cadet can be promoted upon the posting of the new report card. Demotions are effective on the date of the order.

SECTION H—PROBATION

4.14. Objectives. Probation normally occurs when the cadet fails to meet certain academic standards or for failing to meet certain prescribe cadet conduct standards. Rank will normally be frozen until the cadet is removed from academic or conduct Probation list. Certain other restrictions will be place on the cadet when they are on the Probation list, such as no field trips (CIAs), no promotion in rank, not eligible for cadet awards or honors, possibility of the cadet's removal from a unit club, the possibility of a loss of cadet job or assignment, no cadet flight orientation sorties. If the cadet receives any school suspensions (TRAICE), the cadet is placed on probation if deemed appropriate by the unit SASI. All cadets are required to notify the SASI immediately if they are given TRAICE. Once the suspension period has been completed, the cadet will then be evaluated on what will happen to the cadet's rank, job assignment, loss of club membership, etc. **The cadet will be notified of all actions in a timely manner by the SASI and/or ASI.**

4.15. Responsibilities. After consultation with the ASI, the unit SASI will place the cadet on the probation list. Depending on the seriousness of the issue, the SASI may refer the cadet to a Cadet Evaluation Board or the Cadet Honor Council. Normally, coordination will be accomplish among the SASI, Cadet Group Commander and the Cadet Group First Sergeant to place the cadets name on the probation list, so it can be publish on orders by the Cadet Group Executive Officer. For serious or major rule or academic infractions, the SASI will certainly refer this action to the Cadet Honor Council for resolution before the cadet's name is placed on any list. Probation can last a day, for the entire semester, or the entire school year depending upon the reasons for being placed on probation.

4.15.1. Additional Guidance Concerning – Prolonged or Excessive TRAICE

1. First TRAICE:

Assignment - Loss of leadership position for at least one grading period (i.e., 4 weeks).

Rank frozen

2. Second TRAICE:

Loss of leadership position and rank for the semester (i.e., 17-20 weeks).

Rank frozen for entire school year – not promotable at all

3. Third TRAICE:

Rank – demoted one rank

Assignment - Loss of leadership position for one complete school year (i.e., 37 Weeks).

Consider for possible disenrollment from AFJROTC – provide counseling

NOTE: to help define or clarify "prolonged" or "excessive," if the cadet is spending more time in TRAICE than in the regular classroom, you can be classified as "prolonged or excessive". One stay in TRAICE (5 days) will qualify itself as prolong or excessive. The term "TRAICE" also includes lunch time detention and/or after school detention.

SECTION I—AFJROTC SPONSORED NATIONAL AWARDS AND AFJROTC CADET AWARDS

4.16. Cadet Awards and Decorations. Our unit Cadet Awards and Decorations Program fosters morale, esprit de corps, and recognizes achievement of our unit cadets. Only awards and decorations approved by HQ AFJROTC and listed in this Cadet Guide may be worn. Ribbons and Medals may be worn simultaneously for formal or semiformal and/or special occasions as specified by the unit SASI. All awards and decorations will be presented at our *annual Awards Presentation at the Spring Awards Assembly*. Representatives from TPS, as well as the military service organizations and local civic organizations are invited to present their National or AFJROTC awards at the *Military Ball*. Parents and/or guardians of all cadets are always invited to attend as well as appropriate dignitaries are invited to attend and local media coverage is expected at both events.

4.16.1. A number of distinctive and coveted awards are authorized for wear by AFJROTC cadets based upon demonstrated performance of academic and leadership excellence or valor in a number of areas. There are two categories of awards with accompanying medals, ribbons and certificates – *National Awards & AFJROTC Awards*. National awards are authorized by HQ AFJROTC and will be presented by the national representative or the unit SASI. AFJROTC awards are authorized by HQ AFJROTC and presented to the cadets by the unit SASI or ASI.

4.16.2. Wearing of the Awards. Medals and ribbons are authorized to be worn, at the same time, for special ceremonies, promotion boards, unit pictures and other special events designated by the unit SASI. Medals will be centered immediately below the pocket line with no more than three medals per row. The Drill Team and Color Guard cord will be worn on the left shoulder of any outer garment. But only one shoulder cord will be worn at any time. The cord of highest precedence will be worn unless the cadet is serving in the position of the secondary cord they have earned.

4.16.3. Order of Precedence of Awards and Decorations. Special Awards: (1) – Gold Valor Award; (2) – Silver Valor Award; (3) – Cadet Humanitarian Award; (4) – Community Service with Excellence Award.

National Awards (5) – Air Force Association Award; (6) - Daedalian Award; (7) - the American Legion Scholastic Award; (8) - the American Legion General Military Excellence Award; (9) - the Daughters of the American Revolution Award; (10) – American Veterans Award; (11) - the Reserve Officers Association Award; (12) – Military Order of World Wars Award; (13) – Military Officers Association Award; (14) – Veterans of Foreign Wars Award; (15) - National Sojourners Award; (16) - the Sons of American Revolution Award; (17) - the Scottish, Southern Jurisdiction Award; (18) – Military Order of the Purple Heart; (19) – Air Force Sergeants Association Award; (20) – Sons of Union Veterans of the Civil War Award; (21) – Sons of Confederate Veterans H.L. Hunley Award; (22) – Tuskegee Airman Incorporated AFJROTC Cadet Award; (23) – The Retired Enlisted Association Award; (24) – The Celebrate Freedom Foundation Award; (25) – National Society United States Daughter of 1812; (26) - Air Commando Association Award.

Non-Funded National Awards: (27) - NCOA Award or any USMC award

AFJROTC Awards: (28) – Distinguished Unit Award or Distinguished Unit Award w/ Merit; (29) – Outstanding Organization Award; (30) – Outstanding Flight Award; (31) – Top Performer Award; (32) – Outstanding Cadet Ribbon; (33) – Leadership Ribbon; (34) – Achievement Ribbon; (35) – Superior Performance Ribbon; (36) – Academic Ribbon; (37) – Leadership School Ribbon; (38) – Special Teams Ribbon; (36) – Special Teams Competition; (39) – Orienteering Ribbon; (40) – Co-curricular Activities Leadership Ribbon; (41) – Drill Team Ribbon; (42) – Color Guard Ribbon; (43) – Saber Team Ribbon; (44) – Marksmanship Ribbon; (43) – Good Conduct Ribbon; (46) – Service Ribbon; (47) – Health and Wellness; (48) – Recruiting Ribbon; (49) – Activities Ribbon; (50) – Attendance Ribbon; (51) – Dress & Appearance Ribbon; (52) – Longevity Ribbon;

Civil Air Patrol (CAP) Awards: (53) – Gen Carl Spaatz (CAP); (54) – Gen Ira C. Eaker Award (CAP); (55) – Amelia Earhart Award (CAP); (56) – Gen Billy Mitchell Award (CAP); and (57) – Gen J.F. Curry Achievement Award (CAP). (58) – Silver Star Community Service Excellence Award.

4.16.4. Cadet Awards. The unit SASI is the approving authority for all but the HQ AFJROTC Special Awards. All medals & ribbons listed in paragraph 4.17.3 are authorized wear on the cadet's AFJROTC uniform. AFJROTC cadet ribbons are shown in Figure 4.4 in order of precedence. AFJROTC cadets are authorized to wear ribbons earned while enrolled in Army, Navy or Marine JROTC. AFJROTC cadets will wear AFJROTC ribbons above and to the left of other service JROTC ribbons or awards. Group ribbons of other service JROTC will be determined by our sister service regulations. The following service order applies – Army, Navy and then Marine Corps.

SECTION J—THIS SECTION INTENTIONALLY LEFT BLANK

4.17. Purpose.

4.17.1. Additional Information.

SECTION K—OUTSTANDING CADETS OF THE YEAR AWARD

4.18. Purpose and Criteria. This annual award program promotes personal excellence and teamwork within each of the AFJROTC courses, ROTC-I through ROTC-IV. The unit SASI, ASI and school faculty, will designate the outstanding cadets in each year group (ROTC-I, ROTC-II, ROTC-III and ROTC IV). These awards are based on Cadet of the Semester recipients and the “whole person” concept, which includes academic excellence; teamwork; cooperation with flight commanders and instructors; uniform wear and personal appearance; school, community, and corps involvement; and conduct (the cadet’s school discipline record). Semester report cards will be used as well to help determine the Cadet of the Year winners and any formal testing scores, ASVAB scores, ACT/SAT scores (if applicable) and individual AFJROTC accomplishments.

4.18.1. Recognition. Every Outstanding Cadet of the Year will receive special recognition. Each Cadet will receive maximum publicity in school, community, and Corps publications; a parental notification; and will receive the *Outstanding Cadet Ribbon*. In addition, they will earn the “CADET OF THE YEAR” arc pin, to be worn permanently on their uniform during their remaining time in the JROTC program. The name of the Cadet of the Year will be engraved on the permanent OK-942 “Top Hornet” plaque for their respective grade level.

SECTION L—OUTSTANDING FLIGHT OF THE YEAR AWARD

4.19. Purpose and Criteria. Recognizes the flight that works as a team to excel in AFJROTC ideals, academics, uniform wear and personal appearance, physical training activities, community and unit activities, and drill competition over the entire school year. The overall conduct, academics, uniform wear and personal appearance, and participation in fund raising, co-curricular and co-curricular activities will be averaged for all flight members. The unit SASI will select the Outstanding Flight of the Year at the end of Spring Break and prior to the annual Awards ceremony held in April.

4.19.1. Recognition. Every member of the flight who is in good standing (i.e., passing all core, elective courses and their AFJROTC course work with a 60% or higher will receive the Outstanding Flight Ribbon for being awarded Flight of the Year.

SECTION M—CERTIFICATES OF COMPLETION (OR) TRAINING & CHAPA

4.20. Certificate of Completion (AFROTC Form 310). Presented to a cadet in good standing who has successfully completed at least **three** years of AFJROTC. Unit SASI reviews the entire period of enrollment and determines if a certificate is to be issued, since *the SASI certifies* to the armed services that the cadet has earned and deserves training credit. Cadets may be awarded this certificate even if they do **not** graduate from high school since the certificate is based solely on their AFJROTC performance. A cadet must have this certificate in their possession when enrolling in college ROTC or when enlisting in the armed services to receive the following: **Note: AFJROTC Form 310, can be updated to all senior cadets for successful completion of 4 academic program years of AFJROTC with SASI concurrence. Unit SASI has the option of issuing an updated Certificate of Completion.**

4.20.1. Cadets may be excused from one year of the General Military Course (GMC) in the college AFROTC program. The cadet must contact the Professor of Aerospace Science (PAS) at the college or university where the cadet is enrolled to receive training credit.

4.20.2. CHAPA. Enlistment pay grade E-3 in the Army, Navy, or Air Force and E-2 in the Marine Corps (Active Duty or Reserves) as well as the Oklahoma Army National Guard after completion of basic training. Provides immediate monetary benefit and accelerated promotion ahead of other enlistees who enter active duty at the same time. This falls under the Congressman Herbert Advanced Placement Award (CHAPA).

4.21. Certificate of Training (AF Form 1256). Presented to a senior cadet in good standing who successfully completes **two years** of AFJROTC. Like the Certificate of Completion, the SASI will review the cadet’s entire enrollment to determine if a certificate of training is to be awarded. The cadet must have the certificate in their possession to receive the following training credit:

4.21.1. Excused from one semester of a college AFROTC program. The Professor of Aerospace Science (PAS) must be contacted upon enrollment in a college or university with the AFROTC program.

4.21.2. Enlistment pay grade E-2 in the Army, Navy, Air Force or the Marine Corps (Active Duty or Reserves) after completion of basic training. Provides immediate substantial monetary benefit and accelerated promotion ahead of other enlistees who enter active duty at the same time.

4.22. Eligibility. These certificates are very important documents and are not awarded automatically based solely on the cadets academic AFJROTC grades. Total cadet performance, conduct & behavior, unit involvement, cadet attendance or participation at mandatory events (such as Parades, community service, military ball attendance, etc.) and the cadet’s discipline or conduct record is also considered. The unit SASI and the school Principal will confer

when a certificate may not be issued based on the cadet's less than overall satisfactory cadet performance rating or evaluation, despite the cadet's overall grades, while enrolled in AFJROTC.

SECTION N – CADET FINANCIAL POLICIES

4.23. Purpose. Each cadet who qualifies for a Oklahoma High School Diploma will be eligible to participate in the school's graduation ceremonies and will also receive their AFJROTC *Certificate of Completion* (AFJROTC Form 310) or *Certificate of Training* (AF Form 1256). However, all senior cadets who have outstanding financial obligations (unpaid fees, or other unpaid uniform cleaning bills, did not turn back-in their cadet uniform, JROTC equipment, supplies, materials – to include AFJROTC textbooks and study guides/workbooks) are not allowed to participate in the graduation exercises until the financial obligations are paid or in the event, a underclassman cadet does not do any of the above, their report cards will not be issued until complied with. Tulsa AFJROTC Department is a self-sustaining entity that is intended to serve the educational and physical fitness needs of the OK-942 Corps of Cadets for a school year. The big ticket items are picked up by the Air Force. The smaller expenses to be pick up by the unit, through unit fundraisers, TPS, The BTW Foundation, monetary donations from AFA, local military service organizations and/or community service organizations, unit instructors as well as cadets and/or their parents or guardians.

4.23.1. Fundraising. Our unit AFJROTC program is not entirely free; field trips, parties, unscheduled events and miscellaneous/incidental expenses exist throughout the year and must be picked-up by the cadet's parent-guardian for their cadet activities. Cadets or their families are financially responsible and subject to school/TPS action, if cadet bills or fees are not paid. **HOWEVER**, instead of requiring a cash landing fee from each cadet we **conduct a fundraiser each year from 1-30 Sept. If the cadet completes their required portion of the fundraiser then ALL their JROTC expenses will be waived for the entire school year EXCEPT for the military ball ticket (\$20 per person). If the fundraiser goes extremely well, there is the potential to have military ball paid for as well.** Uniform damages/loss and summer camp (CLC/CSLC/JCLC) fees are not part of this fundraiser.

4.23.2. Financial Expectations. Cadets are expected to pay their bills on-time, turn-in all assigned uniforms, AFJROTC supplies or books by the announced suspense dates. For cadets leaving the Corps early, the cadets will turn-in their uniforms, equipment, books, and pay all bills prior to their last day in-school. For whatever reasons, when cadets owe money to the unit, the cadet should submit their payments (cash only) to OK-942 SASI as soon as they are billed (or at the nearest pay day for the parent-guardian). **Checks are NOT accepted** because TPS will not allow us to deposit personal checks into our student activity fund. We will issue you a receipt for any monies you pay. ***If a cadet loses or damages (due to neglect) a uniform item, they will be directed to a website where their parent may purchase a replacement item at their own expense. A uniform item cost sheet is available from the ASI upon request.***

4.23.3. Financial Guidance & Assistance. The cadet account must be cleared to receive the cadet's report card, walk in the cadet's graduation ceremony, receive their graduation cords or receive their applicable AFJROTC Certificate of Training or their Certificate of Completion. Grades and/or Certificates will not be awarded until all uniforms and equipment items have been turned in, accounted for and paid for. The cadet is accountable for all items issued to them and are responsible for their upkeep and accountability of where the cadet's issued items are. Booker T. Washington High School is a ***Title I school***. All eligible cadets receive a free lunch & a free breakfast, regardless of the family income or size. All cadets are treated the same regardless of ability to pay. A limited Financial Assistance program is available in-house to assist any cadet with their financial obligations to the Corps, when the need arises. The unit has *cadet scholarships* to assist those cadets in financial need to cover the incidentals or miscellaneous expenses (such as the purchase of required haircuts, uniform dry cleaning fees, cadet activity fees and summer camp fees). The cadet can request relief from either instructor to help cover their AFJROTC expenses or unpaid cadet activity fees. For the most part, active participation in the annual fundraiser and taking care of the issued uniforms is all that I needed to have an expense free year in JROTC.

4.23.4. Financial Accounts. The unit has one financial account with the school (Student Activity Fund #564). The unit has no established auxiliary accounts with either the school or the school district. Neither the unit SASI nor ASI instructors have direct/unfettered access to the funds. The unit ensures the account is reconciled monthly. Our unit has no funds held outside of school control. These funds go towards Corps events and are always used for the direct benefit of the cadets. If any cadet has the inability to pay any JROTC fees, it is their responsibility to bring it to the SASI or ASI's attention immediately.

4.23.5. Estimated Expenses for being in JROTC. Expenses are only good faith estimates. Some of these out of pocket expenses are **not** reimbursed by the Air Force, our unit, school or the unit fundraiser. The table does not capture all out-of-pocket expenses (i.e., shoe shine kits, running shoes, socks, unit pictures, or classroom supplies). FR denotes the item is paid by the cadet fundraiser. CF denotes a cost incurred by the cadet (i.e. cadet funded).

Legend:**FR = Paid for by the Fundraiser, CF = Cadet Funded out of pocket**

** USAF will pay for \$250.00 of the **CLC/CSLC Summer Camp** tuition leaving a cost sharing of only \$150 for the cadet to pay

*** JROTC will pay half of the **JCLC Summer Seminar** fee leaving a cost sharing of only \$10 for the cadet to pay

Expense Item	Sem 1	Cost	Semester 2	Cost	Date of Event	Frequency
Cadet Activity Fee (FR)	Yes	\$75.00	Yes	\$75.00	Annual Fee	Per Semester
Haircuts (CF)	Yes	\$10.00	Yes	\$10.00	Varies/by Visit	As Required
Uniform Dry Cleaned (CF)	Yes	\$8.00	Yes	\$8.00	Varies/by Visit	Monthly
4 JROTC Parties (FR)	Yes	\$15.00	Yes	\$5.00	Various	Various
CIA Trip (FR)	Yes	\$130.00	No	\$0.00	17-18 Nov 2017	1 st Semester
Cadet Military Ball (CF)	No	\$0.00	Yes	\$20.00 per person	14 Apr 2018	2 nd Semester
EOY Uniform Cleaning (CF)	No	\$0.00	Yes	\$15.00	Prior to 4 May 18	End of Year
Cadet Leadership Course at Brownwood, TX (CLC & CSLC) (Optional for all cadets) – (Partial CF)	No	n/a	Yes, only if desired and selected	\$400.00 **	10-15 Jun 2018	Summer 2018
Junior Cadet Leadership Course at BTW (JCLC) (Partial CF)	No	n/a	Yes	\$20.00 ***	6-10 Aug 2018	Summer 2018

Figure 4-1. – Air Force JROTC Insignia

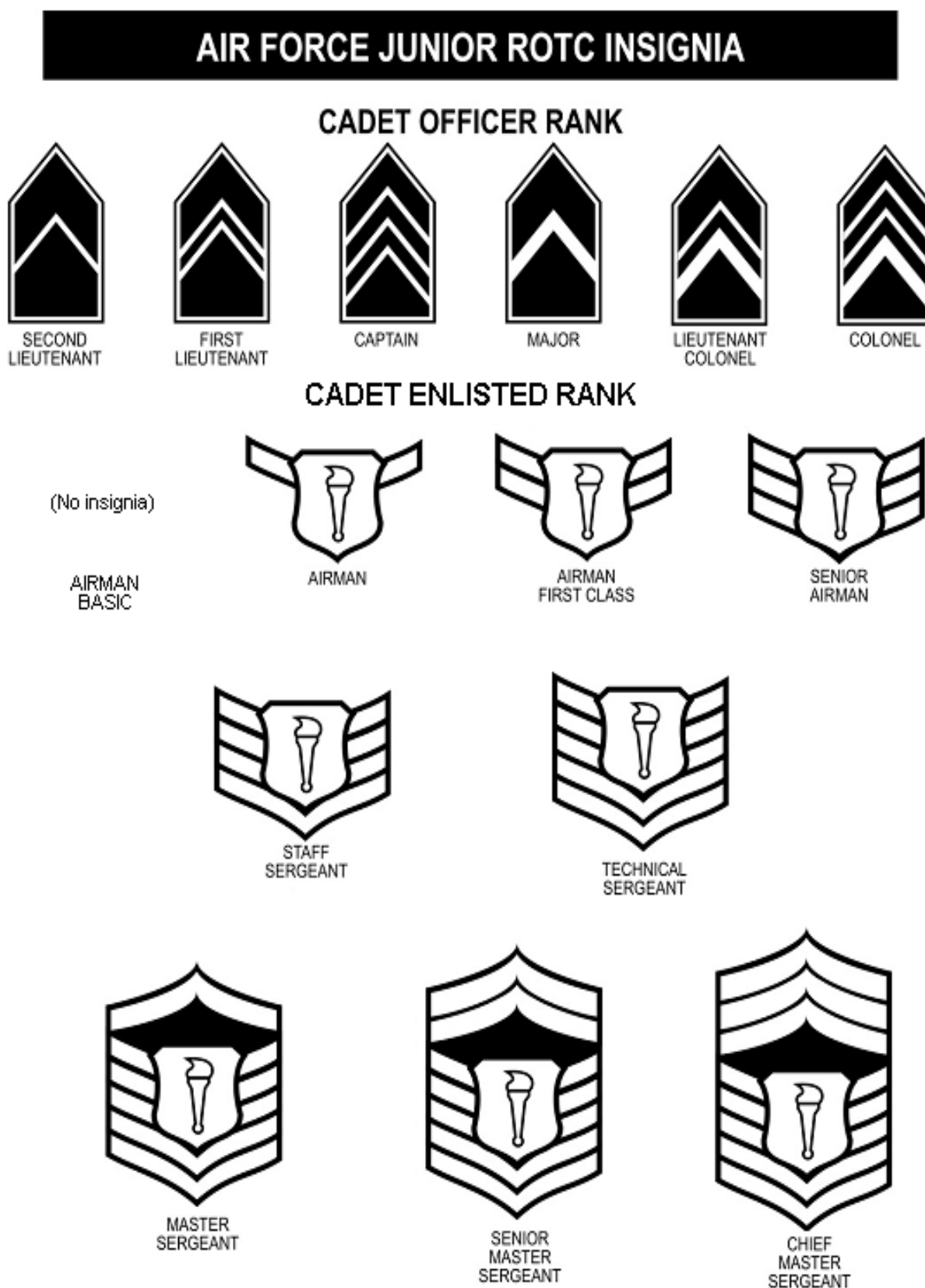
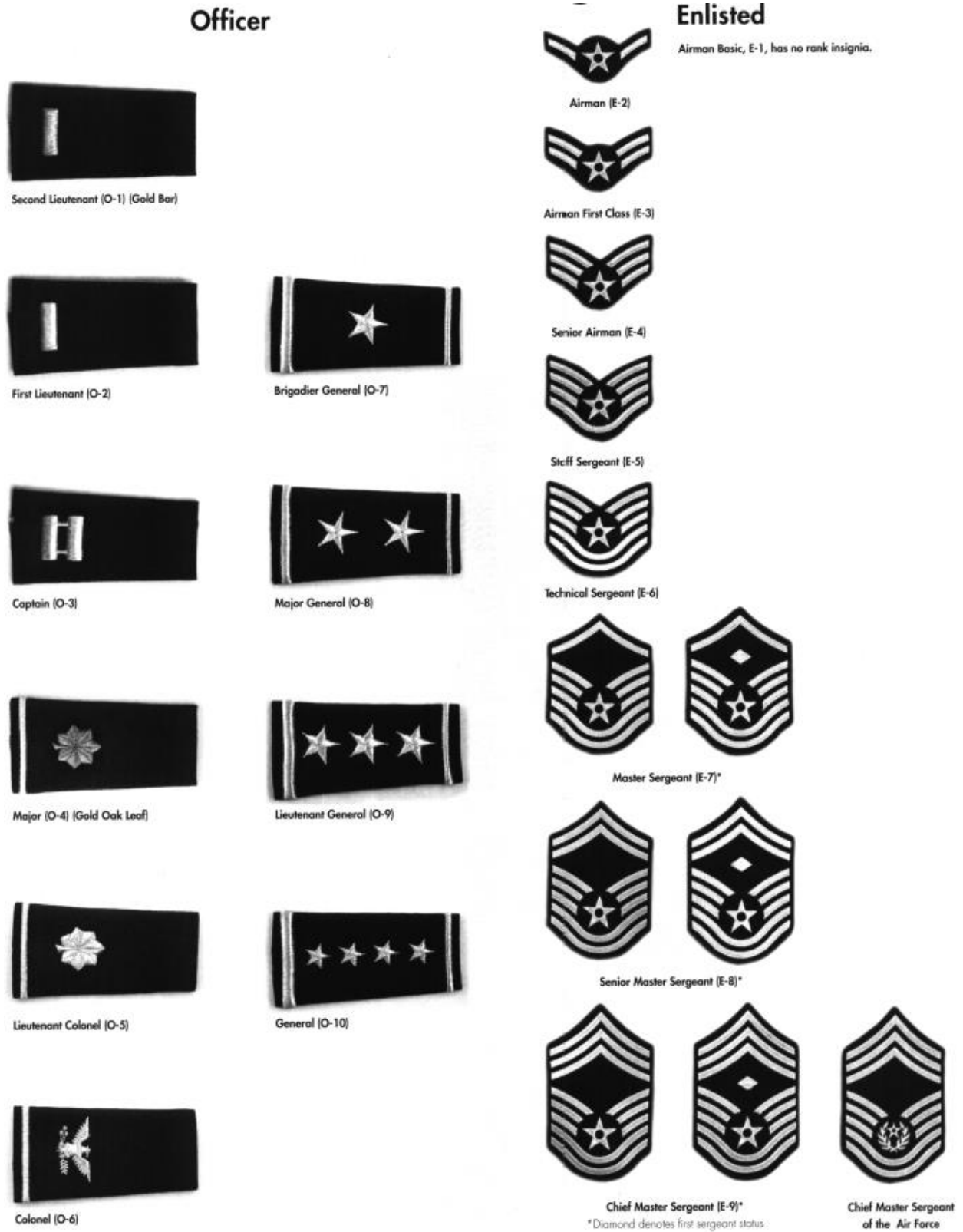


Figure 4-2. – Air Force Insignia



*Diamond denotes first sergeant status.

Figure 4.3.

AFJROTC Sponsored Awards and AFJROTC Cadet Awards**SPECIAL AWARDS**

AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)
Valor (All Cadets)	GOLD: Voluntary act of bravery and self sacrifice involving conspicuous risk of life beyond call of duty.	Medal, Ribbon, Citation
	SILVER: Voluntary act of heroism that does not involve risk of life.	Medal, Ribbon, Citation
Humanitarian (All Cadets)	Humanitarian act above and beyond the call of duty. Not to be used to recognize community service.	Ribbon, Certificate
Community Service With Excellence Award	Significant leadership in planning, organizing, directing and executing a major unit community service project. This is not an award given to participants, but to the key leaders of this significant or major community project.	Ribbon, Certificate

NATIONAL AWARDS

Air Force Association (ROTC-III)	Excel in position of responsibility. Exhibit positive attitude; exemplary personal appearance, personal attributes, and courtesy; and show growth potential. Be the outstanding cadet in ROTC-III. Be in upper 10% of high school class.	Medal, AFA Ribbon, and <i>Outstanding Cadet Ribbon</i>
Daedalian (ROTC-III)	Demonstrated understanding of patriotism and indicating potential to pursue military as a career, Show leadership potential as a Cadre officer, Be in the upper 10% of ROTC-III. Be in upper 20% of high school class.	Medal, Ribbon
American Legion Scholastic (ROTC-III or IV)	Be in upper 10% of high school class. Be in upper 25% of ROTC-III or IV. Demonstrate leadership qualities and Actively participate in cadet activities.	Medal, Ribbon
American Legion General Military Excellence (ROTC-III or IV)	Be in the Upper 25% ROTC-III or IV. Demonstrate outstanding leadership, discipline, character, and citizenship.	Medal, Ribbon
Daughters of the American Revolution (ROTC-IV)	Be in the upper 25% ROTC IV & high school class. Be dependable with good character, disciplined, a strong leader, and committed to the patriotic understanding of the importance of AFJROTC training.	Medal, Ribbon
American Veterans (ROTC-I, II, III or IV)	Possess positive attitude, outstanding personal appearance and exceptional personal attributes and officer potential. Grade of "A" in AFJROTC academics and good standing in all other classes at time of selection and presentation.	Medal, Ribbon

NATIONAL AWARDS

Reserve Officers Association (ROA) (ROTC-IV)	Have a positive attitude, outstanding personal appearance, character, courtesy, growth potential, and strong ethics. Upper 10% of ROTC-IV class.	Medal, Ribbon, Certificate
Military Order of World Wars (ROTC-I, II, III, IV)	Excel in all academics and military training. Actively participates in AFJROTC co-curricular activities. and a strong desire to continue in AFJROTC.	Medal, Ribbon, Certificate
The Military Officers Association of America (ROTC-III)	Be a Junior academically in good standing. Exhibit high morals and loyalty to the unit, school and country. Demonstrate exceptional military leadership potential.	Medal, Ribbon, Certificate
Veterans of Foreign Wars (ROTC-III or IV)	Show good Attitude towards AFJROTC. Have outstanding military bearing and conduct. Have strong positive character. Be patriotic with leadership potential. Have "A/B" in AFJROTC and "C" in all other classes. Be active in student activities.	Medal, Ribbon, Certificate
National Sojourners (ROTC-II or III)	Be in Upper 25% of High School Class. Encourage and demonstrate ideals of Americanism. Demonstrate potential for outstanding leadership.	Medal, Ribbon, Certificate
Sons of the American Revolution (ROTC-III)	Show High Degree of Leadership, Military Bearing, and Excellence in AFJROTC. Top 10% of ROTC-III. Top 25% of high school class	Medal, Ribbon, Certificate
Scottish Rite, Southern Jurisdiction (ROTC-III)	High degree of leadership, military bearing, Self discipline, good character, and all around excellence. Top 25% of high school class. Dependable, good citizenship and patriotism.	Medal, Ribbon, Certificate
Military Order of the Purple Heart (ROTC-III or IV)	Show positive attitude towards country and AFJROTC. Outstanding performer in corps leadership position. Be active in the school and community affairs. Have at least a "B" average in all subjects.	Medal, Ribbon, Certificate
Air Force Sergeants Association (ROTC-III or IV)	Be in Top 25% of ROTC-III or ROTC-IV. Show outstanding military leadership, discipline, character, and citizenship as an enlisted cadet.	Medal, Ribbon, Certificate
Sons of the Union Veterans of the Civil War Award (ROTC-II)	An outstanding ROTC – II cadet, demonstrated high degree of academic excellence and leadership ability, character, and citizenship. Exhibited outstanding leadership ability, active in all corps activities, a rising junior.	Medal, Ribbon, Certificate
Sons of Confederate Veterans H.L. Hunley Award (ROTC-I)	An outstanding ROTC – I cadet, demonstrated high degree of academic excellence and leadership ability. Outstanding military bearing, character, and personal appearance, and exhibited outstanding enlisted leadership ability and will be a rising second year cadet for next school year.	Medal, Ribbon, Certificate

NATIONAL AWARDS

Tuskegee Airmen Incorporated (ROTC-I, II, III)	Attain a grade of “B” or better in AFJROTC. Be in academic good standing (A/B/C work effort). Actively participate in cadet corps activities. Participate in at least 50% of all unit service projects.	Ribbon, Certificate
The Retired Enlisted Association Award (ROTC-II, III or IV)	TREA Award goes to the most outstanding AFJROTC cadet in the enlisted ranks. Must have demonstrated outstanding leadership throughout the school year.	Medal, Ribbon, Certificate
The Celebrate Freedom Foundation Award (ROTC I or ROTC II)	Awarded to the highest academic grade in ROTC I or II. Outstanding performance in the classroom in AFJROTC as well as other CORE/Elective course work. Ranks in the top 15% of his/her class, top 5% of AFJROTC and “A” in JROTC.	Ribbon & Certificate
National Society United States Daughters of 1812 (ROTC III or IV)	Awarded to a junior or senior cadet who has demonstrated qualities of academic excellence (Honor Roll, etc), leadership as a cadet officer or NCO, military discipline, dependability & upright character, which exemplify the ideals upon which our nation was founded.	Medal & Ribbon JROTC Bronze Medal
Air Commando Association Award (ROTC I, II, III, IV)	Awarded annually for completing a one page essay on a historical AF special operations mission possessing the 13 critical attributes of success. 31 March 2016 suspense.	Ribbon & Certificate

NON-FUNDED NATIONAL AWARDS

NCOA Award (ROTC- I/II/III & IV)	Awarded to the most outstanding Enlisted Cadets in the unit during the school year. The award must be made to the Enlisted Cadets who has/have consistently exhibited the best military bearing, personal appearance, & leadership.	Medal, Ribbon, Certificate
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AFJROTC AWARDS AND RIBBONS

AWARD (Eligibility)	CADET REQUIREMENT:	ELEMENT(S)
Distinguished AFJROTC Cadet (ROTC-III)	Display high morals, positive attitude & good discipline record. outstanding military potential and excellence in academics. Outstanding AFJROTC ROTC III cadet. Excellent potential as a rising senior and must be recommended by the unit SASI.	Badge
<i>Aerospace Education Foundation (AEF)</i> Academic Cadet Badge (ROTC-III or IV)	Maintain Academic Excellence in all CORE/AFJROTC courses. Maintain an “A” in all AFJROTC courses and maintain a 3.3 GPA overall and Top 10 class ranking. Must be recommended by unit SASI. Seniors or Juniors are eligible.	AEF Visions Pin (Badge)

AFJROTC AWARDS AND RIBBONS

Outstanding Cadet Award (ROTC-I, II, III & IV)	Show high morals and outstanding academic potential. Demonstrate outstanding personal performance in leadership role and academic excellence and could be enrolling in a College ROTC Program or attending a U.S. Military Academy. Awarded to the top academic cadet per ROTC I/II/III & IV. Awarded at the School Awards Program.	Outstanding Cadet Ribbon & Medallion
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Leadership (5% of Cadets)	Assigned to and excel in a Cadet Cadre position. Exhibit outstanding performance in a Cadre billet. Awarded once per school year.	Leadership Ribbon
Achievement (5% of Cadets)	Accomplish significant documented achievement (community/school award, ROTC scholarship, Academy appointment, contest winner, athletic achievement, Valedictorian/Salutatorian, all-state band, Top 10 class standing, the Student of the 6 Week's, Homecoming court rep, first place in AFJROTC fundraising or news article recipient in the <i>Valley Morning Star</i>). Awarded once per school year.	Achievement Ribbon
Superior Performance Award (10% of Cadets)	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 male/female cadet in PT test, class officer, student council member, top 10% academically, outstanding performer in community sanctioned activity). Selected for Cadre or CLC, Squadron Command, awarded college scholarship. Awarded once per school year.	Superior Performance Ribbon
Distinguished Unit Award (DUA) (All Cadets)	Be satisfactorily enrolled in AFJROTC and in good standing during period of award.	DUA Ribbon
Outstanding Organization Award (OOA) (All Cadets)	Be satisfactorily enrolled in AFJROTC and in good standing during period of award.	OOA Ribbon
Top Performer (2% of Cadets)	SASI nominates to Regional Director prior to Staff Assistance Visit or UE. Leadership and job performance in primary duty and specifically in preparation for the UE. Leadership qualities: involvement and positions held in co-curricular activities. Academic performance: nominee must be in good academic standing in all high school course work.	Top Performer Ribbon, and Certificate
Academic (All Cadets)	Achieve overall "B" grade point average in all course work and "A" in AFJROTC class. Consistent "Honor Roll" participant.	Academic Ribbon

AFJROTC AWARDS AND RIBBONS

Outstanding Flight (Flight Members)	Member in good standing of the outstanding flight during the year and a grade of "C" (75%) or above in their AFJROTC course work.	Outstanding Flight Ribbon
Leadership School (CLC Cadets)	Cadet Leadership Course (CLC) graduate. Add "H" device for completion of Air Force Honors Camp. Add Silver Star for outstanding performance at CLC, limited to 10% of CLC class (CLC Honor Graduate).	Leadership School Ribbon
Special Teams Competition	1st, 2nd, 3rd Place in any approved Air Force or Joint special team competition, such as Color Guard, Rifle Team, Drill Team, Saber Team and Academic Bowl Team, Cyber Patriot, TARC rocket team	Special Teams Competition Ribbon
Orienteering Ribbon	Awarded to team members for completing our unit Orienteering Program. Recommended by Orienteering Team Commander and approved by unit SASI.	Orienteering Ribbon

Co-curricular Activities Leadership	Demonstrate exceptional leadership as a Cadre member, unit project officer for AFJROTC Co-curricular activity (Dining-In, Cadet Ball, Awards Presentation, newsletter editor, Drill Team Commander, Honor Guard Team Commanders, project officer on school or community projects, KHAS Commander & members, project officer for our unit fundraisers, our Student Council rep, InterAct Club officer, as well as all club Commanders, Relay for Life, school Christmas Drives, National Honor Society, Envirothon, student council, Spanish Club, Upward Bound, Academic Team member, UIL academics).	Co-curricular Activities Leadership Ribbon
Drill Team (Drill Team members)	Distinguished participation in all scheduled Drill Team activities, to include drill team practices and actual drill team competitions. Recommended by DT/CC, OS/CC, Group DO & Group CC. Approving Authority for this ribbon is the unit ASI.	Drill Team Ribbon
Rifle Team (Rifle Team Members)	Distinguished participation in all scheduled Rifle Team activities, to include rifle team practices and actual rifle team events. Recommended by RT/CC, OS/CC, Group DO & Group CC. Approving Authority for this ribbon is the unit ASI.	Drill Team Ribbon
Color Guard (Color Guard Members)	Distinguished participation, in all scheduled Color Guard events, to include practices and actual events. Must be fluent in all color Guard positions. Recommended by CG/CC, OS/CC, Group DO & Group CC. Approving authority for this ribbon is the unit ASI.	Color Guard Ribbon
Saber Team (Saber Team Member)	Distinguished participation, in all scheduled Saber Team events, to include practices and actual events. Recommended by ST/CC, OS/CC, Group DO & Group CC. Approving authority for this ribbon is the unit ASI.	Saber Team Ribbon
Service (All Cadets)	Distinctive performance in a minimum of 15 hours and/or four school or four community service projects each school year. Includes park clean-up, parades, participation & help in Veterans Day Program and Memorial Day Pass & Review parade. Awarded once per school year. Note: Participation in Drill Team and Honor Guard does not count for the Service Ribbon.	Service Ribbon
Health & Wellness (All Cadets)	Successfully pass the Cadet Physical Fitness Test at the Bronze Star level (75-84%), the Silver Star level (85-95%), or the Gold Star level (96-100%). This cadet receive the Cadet Fitness Award. All other cadets receive the participant award, qualifying, the cadet for a Health & Wellness Ribbon. Awarded once per school year and for Summer Leadership training (CLC).	Health & Wellness Ribbon
Recruiting (All Cadets)	Enroll at least two quality cadets and serve as member of a Cadet Recruiting team at junior high school, high school or other forums. Recruit two additional cadets to earn a cluster. Awarded once per school year.	Recruiting Ribbon
Activities (All Cadets)	Participate in two formally scheduled co-curricular activities such as model rocketry, Academic team, parades, field trips, a cadet orientation flight sortie, InterAct Club member, to receive award once each school year. Participate in four additional activities to receive additional cluster. Note: Participation in Drill Team, Special Teams Competition or Honor Guard does not count for the Activities Ribbon.	Activities Ribbon
Attendance (All Cadets)	Perfect Attendance in PowerSchool, no unexcused absences, no tardies in a school year, while actively enrolled in AFJROTC.	Attendance Ribbon

Good Conduct (All Cadets)	No adverse discipline reports, no suspensions (ISS), no administrative hearings, or referrals, no DAEP stays .	Good Conduct Ribbon
Dress and Appearance (All Cadets)	Wear uniform on all designated uniform days, conform with all AFJROTC dress and appearance standards, and 90% uniform inspections for the school year.	Dress & Appearance Ribbon
Longevity (All Cadets)	Successfully complete AFJROTC course requirements. AFJROTC academic course grade of at least a “C” (75%). Note: Normally awarded on a completion of a school year if the cadet receives at least a 75% passing grade for the year.	Longevity Ribbon
Ground School (All Cadets)	Complete FAA Ground School, if applicable, pass FAA Examination, as well as final course grade of an “A”(90%) or “B” (80%) or “C” (75%). <i>Honors Credit.</i>	Ground School Badge
Flight Solo (All Cadets)	Possess a solo flight endorsement from certified flight instructor for powered/unpowered aircraft.	Flight Solo Badge
Flight Certificate (All Cadets)	Possess FAA Private Pilot’s Certificate for Powered or Unpowered Aircraft.	Flight Certificate Badge
American Modeling Association Wings (All Cadets) Hold AY18	Complete all static and flying model club requirements, required. by the local AMA club. Upon successful completion of these requirements, the local AMA Club President, will recommend to The unit SASI, for presentation of the AMA Silver Wings.	AMA Silver Wings
Kitty Hawk Air Society (All Cadets)	“A” (90%) average in AFJROTC courses, overall 3.00 GPA, rank in the top 33% of your assigned class, no failing grades, no administrative hearings or suspensions during the reporting period. Complete all other KHAS requirements. Membership is by invitation only and requires a formal pledge period and induction. <i>In 2017-2018, this award has been named in Honor of Kristi and Stan Prough. The Prough Family have been strong supporters of the BTW AFJROTC program and started the first Booster Club. Their son, Harrison, is the first KHAS Commander in 2017-2018.</i>	Badge
Model Rocketry (All Cadets)	Complete unit Model Rocketry program requirements.	Badge
Silver Star Community Service Excellence Award (All Cadets)	Top 5% of units who have the highest “per cadet average” service hours will receive the Community Service Excellence Award and are authorized to place the Silver Star device with the ribbon.	Community Service Ribbon with Star

LOCAL AFJROTC AWARDS AND RIBBONS

Commander Award	The name of the outgoing Cadet Group Commanders will be engraved on a perpetual plaque displayed in AFJROTC.	Plaque Engraved
Cadet of The Year (COTY)	Awarded based on the “whole person” concept, includes academic excellence; teamwork; Cooperation, uniform wear, excellent personal appearance, school, community, corps involvement, and conduct.	Superior Performance Ribbon & COTY Arc Pin
Outstanding Flight Award	Presented to the outstanding flight of the year.	Ribbon

Outstanding Flight Commander	Presented the outstanding flight commander of year.	Ribbon, Certificate
Outstanding Aviation Honors Ground School Cadet – Top Gun (ROTC-III or ROTC-IV)	Presented to the outstanding academic and flight cadet in the Corps	Daedalian Medal & Ribbon
Academic Awards (Academic excellence - ROTC –I, II, III, IV)	Awarded based on academic performance in AFJROTC, as well as academic excellence in all core classes, excellence in classroom – 3.0 cum GPA and “A” in ROTC classes, excellence on teams & involvement in peer tutoring.	Academic Ribbon
PE – Top Warrior (ROTC-I/II/III/IV)	Awarded based on physical fitness performance in AFJROTC. Award goes to the top Male & Female cadet in the Corps of Cadets top Male & Female cadet in the Corps of Cadets physical fitness Program - exercises and benchmark & annual PFF assessments. <i>In 2013-2014, this award was named in honor of Col (Ret) George E. “Bud” Day – Vietnam Medal of Honor winner for conspicuous gallantry while a POW in the Hanoi Hilton.</i>	Physical Fitness Medallion
Top Recruiter (ROTC-I/II/III/IV)	Awarded to the top recruiter in the Corps of Cadets this school year. Actively promoted the unit & our AFJROTC Program. The cadet who help recruit & retain the most cadets this year.	Outstanding Cadet Ribbon and Recruiter Ribbon
Outstanding Cadet & Citizenship Award (ROTC I, II, III & IV)	Presented to The Outstanding Cadet of the Year , best exemplifies the most outstanding qualities & characteristics of AFJROTC cadet, a real role model. Participated in all AFJROTC unit activities, community & unit projects, good standing academically & conduct, true citizen of character and reputation beyond reproach. <i>In 2015-2016, this award has been named in Honor of all members of the BTW Foundation.</i>	Outstanding Cadet Ribbon, and Plaque

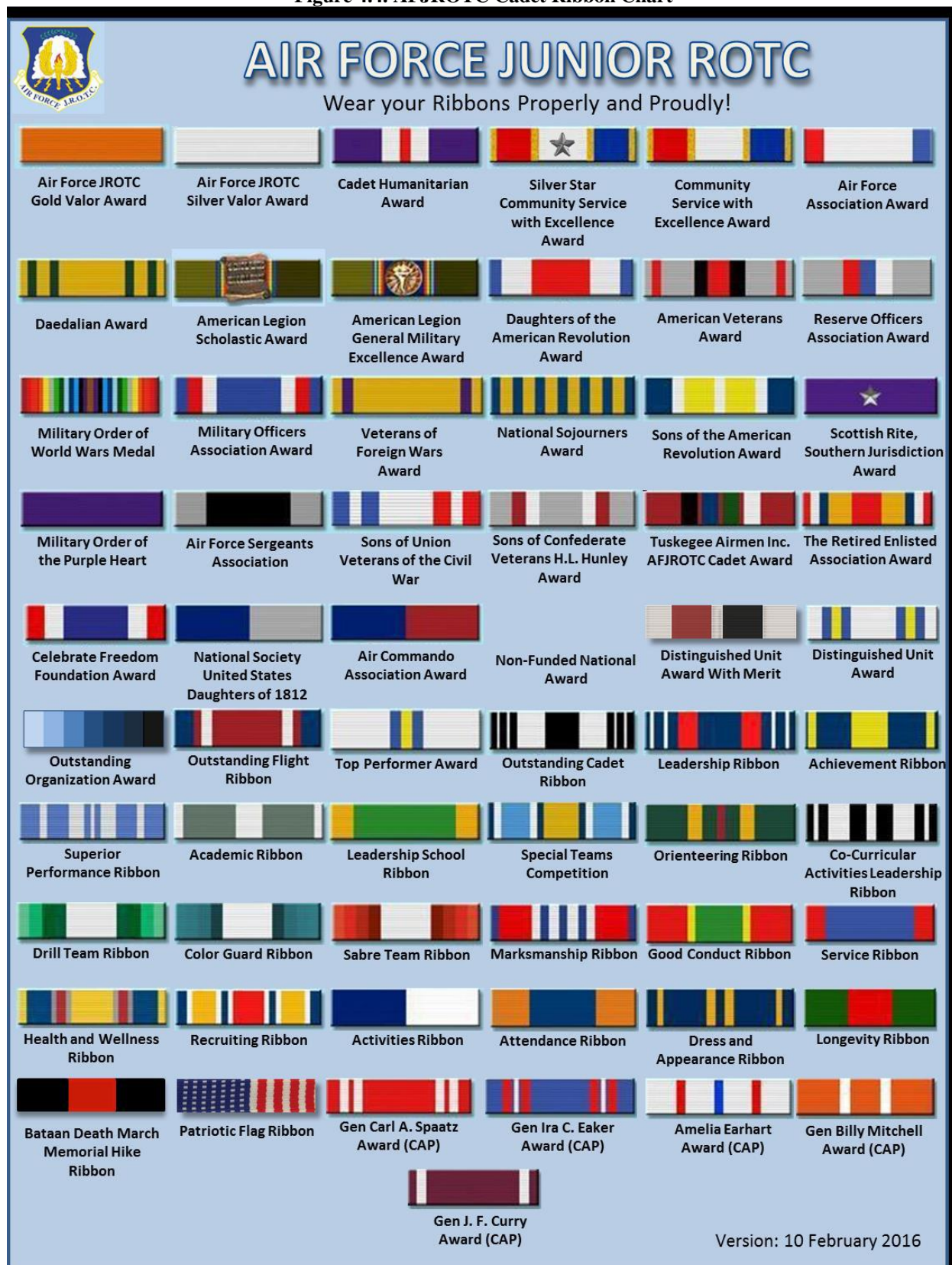
LOCAL AFJROTC ARC PIN HIERARCHY

The following arc pin devices are available at OK-942 for cadets to earn and wear in this order of precedence. One arc pin earned by each cadet (highest level earned) may be worn on the short sleeve blue shirt, ½ inch above the name tag and centered above it

- #1 – STAFF (light blue) – Top 5 positions + those designated as “plus” each year by the SASI (current Staff only)
- #2 – CADET OF THE YEAR (red) – awarded at Military Ball (worn throughout entire cadet career)
- #3 – INTERNATIONAL BACCALAUREATE (blue) – cadet enrolled in the full IB program, not just an IB class
- #4 – DISTINGUISHED GRAD (black) – a cadet who earns distinguished graduate from CLC or CSLC (not JCLC)
- #5 -- SUMMER CAMP (black) – graduate of CLC or CSLC
- #6 – COLOR GUARD (white) – member of a Color Guard team & having completed one full semester on the team
- #7 – DRILL TEAM (red) – member of any drill team upon having completed one full semester on the team
- #8 – PT TEAM (black) – member of the PT Team having completed at least one full semester on the team
- #9 – LEADERSHIP CAMP (black) – graduate of summer MOWW Youth Leadership Course or any summer program at the discretion of the SASI
- #10 – JCLC (black) – graduate of the summer BTW Junior Cadet Leadership Course

Arc pins are worn immediately below the lowest item on the right side of the cadet’s service coat. The first arc pin is attached ¼ inch below the lowest item. Each subsequent arc pin is worn ¼ inch below the previous arc pin. Arc pins will be attached to a display flap/card which is then attached to the service coat. Arc pins will be worn in a single column, or side by side if 8 or more are pins have been earned (8 pins = 2 columns of 4 pins each). Arc pins in columns will be spaced ½ to ¾ inches apart on the display flap/card.

Figure 4.4. AFJROTC Cadet Ribbon Chart



AIR FORCE JUNIOR ROTC BADGES



OFFICERS
FLIGHT CAP
AND BERET
INSIGNIA



OFFICERS
SERVICE CAP
INSIGNIA



GROUND SCHOOL
BADGE



FLIGHT SOLO
BADGE



FLIGHT CERTIFICATE
BADGE



MODEL ROCKETRY
BADGE



AWARENESS
PRESENTATION
TEAM BADGE



**DISTINGUISHED
AFJROTC CADET
BADGE**



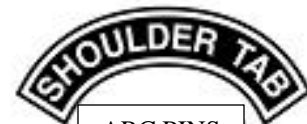
ACADEMY OF
MODEL AERONAUTICS
SILVER WINGS



KITTY HAWK
AIR SOCIETY
BADGE



AEF BADGE



ARC PINS
are NOT to
be worn on
the
shoulder

Figure 4.5. - Badges

Chapter 5

UNIFORMS, EQUIPMENT, BOOKS, AND PERSONAL APPEARANCE**SECTION A—ACCOUNTABILITY, CADET RESPONSIBILITIES, AND GENERAL POLICIES**

5.1. Cadet Uniform. Cross reference to *Operations Supplement Chapter 7*. AFJROTC cadet uniform is, with certain exceptions, the same worn by active duty Air Force members. Proper wear and maintenance of the uniform by cadets is closely scrutinized. Wear it proudly and correctly! Cadets must keep the uniform clean, neat, and in good condition at all times, with badges, ribbons, insignia, and other metallic devices properly maintained. **UNIT UNIFORM DAY is THURSDAY!** Only the unit SASI or ASI may grant exceptions to this policy. All cadets will properly wear the uniform the **entire school day (8:30 a.m. to 3:35 p.m.)**, from when the first announcements start until the school clock indicates end of the school day dismissing Booker T. Washington High School students. Cadet will ensure they not only wear the uniform all day but they wear it properly through-out the entire day (even when not directly involved in their JROTC class). In addition to wearing the uniform proudly as well as properly, the cadet will maintain acceptable AFJROTC standards of **personal appearance and proper grooming at all times**. Cadets involved in work-study or PE/Sports/Art/Science Lab classes, may request a waiver to the “all day” uniform wear from the unit SASI/ASI. Waivers will be granted on a case-by-case and weekly basis only.

5.2. Receipt for Uniform(s), Books and Other Equipment. When a cadet is issued a uniform, they will sign a Custody Receipt Form and place their initials beside each issued uniform item. The ASI must authorize any item substitution. Cadets will also sign a receipt for all items and date it (to include books and course materials issued showing quantity, control number, and condition). Each item then becomes the temporary property of the cadet, who is responsible for its care. If the item is lost or willfully or negligently destroyed beyond normal wear and tear, the cadet must pay for it at current replacement cost. A replacement price listing (as of 20 Mar 14) for all accountable items is contained in this Cadet Guide.

AFJROTC accountable uniform items are: Male Cadets – male blue service coat; lightweight blue jacket; short sleeve blue shirt; black leather dress shoes; blue trousers. Female cadets – female blue service coat; lightweight blue jacket (if issued); short sleeve over blouse shirt; black leather Oxford dress shoes; either blue female slacks or a blue skirt. Non-accountable uniform items include (for either male or female cadets) – flight caps, socks, rank, ribbons and ribbon holders, PT gear, belts, and boots.

5.2.1. The unit ASI will record uniform items issued to cadets via WINGS. **As a minimum, each cadet must sign a hand receipt (unit developed) which indicates their understanding of responsibility for Air Force uniforms. However, the parent/guardian may also sign to keep the parent-guardian in the loop with their cadet's uniform issuance and their cadet's responsibilities for their issued uniforms.** Units will develop solid accounting procedures to ensure return of items and update of WINGS, salvage/write off of lost uniforms, or payment. If uniform items are lost or discovered stolen, the unit will write-off the missing uniform items in WINGS.

5.2.2. All authorized uniform items/accessories that cannot be ordered through EMALL must be purchased locally using MILPER funds. *OPTION: Black pumps may be purchased and issued in lieu of the oxford shoes from EMALL. The cost cannot exceed the cost of a pair of the EMALL female oxford shoes. Black pumps will be low cut and rounded throat (the top opening) with a raised heel no higher than 2- 1/2 inches (measured from the inside sole of the shoe to the end of the heel lift). The tip of the heel cannot be less than 1/2 inch in diameter or larger than the body of the shoe. Faddish styles will not be worn (e.g. extreme toes, pointed or squared, or extreme heel shapes). They will be plain, clean and serviceable, and without ornamentation such as buckles, bows or straps. The material will be smooth, scotch-grained leather or a manmade material. No Corfam, patent leather or high gloss pumps are authorized (using Air Force Funds). Black pumps may be purchased with the unit's MILPER baseline, using either the credit card or reimbursement process. Shoes may be acquired from any commercial vendor that provides a pump which strictly adheres to the criteria stated in the change, with a cost that does not exceed that of the EMALL female oxford shoe. Additionally, when using non-Air Force funds (i.e. fundraising money that will not be reimbursed by the Air Force), there is no cost limitation, but all stated shoe criteria must be met.

5.3. Uniform Issue and Maintenance. Cadets will be issued one complete, clean uniform with all accessories, insignia, and an Air Force blue nametag. OK-942 will alter each cadet's uniform for proper fit; no other alterations may be made without the consent of the ASI. However minor alternations (such as simple sewing by a parent or tailor) is allowed. Cadets are required to keep the uniform clean. Payment must be made to AFJROTC for any uniform item lost or damaged, according to current replacement prices charged by the Air Force Clothing Sales Store. This includes coats, shirts, or shirts with stains, including ring-around-the-collar that cannot be removed. Medical directives prohibit the reissue of shoes. However the ASI will return shoes to the shelf if the shoes were issued, yet not worn by said cadet. When applicable, returning cadets for the new academic year can retain their shoes for use this school year from last school year (assuming they still fit properly). All returning cadets are

allowed to retain their uniform items over the summer break. If in doubt of your returning status, turn-in the cadet uniform at the end of the current school year.

5.4. Turn-In of Uniform and Other Issued Items. Cadets are required to have their uniform professionally dry-cleaned prior to returning it at the end of the semester or school year at their own expense. Cadets will return all items issued except for socks and the PHYSICAL TRAINING uniform(s) or pay for them at the end of the school year or upon disenrollment during the school year. Service dress coat, skirts, pants, ties, tabs, flight caps, lightweight jackets and all weather coats are **DRY CLEAN ONLY**. Books must be returned in the same condition that they were issued, minus normal wear and tear. **CERTIFICATES OF COMPLETION OF MILITARY TRAINING WILL NOT BE RELEASED UNTIL ALL AFJROTC UNIFORMS, COURSE MATERIALS, AND EQUIPMENT ARE RETURNED AND ALL OTHER MISCELLANEOUS DEBTS ARE PAID IN FULL. MATERIALS ARE UNITED STATES GOVERNMENT PROPERTY AND COLLECTION ACTION MAY BE INITIATED THROUGH THE APPROPRIATE COMMAND AND FINANCE AGENCY(S).**

5.5. Recommendations to Prevent Paying for Uniforms/Other Issued Items. To prevent paying for uniforms, ribbons or medals, books, and equipment, we encourage cadets to:

- 5.5.1.** Bathe regularly.
- 5.5.2.** *Not to wash the pants and/or coats in a washing machine.* They are **dry clean only**, at least once a month.
- 5.5.3.** Not alter any uniform item without permission from a unit Instructor.
- 5.5.4.** Not leave items unattended or unsecured.
- 5.5.5.** Not lend items to other cadets or anyone else.
- 5.5.6.** Not allow others to turn in accountable items for them.
- 5.5.7.** Not carry flight caps with books; but properly tuck them under the belt on the left side with the insignia facing forward.
- 5.5.8.** Use a piece of masking tape, place their name inside their hat, service dress coat and light weight jacket.
- 5.5.9.** Turn in any lost-and-found uniform items to a unit Instructor.
- 5.5.10.** Return to the ASI all uniform items that become worn or otherwise unserviceable. If unserviceable due to normal wear and tear, item will be replaced at no cost. If a uniform item does not fit properly, return it promptly for a replacement (i.e., *promptly is defined as days not weeks or months*).
- 5.5.11. Only wear your Service Dress uniform if the inspection requires it, or at events such as Color Guard or Military Ball.** *On uniform wear days, do not wear your book bag over your left shoulder – damage to ribbons, nametags or your ribbon holders is highly likely.*

5.6. Uniform Wear Standards. Cadets will wear the uniform as prescribed in AFI 36-2903, AFJROTCI 36-2001, the AFJROTC Uniform and Awards Guide, and this Guide. Refer to Figures 5.1 through 5.7 for proper uniform wear and combination standards. PT (Physical Fitness) uniform will be worn while participating in designated cadet physical activities. The unit SASI or ASI will prescribe the uniform to be worn when participating in AFJROTC sponsored activities. Cadets will wear their blue uniforms when a visit to a military installation is scheduled (CIA trip, or appointment).

5.6.1. Cadet Appearance and Grooming Standards. 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.

5.6.2. Drill Team, Color Guard and Exhibition Uniform Standards. It is important that AFJROTC cadets properly represent the Air Force during events and competitions. All AFJROTC and NDCC 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, and/or blue service dress coat or, 2) the ABU. Normal blue or ABU uniforms are depicted in Chapter 7 of the AFJROTC Operational Supplement. Units may accessorize their **blue** drill team, color guard or exhibition uniforms with solid-color berets, ascots, gloves and one shoulder cord (left shoulder, blue shirt and service dress coat only) with non-AF funds. Blue pants may be modified to have a stripe on the

outside length of the pants (silver, white, blue, black, or grey only) if desired, using non-AF funds. The colors of berets (solid color), ascots, gloves and shoulder cords are locally-determined, but must be conservative and in good taste. The HQ-issued chrome helmets may be worn with blue drill team, color guard or exhibition uniform combinations only.

5.6.3. ABU Uniform Standards. ABUs may be worn only with the garrison ABU cap and sage green boots. ABU pants must always be properly bloused over the sage green boots. ABUs will not be worn with a shoulder cord or ascots. Any additional item, accessory, embroidery or color outside of those listed in chapter 7 of the Operational Supplement requires a waiver. A waiver request with 2 photos (profile and full front view) must be submitted in WINGS, approved, and on file before cadet wear or competing in any drill, color guard or exhibition event/competition.

5.6.4. Religious Items. Visible religious items will not be worn with any AFJROTC uniform unless written permission is granted by the unit SASI and the school Principal. A letter of approval must be obtained by the leader of the cadet's faith to ensure that apparel is in keeping with doctrinal/ traditional observances of the cadet's duties.

5.6.4.1. Religious Headgear. Religious headgear may be worn indoors upon the approval of the unit SASI, school Principal, and HQ AFJROTC. Religious headgear may be worn outdoors so long as it is not visible (i.e. the standard issue Air Force cover must conceal any religious headgear). Please refer to policy letter dated July 2017.

5.6.4.2. Religious Issue of Female Skirts. Female cadets requiring a skirt vice issued slacks, based on religious grounds, only need to write a letter to the unit SASI requesting the issuing and wear of a skirt. This request needs to be sign by the cadet's parent/guardian, to the unit SASI for approval and the ASI for ordering from HQ AFJROTC.

5.6.5. Additional Uniform wear requirements and restrictions. Such as restrictions regarding public political activity, proper wear of uniform accessories and other prohibitions, apply to proper uniform wear. If in doubt always refer to AFI 36-2903 for final clarification.

5.7. Weekly Uniform Wear Day Criteria. Cadets will wear the AFJROTC Uniform of the Day on the specified uniform day (**normally Thursday**), as prescribed by the unit SASI. Cadets will be inspected on uniform wear and personal appearance every uniform day using the unit designated inspection sheet. Each cadet will ensure that the uniform is ready for inspection on the designated uniform day or for other mandatory uniform formations. **PLANNING AHEAD is the key.** Assemble the uniform, iron shirts, and polish shoes the night before. The SASI will prescribe what cadets may wear specialized uniform items such as cords, berets, and ascots. The SASI will also prescribe when those items may be worn, and how they will be worn and maintained. If school or personal activities will interfere with a scheduled uniform wear, advise the SASI/ASI at least one day prior to arrange a make-up uniform wear day, if not prearrange, **cadet makeup day is the next day the cadet is at school.**

5.7.1. Planned Absences. If a cadet knows they will be absent on uniform day, they should arrange to wear the uniform on another day prior to the next inspection if they want to earn credit for the inspection.

5.7.2. In School Suspension (ISS/TRAICE). Cadets assigned to **TRAICE** on uniform day **will not wear their uniform.** Cadets will wear their uniform the preceding day or the next day, they are present in the AFJROTC classroom. This rule also includes trips to lunch time detention or after school detention, when applicable and known the day before.

5.7.3. Out of School Suspension (OSS). Cadets assigned to OSS will not wear their uniform around town or at an alternate school setting.

5.7.4. A Special Uniform Provision. When applicable, cadets awaiting transportation to jail or other detention centers (after a major alternation – like fighting with other students) and while in the school holding facility with the School Resource Officer, the cadet in question, will change out of their cadet uniform into appropriate civilian attire. The SASI/ASI will arrange to assist the cadet(s) change out of their applicable uniform into non-script civilian PT attire for transportation to jail.

5.7.5. Cadets Unable to be Fit in a Uniform and Pregnancies. Any cadet unable to be fit and issued a uniform, cadets awaiting a special order uniform, and pregnant cadets who are no longer able to wear their issued uniform, will dress up in apparel suitable for a semiformal activity on scheduled uniform days.

5.8. Excused from Uniform Wear. If a cadet is absent the entire week, Monday through Friday, the cadet is excused from uniform wear for that week. Uniform wear at extra-curricular activities will count as a substitute for weekly uniform wear requirements at the discretion of the unit SASI in these cases. Drill Team members and Color Guard members participating in drill meets or Color Guard activities as well as cadets marching in a parade may be excused from wearing the uniform the next inspection day at the discretion of the SASI.

5.9. Uniform Wear Make-Up Policies. *“My uniform is in the cleaners, it's too small, my little brother threw up on me, I forgot today was uniform wear day, or I am missing my shoes, nametag or hat or it is raining outside, or I*

woke up late this morning **are not acceptable excuses** for not wearing the uniform. Cadets not wearing the uniform on Thursday will receive a grade of zero unless otherwise approved by the SASI/ASI upon a note from home, or arrangements are made to make up the inspection. If a cadet is absent on uniform day, there is no penalty if the cadet makes up the missed uniform wear on the first day back in school. Failure to make up the missed uniform day on the next day back in school will result in a zero unless approved by the SASI/ASI. Cadets will wear the uniform for the entire school day and must have the SASI or ASI inspect them to receive uniform credit. Failure to wear the uniform as directed will seriously jeopardize the course grade. **Failure to wear the uniform three times during our academic school year will result in a failing grade and course disenrollment. Third strike, you're out.**

5.10. Uniform and Civilian Clothing. Cadets will not mix uniform and civilian clothing without the expressed permission of the unit SASI. If due to medical conditions a cadet is unable to wear the uniform or any uniform item, they must present medical documentation to the unit SASI, for a waiver. Do not mix any portions of the PT uniform with any uniform items.

5.11. Nametag (blue nametag on shirt). Cadets will wear the standard Air Force laminated ultramarine blue nametag, with white, block style letters engraved on the plastic, secured with clutch-type fasteners. Nametag size is 3 3/16 x 5/8 inches with 1/4-inch lettering. Males wear it over the right breast pocket, parallel with the top of the pocket. Females place it on the right side of the shirt, 1 1/2 inches above to 1 1/2 inches below the first button, even with the bottom row of ribbons and parallel to the ground. Name tags are to be worn at all times while in uniform.

5.11.1. Coat Nametag (silver nametag on service coat). Cadets will wear the standard Air Force silver metal-look nametag, with blue, block style letters engraved and secured with clutch-type fasteners on their service coat. Males wear it centered over their right breast pocket directly across from the top of the pocket seam. Females wear it centered on the right side of the front of the coat, centered in the area between the lapel and the arm sleeve seam. All nametags should be perfectly horizontal and in good, clean condition. Name tags are to be worn at all times while in uniform

5.12. Prohibited Activities While Wearing the Uniform. Cadets will not hitch hike, perform labor, engage in sport activities, attend TRAICE, or do anything that would degrade the uniform. Certainly, questionable criminal behavior in school or out of school, while wearing the uniform creates an unfavorable impression of our program, Booker T. Washington High School, TPS, and the Air Force. **Conversely, proper conduct and pride reflects favorably upon the cadet wearing the uniform and enhances the Corps' image throughout our community.**

5.13. Unit Policy on Shoulder Cords. Cadets are authorized to wear one shoulder cord on the left shoulder. Cadets can wear the shoulder cord on either the light blue shirt and/or the service dress coat. The unit SASI has designated criteria on who can wear shoulder cords (please refer to Table below). Colors denote different honors or leadership positions or team membership status. Unit criteria and shoulder cord colors are described in this Cadet Guide. On the service dress coat, cords can be pinned to the shoulder with the pin hidden beneath the cord. Shoulder cords are NOT authorized in ABUs.

5.13.1. Shoulder Cord Table. Shoulder cords are issued by the unit ASI. Shoulder cords can be *issued to an individual cadet* based on Cadre/Squadron/Flight Commander position/rank. Normally, these cords are issued for the school year. Shoulder cords can also be *issued for team participation but only to a max of 3 teams*. When applicable, team cords are normally not issued for the school year but for the applicable team event and then immediately returned back to the unit ASI. All shoulder cords are property of our unit, they are on-loan and must be returned by the suspense date levied by the ASI or unit SASI. Applicable team participation cords will be issued to the applicable team members after consultation with the Operations Squadron Commander and the unit ASI. When applicable, the ASI will issue the authorized team member cord for that specific team event. The Drill Team Commander is issued a cord but not the drill team members. Cadets will wear the highest cord of precedence daily.

Group Commander	All WHITE multi-braid Cord or ANY WHITE Cord they prefer
Deputy Group Commander	All WHITE single braid Cord
ANY Flight Commander	BLACK and ORANGE braid Cord
Group Executive Officer	All WHITE single braid Cord
Group Inspector General (IG)	WHITE and RED single braid Cord
Group Chief of Stan/Eval (SE)	SILVER single braid Cord
Group First Sergeant	WHITE and BLUE single braid Cord
Operations Squadron Commander	All WHITE single braid Cord
Ops Support Squadron Commander	All WHITE single braid Cord

Director of Operations (either Squadron)	All BLACK single braid Cord
ANY Drill Team Commander	Light BLUE Cord
PT Team Commander	Light BLUE Cord
APT Commander	Light BLUE Cord
HACCT Commander	Light BLUE Cord
FHRC Commander	Light BLUE Cord
Air Force STEM Club	Light BLUE Cord
ACappella Crew Commander	Light BLUE Cord
KHAS Commander	Light BLUE Cord

SECTION B—MALE UNIFORMS

5.14. Uniform Combinations. There are 2 standard uniform combinations. They are :

Combination 1 - **Service Dress** Uniform, includes the Service Dress coat, light blue shirt, tie, trousers, and accessories.

Combination 2 - **Short sleeve** light blue shirt, no tie, trousers, and accessories. Lightweight blue jacket is optional.

5.14.1. PT Uniform. Also included is the Physical Training uniform which consists of the USAF issued PT shirt, PT shorts, sweat top, sweat pants, all black or all white athletic socks, and athletic shoes (boat shoes, flip flops, boots and the like are not allowed due to safety). Any combination of tops and bottoms may be worn.

5.15. Belt. Dark blue with silver tip, 1 ¼ inches wide and worn by threading through the belt loop to the wearer's left. The silver tip extends beyond the buckle to the wearer's left with no blue fabric showing. The male "gig" line is the straight line formed by the front edge of the shirt, the belt buckle, and the trousers fly. Check frequently to ensure the "gig" line is straight.

5.16. Service Coat. With arms hanging naturally, sleeves should end ¼ inch from the heel of the thumb. Bottom of the coat should be fingertip length when hands are slightly cupped. All buttons must be buttoned. Flat items may be carried in the inside pockets. The coat may be removed in classrooms or the media center when it becomes uncomfortably warm or when a lab coat must be worn. It will NOT be unbuttoned when worn in public areas (hallways, common areas). When removed it will be hung up or carefully draped over a chair back. The coat must be put back on and buttoned *before* leaving the classroom. The coat will have AFJROTC patch on left sleeve as prescribed in AFOATSI 36-2001. Our unit will also attach the BTW OK-942 patch on the right sleeve.

5.17. Wheel Cap - Blue Service. The service cap is not worn by OK-942 cadets, but cadets from other units may be observed wearing them. It is worn squarely on the head with a two-finger spacing between the bridge of the nose and the bill of the cap. Service cap will have a plain visor. It may be used by Color Guard if needed.

5.18. Flight Cap - Blue Garrison. Worn slightly to the right with the vertical crease at center of the forehead in a straight line with the nose and approximately a two-finger spacing between the bridge of the nose and the bottom of the cap. The crown will not be crushed. The flight cap will not have active duty officer silver braid. We will not wear the ROTC insignia on the hat as it is not mandated.

5.19. Lightweight Jacket ("Windbreaker"). This jacket may be worn as an optional garment, when specified by the SASI/ASI. When worn, it must be zipped at least half way up. All cadets will wear appropriate grade insignia on both the right and left collar. The jacket may be worn indoors or outdoors. If the lightweight blue jacket does not have an AF symbol embroidered on it, it can be worn with the cadet's civilian clothes. However, in our effort to be good custodians of tax payer resources the SASI does not allow this option. We want the lightweight jackets to last as long as possible while you are a cadet, therefore wear as civilian daily clothing is impractical.

5.20. Short Sleeve Shirt, Light Blue with Epaulets. With arm bent at a 90-degree angle, the bottom of the sleeve should barely touch or come within one inch of the forearm. The shirt will be worn tightly tucked in and not bloused. It may be worn with a tie or with open collar. If worn with an open collar, a **plain white** V-neck, U-neck or athletic style **undershirt must be worn** so that the top of the undershirt is not exposed. All buttons must be buttoned when wearing a tie. When not wearing a tie, all buttons **except** the top button are buttoned. The shirttail is always pulled down into the trousers tightly and tucked at the sides to make it nearly form fitting. The only creases on the shirt are down the sleeves. Pens or pencils will NOT be carried in the shirt pocket. No items will be carried in the shirt pockets at any time.

5.21. Socks. Socks must be BLACK. No other color is authorized.

5.22. Tie, Blue. Either a Windsor or four-in-hand knot secures the tie. The tip of the tie will extend no more than 1 and ½ inches above or below the belt line. It is worn outside the shirt and is not tucked in. Pre-tied ties are authorized at the cadet's expense. See Figure 5.11.

5.23. Trousers, Dark Blue. Trim fitted with no bunching at the waist or bagging at the First Sergeant. The bottom of the trousers will rest on the front of the shoes with a slight break in the creases. The back of the trouser leg will extend approximately 7/8 inch longer than the front. The trousers must be of matching material to the service coat and the cap. The rear pocket of the trousers will always be buttoned, and articles should not be bulky or visible. The zipper tab will be pressed down to permit the fly to be neatly closed.

5.24. Shoes. Black male oxfords. Shoes will be clean and serviceable. Highly shined shoes are encouraged. Shoes will be laced to the top. The soles and heel edges will be coated with sole and heel dressing. High gloss black corfam shoes or patent leather are NOT authorized for OK-942 JROTC cadets.

5.25. Undergarments. Conservative, commercial style undergarments **will** be worn with the uniform. Wear a plain white V-neck, U-neck or athletic style undershirt when worn with an open collar uniform combination. A plain white crew-necks style T-shirt may be worn when wearing a closed collar with a tie.

5.26. Semi-Formal Uniform. The semi-formal uniform is **no longer authorized** for formal occasions such as the Cadet Dining-In or Cadet Military Ball. The semi-formal uniform consisted of the service dress uniform (coat, pants and tie) worn with a plain white collared shirt. Buttoned down collared shirts were not permitted with this option.

SECTION C—MALE PERSONAL APPEARANCE

5.27. General. A tapered appearance is one that when viewed from any angle outlines the individual's hair so that it conforms to the shape of the head, curving inward to the natural termination point. Hair will not touch the ears and only closely cut or shaved hair on the back of the neck may touch the collar. Hair will not exceed 1¼ inches in bulk, regardless of length and not exceed 1/4 inch at the natural termination point. Hair will not contain or have any visible foreign items attached to it. **Body piercing is not allowed and tattoos are highly discouraged.**

5.27.1. Hair. Reference Figure 5.1, page 89 of this guide. 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. When your hair is groomed, it should not touch your ears or eyebrows, and only the closely cut or shaved hair on the back of your neck should touch the collar. Your hair should not exceed 1 1/4 inch in bulk regardless of the length. Bulk is *the distance that the hair projects from the scalp when groomed* (as opposed to length of the hair). The bulk and length of your hair must not interfere with wearing any Air Force headgear properly, and it must not protrude below the front band of the headgear. Your hair must have a tapered appearance on both sides and back, both with and without headgear. A tapered appearance means that, when viewed from any angle, the outline of the hair on the side and back will generally match the shape of the skull, curving inward to the end point.

Your hair may not contain or have attached to it any visible foreign items. If you dye your hair, it should look natural. You may not dye your hair an unusual color or one that contrasts with your natural coloring. You may have sideburns if they are neatly trimmed and tapered in the same manner as your haircut. Sideburns must be straight and of even width (not flared) and end in a clean-shaven horizontal line. They may not extend below the lowest part of the outer ear opening. No extreme or faddish hair styles like Mohawks or fauxhawks are allowed. Hair may not protrude below the front band of properly worn headgear. Hair must be a natural color.

5.27.2. 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. *Excessive* tattoos or brands, even though they do not violate the prohibitions above, will not be exposed or visible (including visible through the uniform) while in uniform. Excessive is defined as any tattoo or brands that exceed one-quarter of the exposed body part, and those above the collarbone and readily visible when wearing an open collar uniform. The unit SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance. The tattoo may be covered up with a skin-colored bandage while in uniform and still participate in the program. However, tattoos and brands are discouraged.

5.27.3. Body Piercing. Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including visible through the uniform). Clear devices must be inserted into piercings on uniform days if the cadet feels the need to keep the piercings.

5.28. Jewelry. Male cadets will not wear or carry exposed jewelry, pencils, pens, or handkerchiefs while in uniform. Male cadets may **not wear earrings** while in uniform. No more than three rings may be worn at any one time. Fingernails will be neat, clean, and trimmed. One watch and one conservative bracelet (not wider than one inch) may be worn; they must not detract from the military image or be a safety hazard. Yellow, purple, pink, etc bracelets supporting the Cancer Foundation is a noble cause, however the bracelet does not meet the conservative criteria outlined in AFI 36-2903, Dress and Personal Appearance of Air Force Personnel.

Figure 5.1 Male Hair Grooming Standards (Cross reference to Figure 3.1, Ops Supplement Chapter 7)

Figure 3.1. Male Hair Grooming Standards

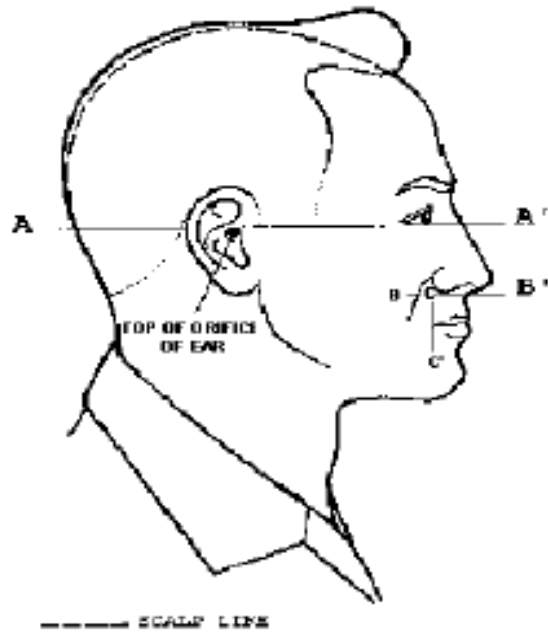


Figure 1-2
Male Grooming Standards (Side View)

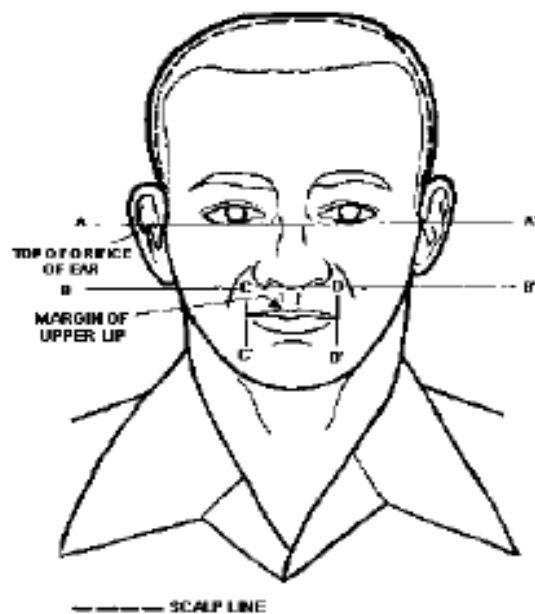
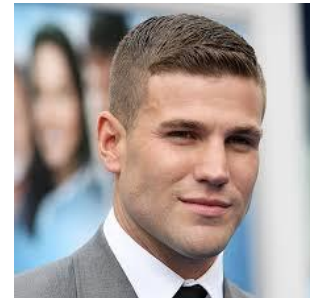


Figure 1-1
Male Grooming Standards (Front View)



SECTION D—FEMALE UNIFORM REQUIREMENTS

5.29. Uniform Combinations. There are 2 standard uniform combinations. They are :

Combination 1 - **Service Dress** Uniform, includes the Service Dress coat, light blue shirt, tab, slacks or skirt, and accessories.

Combination 2 - **Short sleeve** light blue shirt, no tab, slacks or skirt, and accessories. Lightweight jacket optional.

5.29.1. PT Uniform. Also included is the Physical Training uniform which consists of the USAF issued PT shirt, PT shorts, sweat top, sweat pants, all black or all white athletic socks, and athletic shoes (boat shoes, flip flops, boots and the like are not allowed due to safety). Any combination of tops and bottoms may be worn.

5.30. Service Coat, Blue. Coat should follow the contours of the figure but allow ease of movement without pulling in the back of the waist. The sleeves should come to the base (heel) of the hand. The coat and slacks or skirt must match the color shade and material. Items will not be carried in the jacket pockets. The coat may be removed when it becomes uncomfortably warm. It will not be worn unbuttoned in school public areas such as hallways, common areas, or the cafeteria. When removed it will be hung up or carefully draped over the back of a chair. The coat will be put on and buttoned before leaving the classroom.

5.31. Belt. Dark blue with silver tip, 1 inch wide and worn by threading through the belt loop to the wearer's right. The silver tip extends beyond the buckle to the wearer's right with no blue fabric showing. The female "gig" line is the straight line formed by the front edge of the shirt, the belt buckle. Check frequently to ensure the "gig" line is straight.

5.32. Service Cap, Blue ("Wheel Cap"). The service cap is not worn by OK-942 cadets, but cadets from other units may be observed wearing them. It is worn squarely on the head with a two-finger spacing between the bridge of the nose and the bill of the cap. Service cap will have a plain visor. It may be used by Color Guard if needed.

5.33. Flight Cap, Blue Garrison ("Flight Cap"). Worn slightly to the right with the vertical crease at center of the forehead in a straight line with the nose and approximately a two-finger spacing between the bridge of the nose and the bottom of the cap. The crown will not be crushed. The flight cap will not have active duty officer silver braid. We will not wear the ROTC insignia on the hat as it is not mandated.

5.34. Hose. Commercial sheer, nylon hose in black, off black, dark blue, dark brown, or neutral that complements the uniform and the cadet's skin color. Patterned or white hose is not permitted.

5.35. Socks. Black, commercial socks without design may be worn with slacks and oxfords. Socks must be worn if not wearing hose. **Socks must be BLACK.** No other color is authorized.

5.36. Lightweight Jacket. This jacket may be worn as an optional garment, when specified by the SASI/ASI. When worn, it must be zipped at least half way up. All cadets will wear appropriate grade insignia on both the right and left collar. The jacket may be worn indoors or outdoors. If the lightweight blue jacket does not have an AF symbol embroidered on it, it can be worn with the cadet's civilian clothes. However, in our effort to be good custodians of tax payer resources the SASI does not allow this option. We want the lightweight jackets to last as long as possible while you are a cadet, therefore wear as civilian daily clothing is impractical.

5.37. Short Sleeve Shirt, Light Blue. The shirt will be worn tightly tucked in and not bloused. It may be worn with a tab or open collar. The tab is always worn with Service Dress Coat. The shirt is always worn tucked in. If worn with an open collar, and you elect to wear a plain white undershirt (T-shirt, a V-neck or U-neck), it **must** be worn so that the top of the T-shirt is not exposed. Pens or pencils will NOT be carried in the shirt pocket. No items will be carried in the shirt pockets at any time.

5.38. Slacks, Blue. Will fit naturally over the hips with no bunching at the waist or fullness in the First Sergeant. Bottom of slacks will rest on the front of the shoes with a slight break in the creases. Back of the slacks will extend approximately 7/8 inch longer than the front. Slacks are tailored to straight hanging and any alterations to modify the leg shape must be approved by the ASI. Articles carried in the pockets will not be visible or present a bulky appearance.

5.39. Skirt, Blue. Hangs naturally over the hips with a slight flare. Length will be no shorter than the top of the kneecap nor longer than the bottom of the kneecap. The skirt may be with or without belt loops. A belt must be worn if the skirt has belt loops.

5.40. Undergarments. Conservative, commercial style undergarments **will** be worn with the uniform. Wear other appropriate garments (i.e. plain white V-neck T-shirt) as necessary, provided they are not visible at the neck when worn with an open collar. A plain white crew-neck style T-shirt may be worn when wearing a closed collar uniform combination with the tab.

5.41. Shoes. Black oxford shoes will be issued and will be worn with uniform. Shoes will be clean and serviceable. Highly shined shoes are encouraged. Shoes will be laced to the top. Smooth or scotch grain black

leather or high gloss finish pumps are authorized for AS-I, II, III and IV female cadets at their own expense. High gloss black corfam or patent leather shoes are NOT authorized for ANY OK-942 cadet. Heel height must not exceed 2 ½ inches. Shoes will have plain closed toe and heel. Shoes must not have any ornamentation such as bows, buckles, or straps. In circumstances when issued shoes do not fit, the SASI may approve an alternative shoe.

5.42. Purse. May carry a small **black** purse over the shoulder. The standard Air Force purse may be purchased at the cadet's expense. They may carry any purse in their hand but the carry strap may not be used in uniform.

5.43. Semi-Formal Uniform. The semi-formal uniform is **no longer authorized** for cadets at any time. If authorized in the future, the semi-formal uniform consists of the service dress uniform (coat, pants and tab) worn with a small pointed collar plain white shirt for males or females.

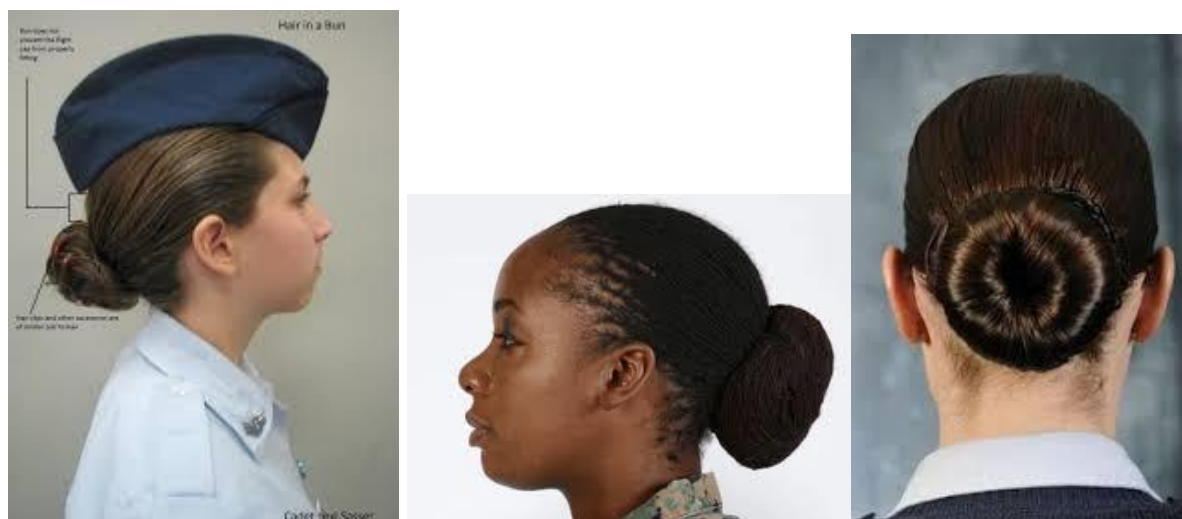
SECTION E—FEMALE PERSONAL APPEARANCE

5.44. Jewelry. Female cadets will not wear or carry exposed jewelry (including ankle bracelets), pencils, pens, or handkerchiefs while in uniform. One set of white pearl, silver, diamond, or gold stud type earrings may be worn in the lower earlobe. **Earrings must be small, conservative, spherical and of plain design.** Cadets may wear **no more than three rings at any one time.** Rings will be worn at the base of the finger and will not be worn on the thumb. One watch and one conservative bracelet (not wider than one half inch) may be worn; they must not detract from the military image or be a safety hazard. Yellow, purple, pink bracelets supporting the Cancer Foundation is a noble cause, however the bracelet does not meet the conservative criteria outlined in AFI 36-2903, Dress and Personal Appearance of Air Force Personnel and may not be worn while in uniform. Body piercing and tattoos are highly discouraged.

5.45. Hair. Refer to Figure 5.2 on page 91 of this guide. Must be styled to not exceed 3 inches in bulk and permit wear of any military headgear. Exaggerated styles with excessive fullness or extreme heights are prohibited. Hair **will not** be worn in any style longer than at the back of the neck the bottom of the collar edge. Hair ornaments such as scrunches, ribbons, balls, etc, will not be worn. However, pins, combs, hair bands, or barrettes VERY SIMILAR in color to the individuals own hair may be worn to keep hair in place. Ornamentation is prohibited. Hair color, highlights, frosting will not be faddish and will be natural looking for human beings (blonde, brunette, natural red). Braids, micro-braids and cornrows are authorized for females. However, bottom-line, hair will be one natural color and no multiple hair colors or shades or Mohawks (including Fohawks) – **highlighting of hair is not allowed** as well as no dyed hair that has been determined by unit Instructors to be distracting or does not **look like “natural hair color”**.

5.45.1. Braids. Braids, micro-braids and cornrows are authorized. However, they must be a natural looking color similar to the individual's hair color; conservative (moderate, being within reasonable limits; not excessive or extreme) and not present a faddish appearance. A braid is three or more portions/strands of interwoven hair. When worn, multiple braids shall be of uniform dimension, small in diameter (approx ¼ inches), show no more than ¼ inch of scalp between the braids and must be tightly interwoven to present a neat, professional and well-groomed appearance. Braids must continue to the end of the hair in one direction, in a straight line, and may be worn loose or a secured style within hair standards. Dreadlocks, (defined as portions of hair that have been intentionally or unintentionally fused together to form a loc or locs), shaved head, flat-tops and military high-and-tight cuts are not authorized hairstyles for female cadets.

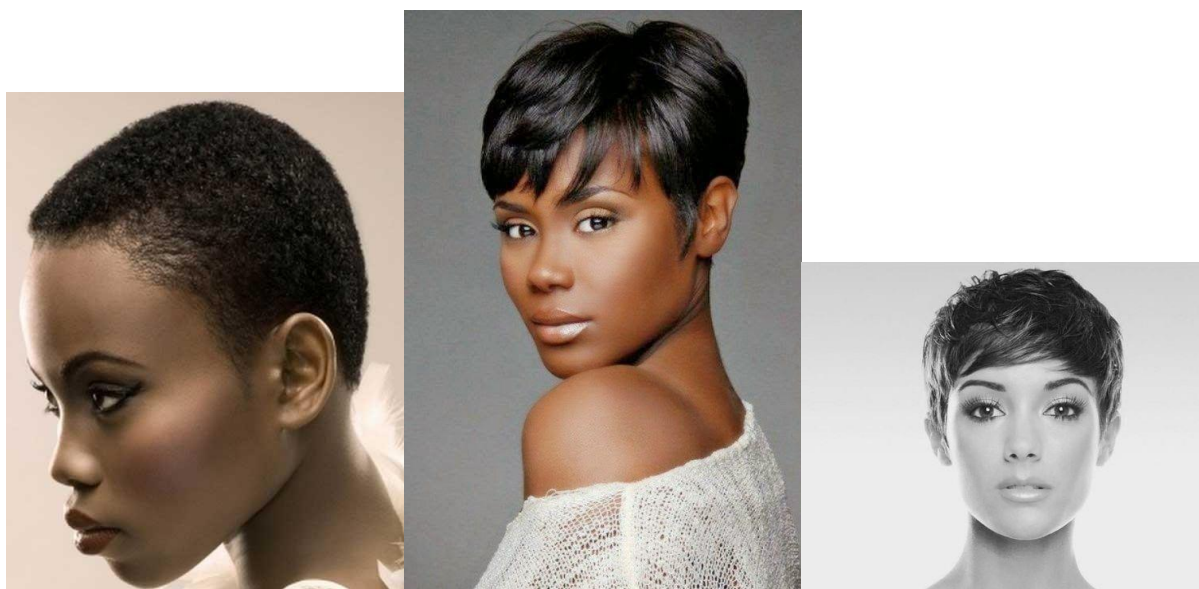
Examples of acceptable female long hair styles:



Examples of acceptable female medium hair styles:



Examples of acceptable female short hair styles:



5.46. Cosmetics. Cosmetics must be conservative and in good taste.

5.47. Fingernails. Fingernails must be clean, neat and trimmed to a length no longer than $\frac{1}{4}$ inch from the finger-tip. Female cadets may wear one color of nail polish that is conservative in color, does not contain any ornamentation, does not distinctly contrast with their complexion, detract from the uniform, or that is extreme. Some examples of extreme colors include, but are not limited to, purple, gold, blue, black, bright red, and florescent colors. French manicure is authorized, but nail length will still not exceed $\frac{1}{4}$ inch from the finger-tip.

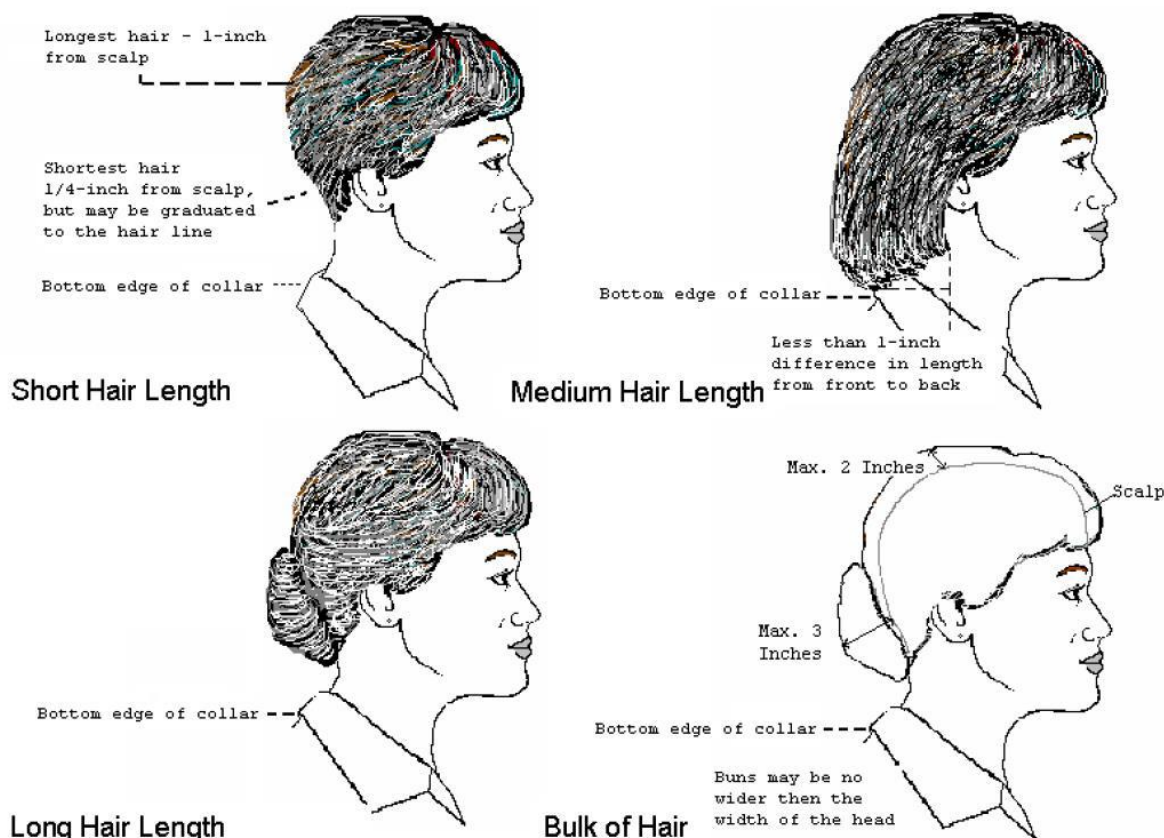
5.47.1. Tattoos or Brands. Whether you are in or out of uniform, tattoos or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform. *Excessive* tattoos or brands, even though they do not violate the prohibitions in the above paragraph, will not be exposed or visible (including visible through the uniform) while in uniform. *Excessive* is defined as any tattoo or brands that exceed one-quarter of the exposed body part, and those above the collarbone and readily visible when wearing an open collar uniform. The unit SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance. The tattoo may be covered up with a skin-colored bandage while in uniform and still participate in the program. However, tattoos and brands should be

discouraged. Henna tattoos or writing on your skin in pen or marker is highly discouraged. **If markings on skin is still visible on uniform day, the cadet should not wear their uniform, as tattoos of ANY kind are not authorized.** The cadet should be counseled on the fact that tattoos and brands may preclude him or her from serving in the military.

5.47.2. Body Piercing. Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might be visible through the uniform). Female cadets in uniform, however, are allowed to wear conservative earrings, pierced or clip style, in their earlobes.

Figure 5.2 Female Hair Grooming Standards (Cross reference to Figure 3.2, Ops Supplement Chapter 7)

Figure 3.2. Female Hair Grooming Standards



SECTION F—GENERAL UNIFORM AND PERSONAL APPEARANCE

5.48. Buttons. Replace buttons promptly. Buttons on the service dress are oxidized silver, as are most of the insignia. However, **do not** polish.

5.49. Uniform Loose Strings. Trim loose strings ("cables") and frayed Seams on the uniform. Do not try to pull or tear them off.

5.50. 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 or on top of the head while in uniform. Sunglasses will NOT be worn inside of buildings, except on school spirit days or holidays when part of a costume.

5.51. Jewelry. Personal accessories not listed in this guide are not authorized for wear. Necklaces, pendants, and other visible adornments are prohibited. Jewelry will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the SASI.

5.51.2. Earrings. Male Airmen are not authorized to wear earrings in uniform or in civilian attire for official JROTC duties. Female Airmen may wear small (not exceeding 6 mm in diameter) spherical, conservative

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

5.51.3. Bracelets. Ankle bracelets are not authorized. Airmen 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). Gemstones/tennis bracelets may only be worn with the mess dress uniform. 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).

5.51.4. Watches. Must be conservative and only one can be worn around the wrist while in uniform, PTU, or civilian attire in an official capacity. Conservative examples (not all inclusive) are solid color black, brown, silver or gold. Prohibited examples are diamond covered, neon, bright colors, and bands that exceed 1-inch width.

5.51.5. Rings. Airmen 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.

5.51.6. Necklaces. Will not be visible at any time. If worn, will be concealed under a collar or undershirt.

5.52. Ribbons and Medals. All authorized ribbons must be worn when in service dress. Ribbons are optional on other uniform combinations. Ensure they do not become soiled, frayed or worn; replacement ribbons and devices must be purchased by the cadet. Cadets may wear ribbons earned while enrolled in other JROTC programs. Normal order of wear is AFJROTC, CAP, and then other service JROTC ribbons grouped by service and by year achieved. **Medals and ribbons will not routinely be worn together.** The SASI authorizes the simultaneous wear of ribbons regular sized medals on the service dress or semi-formal dress uniform for special occasions such as Dining-Ins and the Cadet Ball, ROTC picture day, Pass & Review, parades, etc. Ribbons and medals are for the cadet to keep. Protect all medals and ribbons from getting dirty by placing them in a plastic baggie when not pinned on your uniform. Lost or destroyed medals and/or ribbons can be replaced but at cost to the cadets or his/her parents. Replacement costs range from several dollars to \$25.00 per medal and ribbons cost anywhere from several quarters to a dollar. When worn together, the top row of medals will be positioned ½ inch below the bottom row of ribbons.

5.53. Vocational/Physical Education Dress-Out Policy. Non-JROTC Physical Education department teachers will determine whether cadets in uniform are excused from dressing-out for PE class on AFJROTC uniform day. When necessary, cadets will change into proper clothing at the beginning of their class and change back into their uniform at the end of the class.

5.53.1. Cadets attending Vocational (entire morning session) or Physical Education class during first Period of their class schedule may come to school in civilian clothing and change into uniform at the end of 1st Period, or if vocational, prior to the start of afternoon classes. The uniform must be worn the remainder of the day. Cadets attending Vocational/Physical Education class during 7th Period (i.e., last period) may change into appropriate clothing at the beginning of 7th Period and are excused from changing back into their uniform.

5.54. Smoking. Smoking or use of any tobacco product is prohibited in uniform.

5.55. Headphones. Wearing headphones while playing of portable device electronic devices, stereos, laptops or cell phones are prohibited while in uniform. Wear of headphones, in uniform, while traveling (on a bus) during field trips will be permitted.

5.56. Sweater Wear. Cadets may wear the Air Force long sleeved wool V-neck pullover sweater or cardigan sweater as an optional item at their own expense.

5.57. Umbrellas. Optional, commercial, plain solid dark blue or black without ornamentation or design is authorized when weather conditions dictate their use.

5.58. Earmuffs. Optional, commercial, plain solid dark blue, black, or gray of any material and without ornamentation or design is authorized when weather conditions warrant their use. May only be worn outdoors while wearing other authorized outer garments.

5.59. Gloves or Mittens. Optional, commercial, plain solid black or gray and without ornamentation or design is authorized when weather conditions warrant their use. May only be worn outdoors while wearing other authorized outer garments.

5.60 Unit Physical Education Uniform. The unit PE uniform is a multi-purpose uniform consisting of an Air Force issued t-shirt and shorts. Our unit PE T-Shirt may be worn out or tucked in. The USAF PT shirt may be worn with civilian pants/shorts when authorized by the SASI. The PT shirt will not be mixed with any combination of the Air Force uniform items. **Our unit PE uniform is not a substitute for the weekly standard blue uniform wear day on Thursday.** PE uniform wear day is designated block days, usually Tuesday and Wednesday. Please limit the wear of your cadet PE uniform on PT day's only and only during the cadet's scheduled PE class (i.e., in 1st Period, wear only 1st Period). AF sweat top and pants may be worn in any combination with issued shirt and shorts.

5.61. Unit ABU Uniform Wear is authorized as an additional cadet uniform (blue uniform will be worn weekly, and the ABU may be worn on any other day besides uniform day. ABU uniforms can be obtained through EMALL and are worn in accordance with this guide and AFI 36-2903. Uniforms worn by other services are not authorized. The SASI will standardize ABU wear. At SASI and principal discretion ABU uniform wear day will be on Thursday. Footwear requirements for ABU uniforms: Only sage green boots may be worn. Unit must have appropriate waivers/documentation in WINGS for any uniform deviations to this policy. Unit Patch approval requests are processed via WINGS waiver module. Shoulder cord is not authorized to be worn on ABU's.

ABU Uniform Note: *Shoulder cord can be worn on the blue shirt and service dress coat only. Ascots, gloves and/or berets may be worn by color guard and drill team members during performances only.*

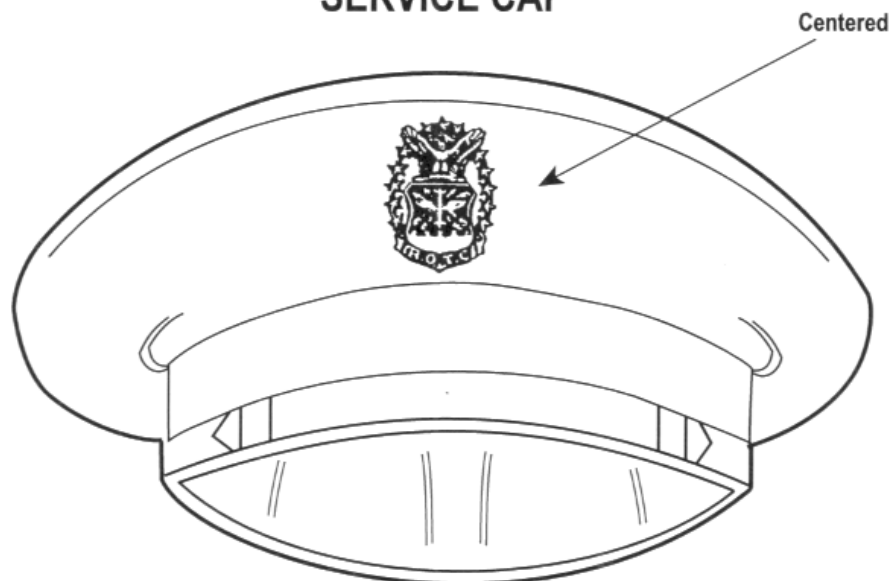
Figure 5.3 Personal Grooming Standards Quick Reference Guide

LINE	A	B	C
	Item of Grooming (M-Men, W-Women)	Will be/must be/have	Will Not/Must Not
1	Hair, Overall Standard (M & W)	clean, well-groomed and neat. If dyed, will look natural.	contain excessive amount of grooming aids.. Hair will not touch the eyebrows when groomed or protrude below the front band of properly worn headgear. EXCEPTION: Hair maybe visible in front of women's flight cap.
2	Hair Style (M)	a tapered appearance on both sides and back, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the individual's hair so that it conforms to the shape of the head, curving inward to the natural termination point. Block cut permitted with tapered appearance.	be worn in an extreme or fad style or in such away that exceeds length or bulk standards or violates safety requirements. Will not touch the ears and only closely cut or shaved hair on the back of the neck may touch the collar. Will not exceed 1 ¼ inches in bulk, regardless of length and not exceed ¼ inch at the natural termination point. Will not contain or have any visible foreign items attached to it.
3	Hair Style (W)	styled to present a professional appearance. Plain and conservative pins, combs, headbands, elastic bands, and barrettes similar to the individual's hair color or plain black are permitted to keep hair in place.	be worn in an extreme or fad style or violate safety requirements. Will not extend in length on all sides below an invisible line drawn parallel to the ground at the bottom edge of the shirt collar at the back of the neck. Will not exceed 3 inches in bulk or prevent proper wear of headgear. Will not include hair ornaments such as ribbons or jeweled pins.
4	Wigs and Hairpieces (W)	in conformance with the same standards required for natural hair, be of good quality, and fit properly.	exceed limits stated for natural hair.
5	Sideburns (M)	neatly trimmed and tapered in the same manner as the haircut. Will be straight and of even width (not flared) and end in a clean-shaven horizontal line.	extend below the lowest part of the exterior ear opening. (This does not apply to individuals with shaving waivers.)
6	Mustache (M)		extend downward beyond the lip line of the upper lip or extend sideways beyond a vertical line drawn upward from the corner of the mouth. (This does not apply to individuals with shaving waivers.)
7	Cosmetics (W)	conservative and in good taste.	

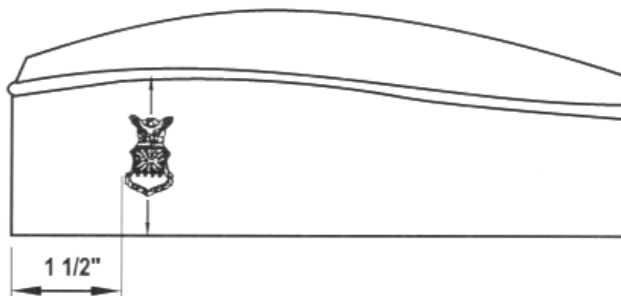
8	Nail Polish (W)	conservative, single color, and in good taste.	contain any ornamentation.
9	Earrings (W)	pearl, silver, diamond, gold, stud type earrings of spherical and plain design. Worn in the lower earlobe only.	wear more than one in each earlobe.
10	Earrings (M)		when in uniform.
11	Necklaces (M & F)	hidden from view.	be worn exposed.
12	Rings (M & F)		wear more than three rings.
13	Bracelets (M & F)	one conservative bracelet not wider than one half inch.	Wear yellow, purple, etc bracelets supporting the Cancer Foundation or similar causes.

CADET MALE HEADGEAR

SERVICE CAP



FLIGHT CAP



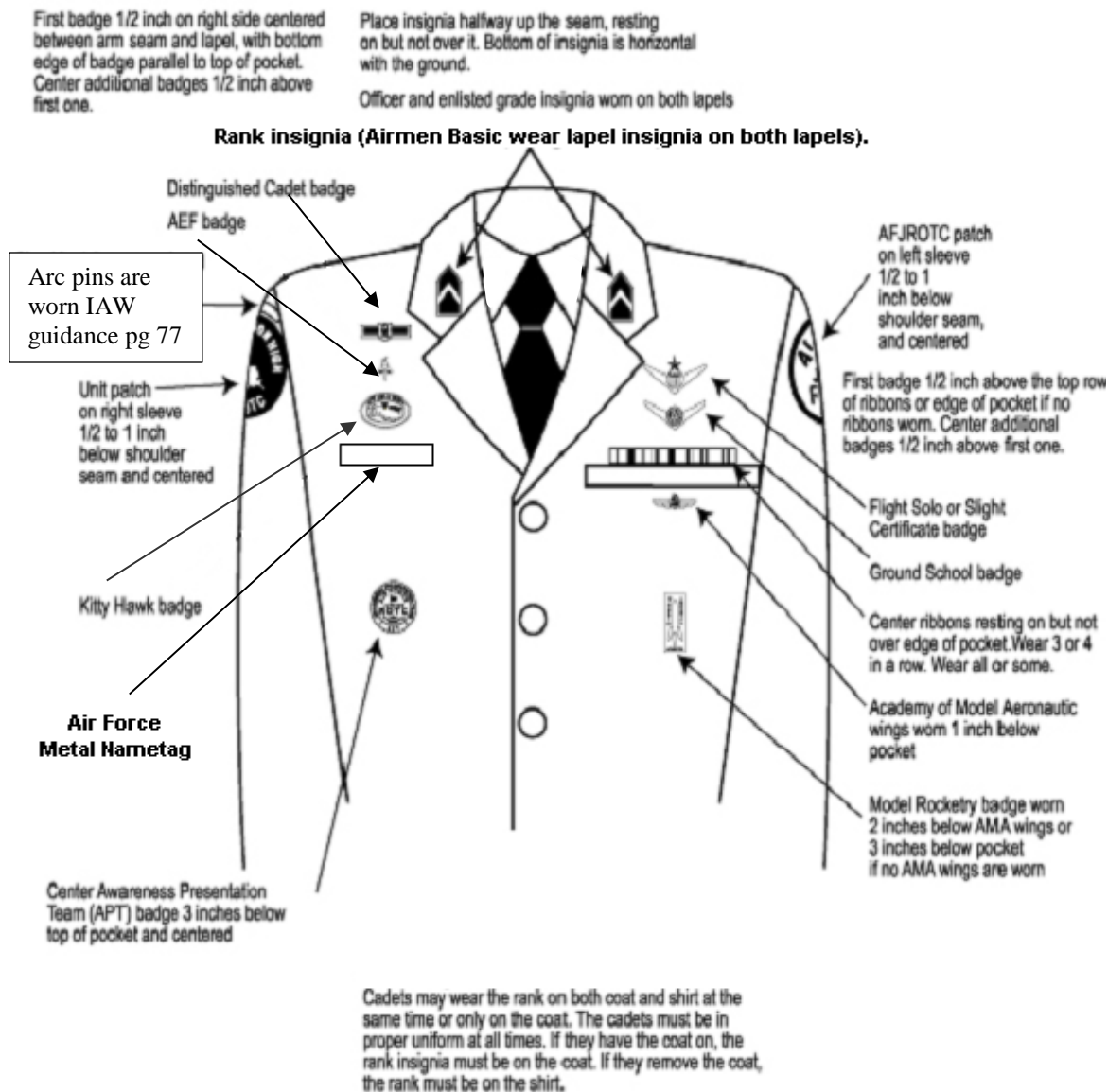
Centered top to bottom and
1 1/2 inches from front of cap

Officers wear hat insignia with stars.
Enlisted will NOT wear ANY insignia on the
flight cap. The insignia picture is no longer
allowed.

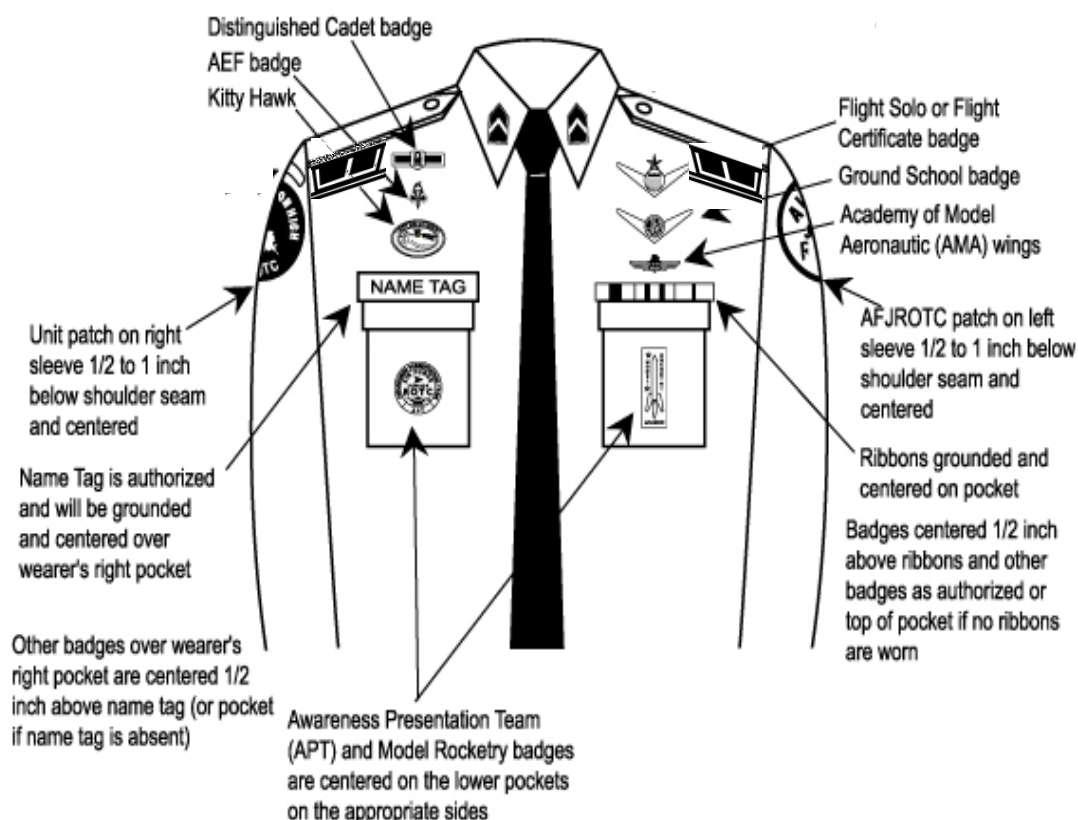
Figure 5.4 Male Headgear

Figure 5.5 Cadet Male Service Dress

CADET MALE 1620 SERVICE DRESS



CADET MALE BLUE SHIRT

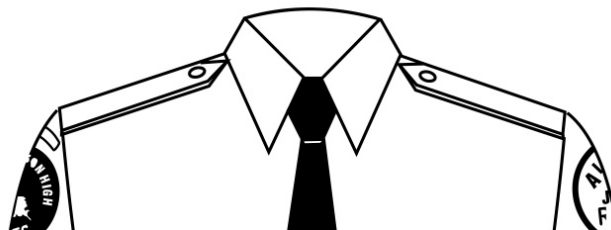


CADET MALE BLUE SHIRT (ENLISTED)

Enlisted grade insignia worn on both collars, centered side to side and top to bottom with bottom point of torch pointing toward the point of the collar



CADET MALE BLUE SHIRT (AIRMAN BASIC)



Airman Basic have no insignia of any kind on the collar

Refer to 1620 Service Dress Coat for badge placement with the following additions:

Name tag is authorized grounded and centered over wearer's right pocket

Other badges over wearer's right pocket are centered 1/2 inch above name tag (or pocket if name tag is absent)

APT or Model Rocketry badges are centered on the lower pockets on the appropriate sides

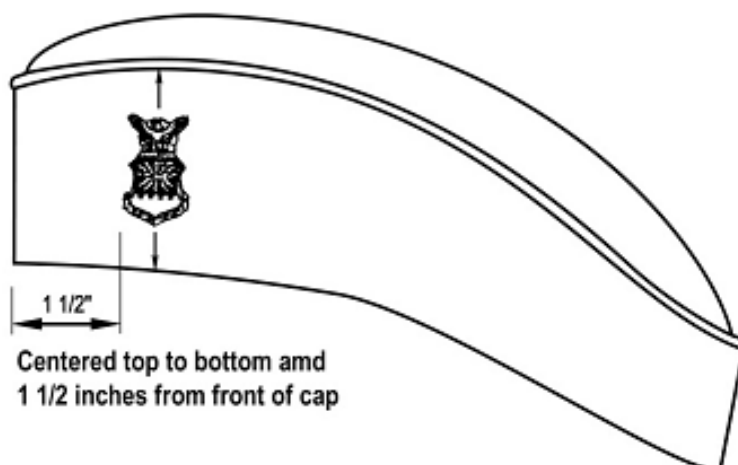
Fig 5.6 – Cadet Male Light Blue Shirt

CADET FEMALE HEADGEAR

SERVICE CAP



FLIGHT CAP

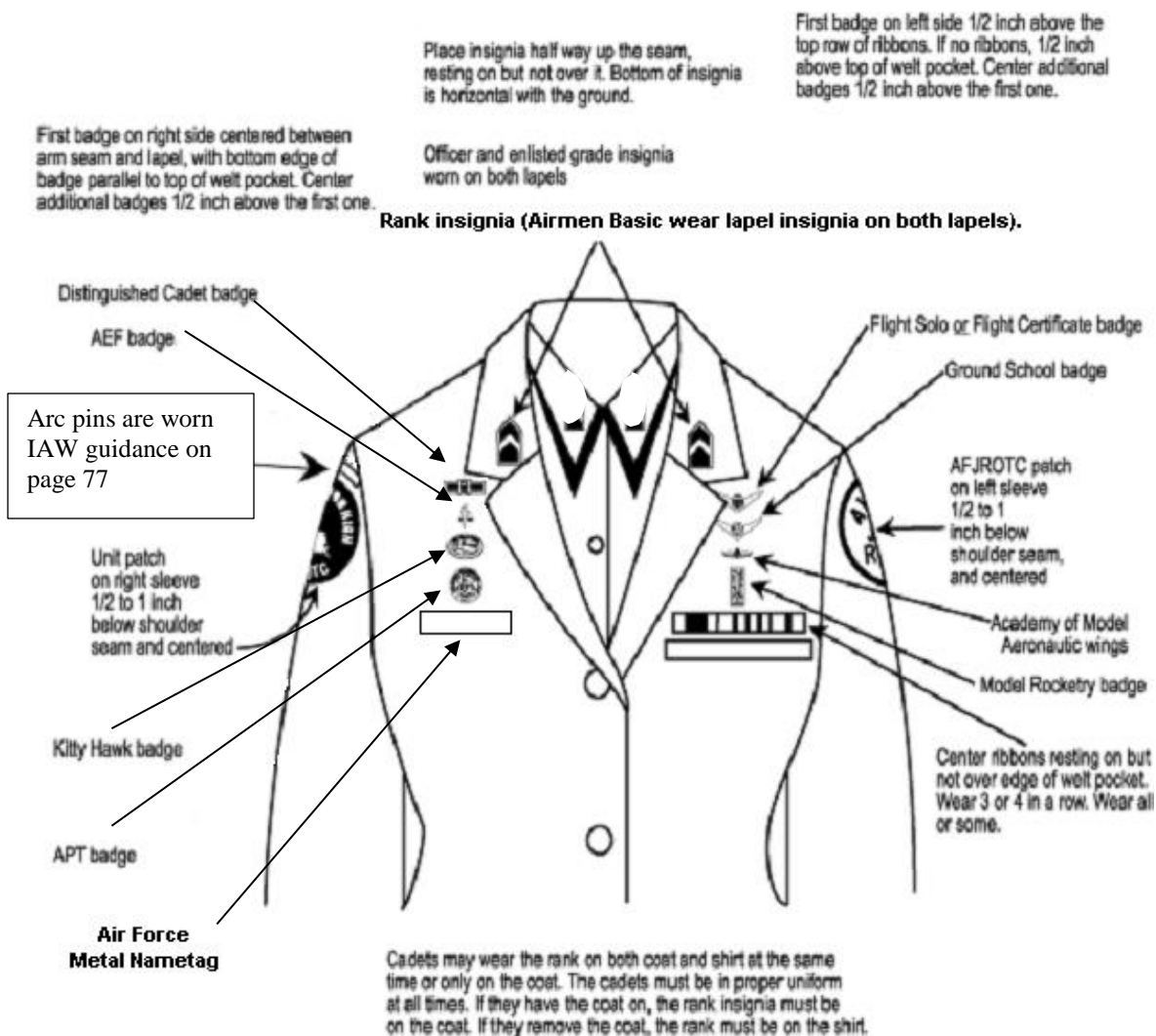


Officers wear hat insignia with stars.
 Enlisted will NOT wear ANY insignia on the flight
 cap.
 The insignia pictured here is no longer authorized.

Figure 5.7 Female Headgear

Figure 5.8 Cadet Female Service Dress

CADET FEMALE 1620 SERVICE DRESS



THE UNIFORM MUST BE WORN PROPERLY AT ALL TIMES. IT MUST BE CLEAN AND WELL PRESSED. THE CADET MUST PRESENT AN OVERALL APPEARANCE OF NEATNESS AND PRIDE.

REMEMBER, WHEN IN UNIFORM, YOU BECOME A REPRESENTATIVE OF THE UNITED STATES AIR FORCE - A PROUD SERVICE WITH AN OUTSTANDING REPUTATION AND A HISTORY OF SACRIFICES.

Figure 5.9 Cadet Female Light Blue Shirt

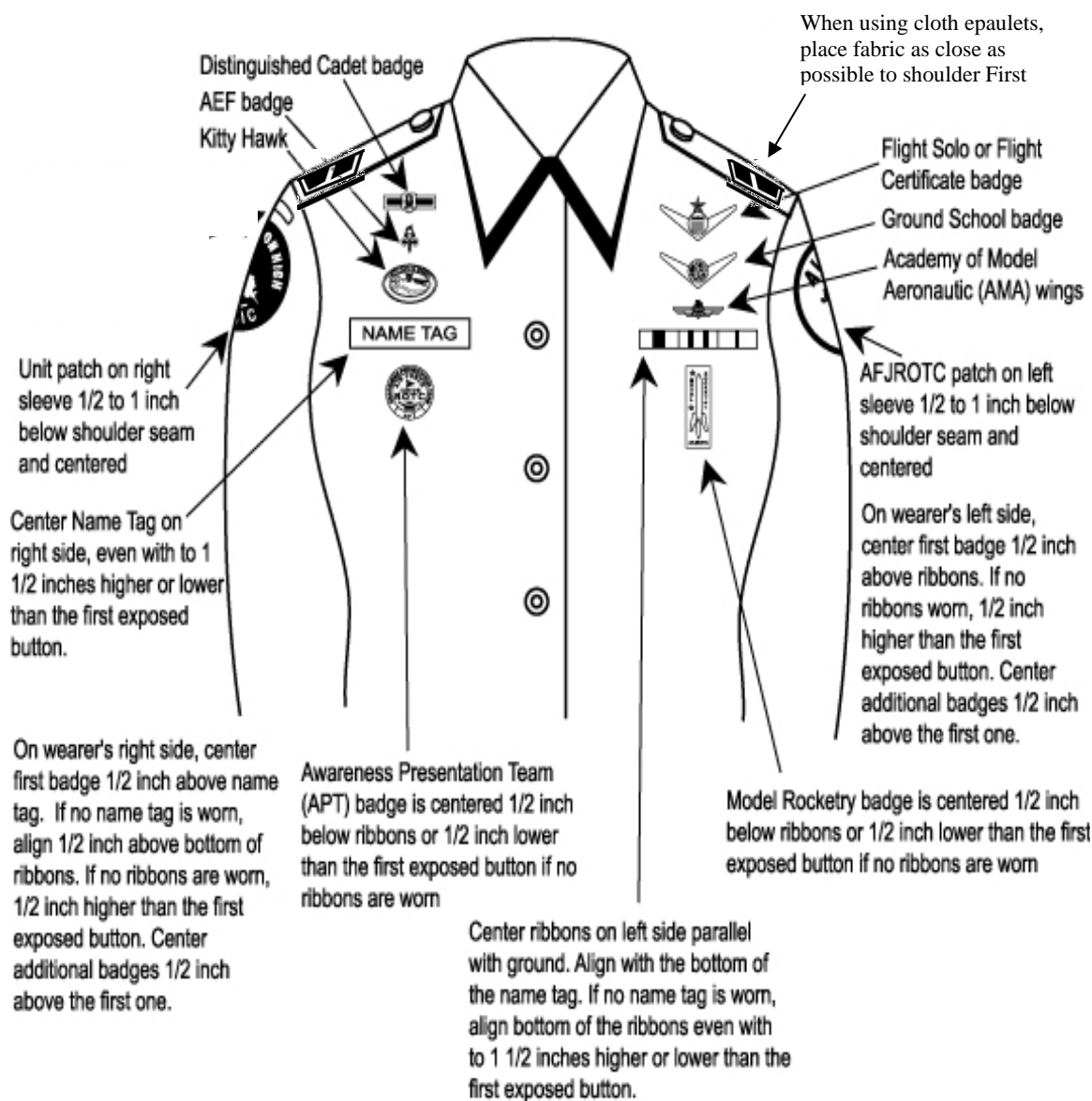
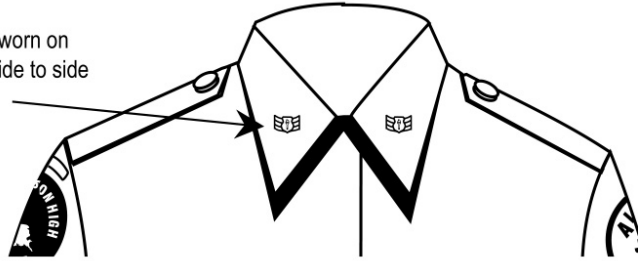


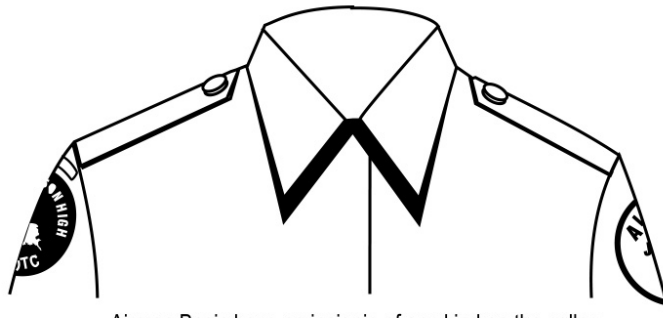
Figure 5.10 Cadet Female Light Blue Shirt (Cont.)

CADET FEMALE BLUE SHIRT (ENLISTED)

Enlisted grade insignia worn on both collars, centered side to side and top to bottom with point of torch pointing toward the point of the collar



CADET FEMALE BLUE SHIRT (AIRMAN BASIC)



Airman Basic have no insignia of any kind on the collar

Refer to 1620 Service Dress Coat for badge placement with the following additions:

Name tag is authorized (on wearer's right side) and will be centered between lapel and arm seam

1½ inches above to 1½ inches below the top button

Other badges over wearer's right side will be centered 1/2 inch over name tag bottom of the nametag and parallel with the ground.

Figure 5.11 Cadet Light Weight Blue Jacket

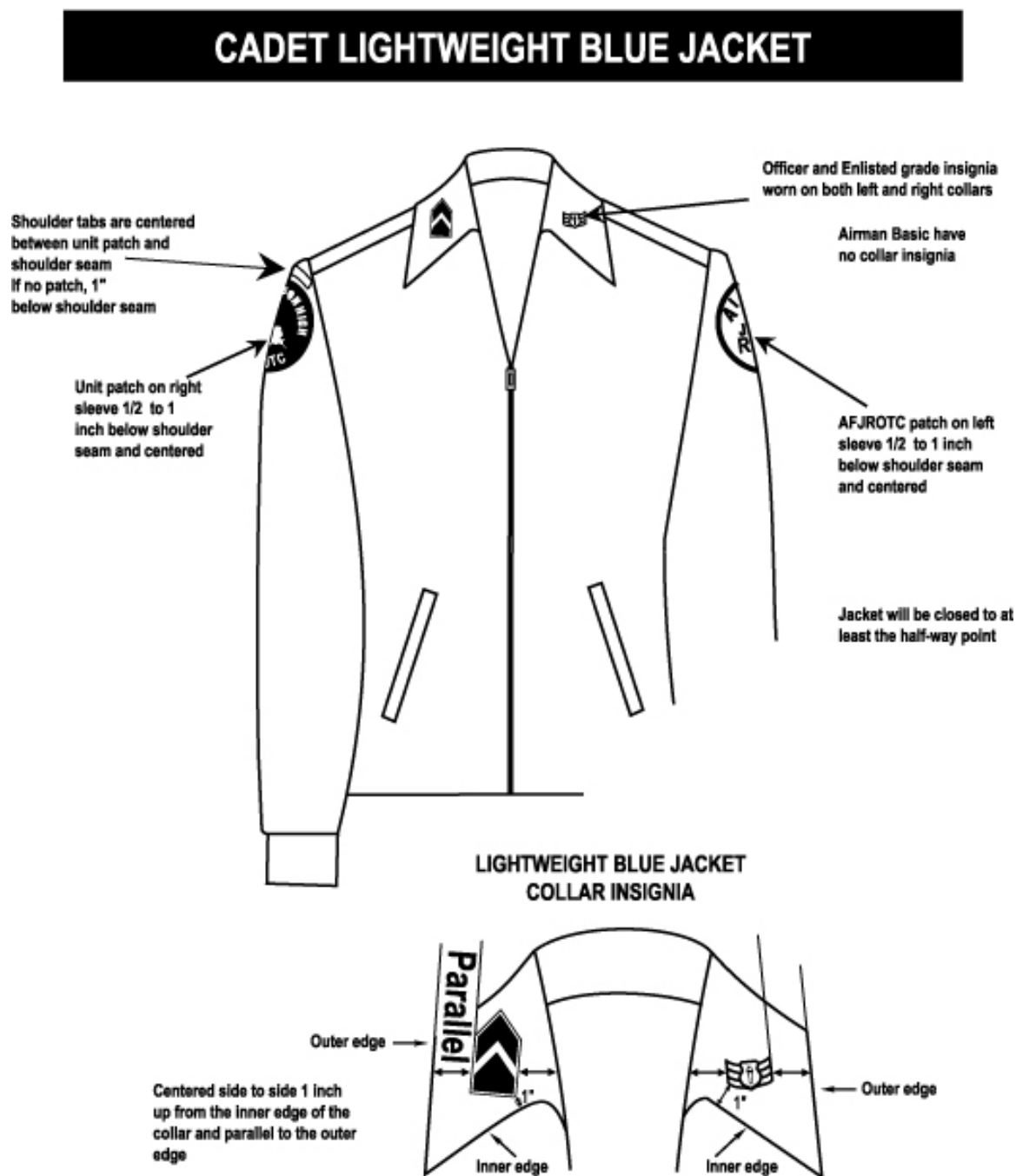


Figure 5.12 Replacement Price List.

<u>Male</u>	
Item	Cost
Flight Cap, Male, Shade, Blue 1620, Wool-Garrison	9.99
Coat, Service Dress, Male, Blue 1620	109.32
Coat, Lightweight, All Weather, Male	91.46
Shirt, Male, Blue Short Sleeve Shade 1550	17.58
Necktie, Blue	5.70
Trousers, Male, Wool/Tropical Blue	38.74
Belt/Blue, Cotton, Web	2.57
Buckle/Chromium Plated	4.27
Socks, Nylon Black	1.10
Undershirt, Mans V-Neck	2.83
Shoes, Male, Dress Black	43.92
AF PT Gray T-Shirt	6.98
AF PT Blue Trunks	15.92

<u>Female</u>	
Item	Cost
Flight Cap, Female Airman Shade 1620 - Garrison	8.92
Coat, Female, Service Dress, Blue Shade 1620	99.39
Coat, Lightweight, Female Blue, Cotton	78.94
Shirt, Female, Blue Short Sleeve Shade 1550	12.55
Neck Tab, Blue	6.00
Slacks, Female, Blue Shade 1620	36.37
Skirt	35.75
Belt/Blue & Buckle/Silver	6.02
Socks, Black	1.10
Shoes, Female, Oxford	39.45
AF PT Gray T-Shirt	6.98
AF PT Blue Trunks	15.92

Miscellaneous Uniform or Accessories or Textbook or Inert Weapon Items

<u>Item</u>	<u>Unit Cost</u> (Unless otherwise listed)
Ribbons	.25
Ribbon Bars	Price varies by size
Devices (Oak leaf clusters, stars, etc)	.25
Shoulder Patch JROTC	1.85
Insignia, Lapel, C/Airman Basic	Pair 1.25
Insignia, Flight Cap, Airman/Officer	1.00
Insignia, Rank, Metal Large, Officer	Pair 4.15
Insignia, Rank, Metal Miniature, Officer	Pair 1.50
Insignia, Rank, Metal Miniature, Airman	Pair 1.00
Rank, Cloth , Officer	Pair 1.25
Book, Hard Cover	25.00
Book, Soft Cover Text	15.00
Book, Soft Cover Workbook/Cadet Guide	5.00
Name Tags, Blue Plastic	1.75
Beret	12.00
Helmet	57.00
Uniform Shoulder Cord – Single Color	12.50
Uniform Shoulder Cord – Two Color	13.95
Rifle, Parade , Plastic	72.00
Rifle, Parade, Wooden	30.00
Rifle, Wooden, Practice	12.00
Graduation Double Cord – Senior – 4 yrs	9.00
KHAS Graduation Double Cord - Senior	9.00

Figure 5.13 Inspection Checklist.**AFJROTC UNIFORM INSPECTION**

Uniform grading will be in accordance with AFI 36-2903 and AFJROTCI 36-2001. Cadet uniforms will be graded on Thursdays at the beginning of class. Points will be deducted from each area which is not in compliance. The SASI reserves the right to utilize higher deductions per item for gross negligence as deemed necessary to ensure compliance.

<u>Area</u>	<u>Deduction</u>	
Hat	-0	Clean and neat, properly worn
	-5	Not clean, improperly worn or not worn
Hair/Shave	-0	Meets standards, hair combed, well groomed
	-5	Does not meet standards, unkempt, hair interferes with wearing headgear
Coat	-0	Clean and neat, free of lint and threads, properly worn
	-5	Not clean, wrinkled, excessive lint and threads, improperly worn or not worn when required
Shirt	-0	Clean and neat, free of lint and threads, properly worn
	-5	Not clean, wrinkled, excessive lint and threads, improperly worn
T-shirt	-0	Proper T-shirt worn as required
	-5	Improper T-shirt or no T-shirt worn
Pants	-0	Clean and neat, free of lint and threads, properly worn
	-5	Not clean, wrinkled, excessive lint and threads, improperly worn
Neck Tie/Tab	-0	Clean and neat, free of lint and threads, properly worn
	-5	Not clean, wrinkled, lint, threads, improperly worn or not worn when required
Name Tag	-0	Clean and properly worn
	-5	Not clean, not worn, worn improperly
Ribbons	-0	Clean and properly worn, all ribbons present (when required)
	-5	Not clean, improperly worn, ribbons missing
Rank/Insignia	-0	Clean, present, properly worn
	-5	Not clean, missing, improperly worn
Belt/Buckle	-0	Clean, properly worn (not too long/short)
	-5	Not clean, excessive scratches, improperly worn, missing
Gig Line	-0	Straight
	-5	Crooked
Shoes	-0	Clean, shined, free of scuff marks
	-5	Not clean, not shined, excessive scuff marks, improper footwear
Socks/Hose	-0	Proper hosiery worn
	-5	Improper hosiery worn
Nails	-0	Clean and neat, conservative polish, no ornamentation
	-5	Not clean, uncomplimentary polish, ornamentation
Jewelry	-0	Authorized jewelry properly worn
	-5	Jewelry worn improperly, unauthorized jewelry worn
Military Bearing	-0	Demonstrates proper military bearing at all times
	-5	Creates minor disturbance during class, inspection or drill
	-10	Creates major disturbance during class, inspection or drill

Notes:

1. Consecutive infractions in the same area will result in an additional 5 point deduction.
2. Disrespectful or improper uniform wear will result in a uniform grade of zero and being written-up for *failing to follow instructions* as well as *disrespect*.

Figure 5.14 AFJROTC Cadet Uniform Allowances – Males
(Maximum Allowable Quantities Per Male Cadet)

Clothing Issue	Unit of Issue	Quantity
Belt (Cotton, Web, Blue)	Each	1
Buckle (Nickel, Silver)	Each	1
Cap (Garrison, Wool, Blue)	Each	1
Coat (Poly/Wool Service Blue)	Each	1
Necktie (Polyester, Blue)	Each	1
Coat (All Weather, Male)	Each	1
Shirt (Cotton/Polyester, S/S, Blue)	Each	2
Shirt (Cotton/Polyester, Blue, L/S)	Each	2
Shoes (Dress, Black)	Pair	1
Socks (Cotton/Nylon Black)	Pair	2
Trousers (Wool/Tropical Blue)	Pair	2
Jacket (Cotton/Polyester, Lightweight)	Each	1
Undershirt (Man's White V-Neck)	Each	2
Boots*	Pair	1

* **Note:** Units are limited to a maximum purchase of 24 pair of boots. Boots may be issued on an as required basis to members of Cadet Cadre, the unit APT and/or Color Guard and Drill teams.

Note: This is an AFJROTC maximum quantities list. The unit reserves the right to issue its own quantities of clothing depending on the cadet's status within the Corps of Cadets and adequate funding.

Figure 5.15 AFJROTC Cadet Uniform Allowances – Females
(Maximum Allowable Quantities Per Female Cadet)

Clothing Issue	Unit of Issue	Quantity
Belt (Cotton, Web, Blue)	Each	1
Buckle (Nickel, Silver)	Each	1
Cap (Garrison, Wool, Blue)	Each	1
Coat (All Weather)	Each	1
Coat (Wool, Tropical Service Blue)	Each	1
Neck Tab	Each	1
Shirt (Long Sleeve)	Each	2
Shirt (Short Sleeve)	Each	2
Shoes (Dress, Oxford, Black)	Pair	1
Skirt (Blue)	Each	1
Socks (Cotton/Nylon Black)	Pair	2
Slacks (Female)	Pair	2
Jacket (Cotton/Polyester, Lightweight)	Each	1
Undershirt (Man's White V-Neck)	Each	2
Boots*	Pair	1

* **Note:** Units are limited to a maximum purchase of 24 pair of boots. Boots may be issued on an as required basis to members of Cadet Cadre, the unit APT and/or Color Guard and Drill teams.

Note: This is an AFJROTC maximum quantities list. The unit reserves the right to issue its own quantities of clothing depending on the cadet's status within the Corps of Cadets & funding. Females may be issued both slacks and a skirt upon request, as long as they will agree to wear both clothing items issued on a regular basis. We don't want to issue items the cadet never wears, however we want to give each cadet all uniform options allowed if they will wear the items.

Chapter 6

DRILL AND CEREMONIES, AND CADET LEADERSHIP COURSE (CLC) OVERVIEW

6.1. Leadership Training is a major focus of every AFJROTC unit. One of the simplest and most effective ways to teach leadership is through individual and unit drill. Drill is a necessary skill in the military profession, and when done well, it has a unifying effect that promotes discipline, teamwork, and esprit de corps. For the individual cadet, drill is a major factor in developing poise, precision, confidence, and high morale. We will spend a significant amount of time outdoors and in the hangar area developing drill and ceremonies skills. First year cadets will learn basic drill movements and how to follow commands; they may lead a flight briefly just to try their hand at learning to lead. The primary reference that all cadets will become familiar with during leadership training is the AFMAN 36-2203 (Drill and Ceremonies). Second, third, and fourth year cadets will learn more difficult commands, lead the formation, pass & reviews and must be able to train cadets on proper drill sequences, commands, and basic drill fundamentals. Annual “Superintendent’s Review” will be determined by Cadet Cadre in coordination with the unit Instructors and the High School Principal.

6.2. Second Year Cadet Mandatory Flight Commands. ALL CADETS will memorize and practice the 30 Command sequence. Every second year cadet will command a flight through the “30 Command” Drill Performance/sequence (see Figure 6.1). All second year cadets are required to demonstrate at least minimal proficiency in drill to the satisfaction of the unit SASI by completion of their second year of their AFJROTC experience. The cadet serving as Flight Commander will report in and out by saluting the individual who controls the field of performance and normally evaluates the flight’s performance. Cadets will be graded on their ability to properly execute these commands in sequence and control the flight within 50’ x 50’ drill area.

Figure 6.1. Second Year Cadet Mandatory Flight Drill Evaluation Sequence

Flight Commander will report in stating: *“Sir/Ma’am, Oklahoma 942 is prepared for the 30 step drill sequence. Request permission to use your drill area, Sir/Ma’am.”*

- | | | |
|----------------------|------------------------|------------------------|
| 1. Fall In | 11. Forward March | 21. Ready Front |
| 2. Open Ranks March | 12. Right Flank March | 22. Column Right March |
| 3. Ready Front | 13. Left Flank March | 23. Forward March |
| 4. Close Ranks March | 14. Column Right March | 24. Change Step March |
| 5. Present Arms | 15. Forward March | 25. Column Right March |
| 6. Order Arms | 16. To the Rear March | 26. Forward March |
| 7. Parade Rest | 17. To the Rear March | 27. Flight Halt |
| 8. Attention | 18. Column Right March | 28. Left Face |
| 9. Left Face | 19. Forward March | 29. Right Step March |
| 10. About Face | 20. Eyes Right | 30. Flight Halt |

Flight Commander will salute the evaluator to signify completion and report out stating:
“Sir/Ma’am, Oklahoma 942 request permission to exit your drill area, Sir/Ma’am.”

Notes:

1. When required, the flight commander will march backward to prevent turning his/her back to the flight.
2. Drill area measures 50’ x 50’.
3. CLC Drill actually consists of 3 parts – 30 Command Drill Performance, Inspection Procedures and Exhibition Drill which are taught and graded at Cadet Leadership Course (CLC) as “Flights”.

Chapter 7

AFJROTC OK-942 CO-CURRICULAR ACTIVITIES

7.1. General. There are several voluntary cadet co-curricular activities that supplement aerospace or leadership experiences. These activities bring cadets together with common interests, build esprit de corps, and are ways to create lasting friendships, and guarantee Fun time to those who get involved. Involvement teaches responsibility, teamwork, and cooperation. It is also a positive, visible way to publicize to the community the values we teach and live by. The unit Instructors will monitor all activities and will serve as advisors. Participants must not be failing any subject and must maintain an overall school GPA of 2.5 and maintain at least a “B” average (80%) in their AFJROTC course work for that applicable reporting period. Also, high standards in personal appearance, uniform wear, drill and cadet conduct in and out of school is essential.

7.2. Drill Team. Our Drill Team includes several elements. We have armed and unarmed exhibition elements, armed and unarmed regulation elements, and physical training team. All of these entities are stand-alone activities, independent of each other, these teams can share the same members and same event activity dates but each team is independently run and managed by their respective Team Commander & team members. Regardless of team activity, all team training could involve physical fitness training as well as individual team training in their team specialties. 30 Command Drill Sequence or other selected precision drill activity will be emphasized as part of all team training activities. Drill Team training will normally be held weekly.

7.3. Color Guard. This elite cadet color guard presents and posts the United States, Oklahoma and/or Air Force colors at school, Corps, and community functions. This co-curricular activity provides an opportunity for cadets to learn to respect and properly present national, state and service flags. The Color Guard Commander will be a cadet approved by the SASI, based on the ASI and cadet staff recommendation. **The Color Guard Commander will have previous experience on the team.** A high standard in personal appearance, uniform wear, precision drill, and cadet conduct in and out of school is expected on all teams and especially color guard. The Color Guard will always strive to be truly representative of the diversity and makeup of our school and our local community. The Color Guard Commander will utilize US Air Force HGMAN dated 16 February 2013 for guidance describing color guard operation, training and membership. The Color Guard Commander will set practice times for Instructor approval.

7.3.1. Color Guard Ribbon and Arc Pin Qualifications: All Color Guard members, prior to receiving the Color Guard ribbon, must satisfactorily pass their applicable Color Guard Member Evaluation for each position given by the Color Guard Team Commander. Upon successful completion of a year (two semesters) on the unit Color Guard as well as passing their Color Guard evaluation, Color Guard members will earn a *Color Guard Ribbon*. All color guard members must participate in a distinguished manner in at least 2 Color Guard events per semester or 4 Color Guard events for the school year in order to earn the Color Guard arc pin.

7.3.1.1. Color Guard Member Evaluation: Color Guard members must execute movements from all Color Guard positions: Commander/US Flag, Oklahoma Flag, Air Force Flag, Right Rifle, & Left Rifle. Cadet must give commands when carrying US Flag. The evaluation is at the discretion of the team commander and will be conducted at a regularly scheduled practice.

7.3.2. Additional Drill Team and Color Guard Guidance. Our competitive drill team and unit Color Guard are constantly in the “public eye” and thus will consist of cadets who are hardworking and have the time and desire to commit themselves to these activities. Since participation is time consuming and will include trips away from school for competitions and performances, we want to ensure that a cadet’s academics do not suffer. Thus, participants must not be failing any subject and must maintain an overall school GPA of 2.5 and maintain at least a “B” average (80%) in their AFJROTC course work for that applicable reporting period. Also, high standards in personal appearance, uniform wear, drill and cadet conduct in and out of school is essential. In-turn, any Uniform violations, personal appearance write-ups and/or misconduct on the part of the cadet (to include school suspensions, any discipline referrals, academic failures or missing academic assignments) are unacceptable. Failure to meet these standards will result in probation until the minimum standards are achieved. Failure to reach these standards after the

probationary period expires will result in removal from the competitive drill team or the applicable Drill or Guard team until the end of the quarterly reporting period. Established Tulsa Public Schools eligibility criteria must be met before the cadet can perform in a school activity or event (i.e., must be passing to play or participate) at that said event or activity. Our competitive drill team and Color Guard team activity is a sanctioned school activity. Cadets on probation and in TRAICE can practice but cannot participate in their applicable team sanctioned school activity/event, until cleared off the probation lists by the SASI.

7.4. Flying Hornets Rocket Club (FHRC). This exciting club builds, designs, decorates and launches model rockets in order to spark interest among secondary students in pursuing a career in the aerospace industry as well as develop interest in science, technology, engineering & math (STEM) and to foster scientific problem solving and critical thinking. Members of this activity will learn how to build and launch model rockets made of paper, plastic, balsa wood or any other lightweight material. Cadets who meet the AFJROTC qualifications specified in the AFJROTC Model Rocketry Handbook are eligible for the *Model Rocketry Badge* worn with the uniform. The qualifications include but are not limited to designing, constructing, launching, repairing and evaluating several different model rockets as described in the *AFJROTC Model Rocketry Handbook*. The Rocket Club commander will write and publish a schedule for practice launch times, with SASI approval, as well as school Principal approval, if launching rockets on school property.

7.5. Awareness Presentation Team (APT). APT is a program designed to provide cadets as positive role models for elementary and middle school students. Cadets visit the younger students at Tulsa Elementary Schools and Tulsa Middle Schools and present talks, assist in the school's Accelerated Reader program as needed, and execute drill team demos in an effort to encourage rising 9th graders from Carver Middle School to join Washington High School AFJROTC. Our APT programs make several presentations at all Tulsa Public School District schools to hundreds of students. *Awareness Presentation Team Badge* is awarded for active participation on our Awareness Presentation Team (APT) after one entire school year. Recruiting as well as retention of cadets is critical to the viability of our unit. APT cadets who help recruit and retain cadets are the foundation of our viability. The APT commander will write a schedule for SASI approval. All APT members must participate in a distinguished manner in at least 3 APT events per the school year, to earn their APT badge.

7.6. Hornet Academic & Cyber Competition Teams (HACCT). *College Option's* Academic Bowl (optional in AY18) and *Air Force Association* (AFA) CyberPatriot are academic competition teams which, competing in several different academic settings on-line. The Academic Bowl Team is open to all cadets interested in academic competition. The Academic Bowl focus is on ACT/SAT test questions in a one-on-one competition on the internet with an opposing high school AFJROTC team. AFA's CyberPatriot is open to ANY cadets who love cyber. Cyber domain is their competition, this competition is also on-line and you compete against other like high school JROTC units. Both the Academic Bowl Team & the CyberPatriot Team have National Championship meets in Washington DC and other major cities in the USA in the May or June timeframe.

NOTE: If our competitive Academic team or CyberPatriot team should finish or place 1st, 2nd or 3rd at the State level or higher in the AFJROTC competition or the multi-service competition category, they are eligible to earn the *Special Teams Competition Ribbon*. New HACCT members may wear the CyberPatriot badge after completion of their first completion year. Returning HACCT members may wear the badge throughout their JROTC career once they have earned it, and regardless if they are currently on the HACCT team.

7.7. Physical Training Team (PT Team). The PT Team is open to all cadets and is not try-out based. All cadets are encouraged to participate in this team as it focuses on physical fitness. To qualify to earn the PT Team arc pin cadets must participate in a minimum of 3 football game PT events. Cadets do push-ups in the same quantity as the points the football team scores. Cadets are expected to be present at the entire game to receive credit towards earning their arc pin.

7.7.1. PT Team Competitions. Our PT Team competes at the TPS PT competition and the Union PT completion. All members should plan to participate at both of these competitions. Participation in one competition is required in order to earn the arc pin, in addition to the 3 football game events in para 7.7.

7.8. Kitty Hawk Air Society (KHAS) – This is an honor society. More information is available on pages 17 and 32 of this document.

7.9. Air Force STEM Club (AFSC) – This club focuses on the exploration of science and engineering while members learn to pilot drones and execute significant projects together.

7.10. Air Force A Cappella Crew (AFAC) – This is our very own singing group. The crew started in 2016 and hopes to formally compete in 2018.

7.11. Field Trips – Curriculum In Action (CIA) Trips. This is a **critical part of the AFJROTC curriculum**. In the course of the school year, *all cadets must have the opportunity to participate in a Curriculum In Action (CIA) field trips*. Cadets must be in good academic and disciplinary standing to participate in CIA activities. **CIA (Field trips) are highly encouraged. Unless not cleared by a faculty member, a school administrator or the parent, the cadet is expected to attend the trip.** Use of Air Force funds (O&M and Milper) will pay a portion of CIA trips first, and unit fundraiser will pay the remaining expenses. The SASI/ASI will permit only cadets who are in good standing (passing AFJROTC with a “C” or better, have not had a history of poor behavior (TRAICE), satisfactory classroom conduct and no uniform personal appearance violations, not on unit probation, and are released by their parents & teachers to participate. Cadets with current Report Card grades of D or F, incomplete, or no grade for missing assignments require written authorization from the applicable teacher(s) to participate in any fieldtrip during normal school hours. The SASI will publish a memorandum listing those selected, dress requirements, and other instructions that must be complied with to participate on the trip. Also, the school must sanction all trips, and cadets must have their parent/guardian’s permission to participate. Trips will normally occur on school days. Normally, all field trips to military bases require the AFJROTC issued uniform as the required dress. For field trips to non-military installations, the wear of approved civilian attire may be authorized by the applicable unit Instructor. Note 1: civilian attire will include a shirt that reflects the cadet as a BTW High School student – school or unit logo on it. At the discretion and direction of the SASI, cadets may be required to wear a dress shirt, neck tie and slacks for male cadets and professional attire such as a dress for female cadets. Note 2: Community service and Co-Curricular events will not count as CIA trips. If a proper CIA event occurs in conjunction with a community service or Co-Curricular event, they will be considered and annotated as separate events in WINGS. **All CIA trips, co-curricular events and community service events will be loaded into WINGS within 10 days. The cadet CS department is responsible to track and ask to enter this data.**

7.12. Fund Raising Projects. The Corps of Cadets need money to support its many activities and community service projects. Various fund raising activities are accomplished each school year to raise money. The extent that cadets and their parents/guardians support these activities will determine the level of funding the corps has to minimize costs for social and formal functions and to purchase items that will enhance the Corp’s operation and cadet esprit de corps. **The Cadet Group fund raising department will serve as the overall fund raising coordinator.** This year, our unit will attempt one major fundraiser from 1-30 Sept 2018. **Participation is mandatory.** Every cadet will attempt to do their best!

7.13. Cadet Military Ball. The Cadet Military Ball, is a formal Air Force tradition which is conducted in Spring Semester. **Participation is mandatory** as it is a highlight of the school years activities. To honor and recognize our unit achievements and present AFJROTC **National awards** to all our selected cadets. The Cadet Military Ball attendance has points for attendance associated with it which affect the students overall grade in class. The Cadet Military Ball stimulates cadet’s morale and esprit de corps and provides hands-on experiences in Air Force customs and traditions. The Cadet Military Ball will be done in a tasteful and dignified manner. It will be held in the BTW Field House and is scheduled for 14 Apr 2018.

7.14. Annual Awards Presentation. This traditional awards presentation will occur at a dedicated awards ceremony. To honor and recognize our unit achievements and present AFJROTC **local unit awards** to all our selected cadets. **Participation is mandatory. Attendance by parents is highly encouraged. The SASI will send out formal invitations to all parents.**

7.15. Superintendent’s Review. Our annual “Pass & Review Parade” for the TPS Superintendent is held in Spring Semester. Our “Superintendent’s Review” parade remembers the men & women who died for

their Country, while serving in our American Armed Forces. Our review highlights the ending of the school year – a chance to show-off our outstanding Corps of Cadets in front of our community & school. Remember flight caps must be worn off the BTW campus. This event is usually held at East Central football field on a school night, in the evening, in April. Students will stay after school, enjoy a pizza party together, practice for the event, get dressed in their blue uniforms, and be transported by bus to East Central. Parents are encouraged to attend and may pick up their student from East Central following the event as long as they get acknowledgement from the SASI or ASI that their student is leaving East Central with them. **Participation is mandatory and points are assigned on the cadet's grade in PowerSchool.**

7.16. Cadet Group Commander Calls. The Cadet Group Commander will schedule, publicize, and conduct “**Commander Calls**” twice in a school year during an activity period. These Commander calls are **mandatory** for all cadets and are graded in PowerSchool. This meeting provides for face-to-face communications between the Commander, Cadet Cadre, the squadron commanders, and other functional area personnel within the Corps of Cadets. The meeting allows for the overview and implementation of cadet activities, outline unit goals, cadet expectations & standards of conduct as well as provides cadets an opportunity to develop communications, management, and leadership skills. An agenda will be published and posted prior to the Commander Calls. Minutes (to include member attendance) will also be accomplished, published, and posted in a timely manner. Normally within five school days. The Cadet Group Commander will ensure that an orderly meeting is conducted, the minutes are accurate and in-turn approves the minutes for posting. The Cadet Executive Officer will act as the recorder and will ensure all relevant meeting minutes and recommendations (as well as the actual attendance roster) are posted on the cadet bulletin board(s).

Chapter 8

CADET HEALTH AND WELLNESS PROGRAM

8.1. General. The overriding factor in our unit Wellness program is **cadet safety**. However, our Cadet Health and Wellness program is committed to cultivate a cadet commitment to weekly physical fitness training and healthy cadet lifestyles. Our Wellness program should not be considered a replacement for our school's fine physical education program nor should it subject our cadets to overly strenuous physical activity found in a boot camp environment. Although AFJROTC does not have cadet weight or physical fitness standards, we encourage cadets to establish their own physical fitness training program. Cadets enrolling in college ROTC program, service academy, or those enlisting in a military service, will have to attain and maintain minimum weight and physical fitness standards. If you start a program now and stay physically active, you will reap the benefits of a physically fit body throughout your life. If you are physically fit, you will perform better in school and in all other activities. Both unit Instructors have their Adult Cardiac Pulmonary Resuscitation (CPR) training and current CPR cards. The unit also has on-site first aid kits as well as cell phones for communications and safety.

Parents or guardians will grant written permission at the beginning of the school year for their cadet to participate in our unit Wellness Program. Our unit Wellness Program (Physical Education) is led and managed by our unit Instructors as well as our cadets to include planning and leading exercises to documentation and assessment. However, the unit SASI will ensure the unit's Wellness Program implementation is done with cadet safety as our primary consideration and responsibility. Program modifications will be made to strengthen cadet weaknesses. To ensure our unit Wellness/PE program is not a safety gamble, we also have a *safety stand down day* the first block day of each semester to provide appropriate ground safety briefings and formal Q&A about personal risk management issues concerning our weekly work-outs & monthly team sports programs. Cadets may be asked to present safety briefings to other cadets to ensure our program emphasis is acknowledged by all participants.

8.2. BTW High School AFJROTC Wellness Program. Wellness is an official and integral part of our AFJROTC program. The objective of our Wellness Program is to motivate cadets to lead healthy, active lifestyles beyond program requirements and into their adult lives. 1st year cadets earn PE credit for their ROTC I course, 20% of our available AFJROTC instructional time is devoted to Wellness. There are

19 exercises in our Cadet Health & Wellness program; descriptions for these exercises are located in paragraph 8.6.3.

8.2.1. Mandatory PFT Assessments. Prior to starting our fitness training program, unit Instructors will ensure all cadets have obtained their applicable parent's permission slips/forms as well as have conducted their cadet's initial PFT assessment (benchmarks) within the first 45 calendar days of school to determine each cadet's fitness level. In April or May (depending on district testing schedules), the unit Instructors will conduct a final PFT assessment (Cadet Physical Fitness Test – PFT) to determine the cadet's overall improvement. Initial and Final PFT assessment or benchmarks will be accomplished in WINGS by our unit PTO (Physical Training Officer or his designated representative) within 5 days of the applicable PFT assessment or benchmark. Units will perform one exercise from each of the five PFT activity numbers listed and log the events in WINGS under PFT Event. After all PFT activities have been loaded in WINGS, unit PTO will go to Cadet Data | PFT Assessment Mass to calculate the composite score. (Reference WINGS Users Guide). Unit Instructors will also conduct a final PFT assessment 30 calendar days before the end of the school year to determine cadet's overall improvement and load the final scores into WINGS. Both the benchmark/pre-test and final PT assessments will be loaded in "WINGS". ***PTO suspense to upload PFT data for the pre-test/benchmark is 5 October 2016 and to upload final PFT assessment suspense is 25 April 2017.***

8.3. Policies. OK-942 cadets will participate in our Wellness physical education program, every week, on Tuesdays and Wednesdays IAW our Curriculum Plan. Our unit wellness physical education program is done with cadet safety as our primary consideration. The Wellness grade is based on active cadet participation. However, proper and regular wear of the issued physical education uniform also counts. The Physical Fitness Flight Commander will publish an event and uniform schedule that outlines the physical fitness training program for cadets. The unit SASI will review and approve the training program. Each cadet who actively participates and achieves the program's objectives and provides documentation will be awarded the AFJROTC *Health & Wellness Ribbon*; this ribbon may be earned once per academic year. Our unit program creates individual training programs based on national standards by age and gender, identifies areas of improvement for each cadet and incorporates physical training program (individual as well as team sports). Our physical education (36 week program) is modifiable to meet individual goals, where personal improvement is awarded. Our AFJROTC approved exercises work all muscle groups and provide sufficient anaerobic and aerobic intensity, it requires no equipment or a large scale gym – there are 19 exercises total. **Our unit has defined 5 mandatory exercises – curl up, shuttle run, endurance mile run/walk, pull-ups or bar hang, and V Sit reach.** In addition, we at Booker T. expect greater achievement than any other school. Therefore, we will select 2 additional PT events to participate in. These additional events will be decided upon as a Corps NLT 18 Sep 2015.

Another valid reason for cadet disenrollment is failure to participate in regularly scheduled physical education training, three or more unexcused times in a school year. Additionally, the unit Instructors will conduct the *Cadet Physical Fitness* initial (benchmark) assessment prior to conducting our Wellness Program, to determine the cadet baseline (benchmark) on the cadet's end of year fitness level. The unit Instructors will also conduct a final assessment to determine cadets overall improvement at the end of the course (EOC). ***Our Cadet Physical Fitness program is mandatory for all unit cadets.*** Our unit Cadet Wellness Program consists of weekly Cadet Physical training at the Field House or on the track.

If the cadet is unable to work-out, the cadet will work on their annual "wellness essay" on an assigned wellness or health topic, as assigned by the unit Instructor. When applicable, if the cadet is sick or for other valid reasons, cannot participate in weekly physical fitness training, the applicable cadet needs a written excuse from their parent-guardian or a medical note from their attending physician to be counted excused. Cadets not participating in our Wellness Program will be accounted for in writing. Our unit Wellness Program is conducted within HQ AFJROTC guidance.

8.3.1. Typical Physical Education Class and Wellness Essay. A typical PE class will begin with warm-ups and stretches, followed by 7 exercises from the Cadet Physical Fitness data bank or as assigned by the Flight PTL. Instructors will ensure proper form and technique, proceed with the cadets individual workout plan, cool down and stretch for the mile run/walk. Drinking fluids (water) is also very beneficial and therefore monitored. Selected Tuesday's or Wednesday's will consist of indoor games or other team sports. If the cadet is unable to play then they will use this time to write on their expanded wellness essay. The

expanded wellness essay is 1,000 words and every cadet does one essay in the Fall semester. The essay will be in size 12 font, Times New Roman, double spaced and in accordance with the BTW English department standards for term papers. The paper should be 4 pages in length minimum to ensure meeting the 1,000 word minimum plus a separate cover page and a separate works cited page. We will use turnitin.com for all submissions to the SASI. No hard copies will be accepted. **Wellness Essays are due by 1600 on 7 December 2017. The Class ID on turnitin.com is 16143365.**

8.3.2. Whole Body Workout. Whole body work outs will normally be perform inside the Field House under unit Instructor supervision as well as applicable flight commander oversight. Flights stay basically in the same location for all body work out exercises. Prior to running/walking the mile on our school track, all cadets will warm-up with jumping jacks (25 four count), push-ups (25), sit-ups (25) and squats (25). Flight Commanders can substitute these work out elements/exercises with arm circles – forward then backwards (25 four count) **or** flutter kicks (25 four count with hands under tailbone, starting at 6 inches), or alternating lunges (25 single count with hands on hips).

8.3.3. Mile Run or Walk. Mile runs and/or walks are under the supervision of the unit Instructor and are normally perform outside on our school track for “time”. Exercises are completed first followed by the run/walk.

8.4. Medical Evaluation. It is always advisable to consult your physician prior to initiating any regimented exercise program. Especially if the cadet has physical issues such as asthma, diabetes, recent surgeries, are overweight, have heart problems or broken bones should have a letter from their personal family physician stating they can participate in significant physical activity. Our physical education training program will include numerous activities and a personal fitness regimen with obtainable objectives. All cadets must complete the *AFJROTC Physical Health Screening Questionnaire Form* and **obtain Parent permission prior to participating in the Cadet Health and Wellness Program.** The Physical Fitness Flight Chief or his PTO will track cadet accomplishments in WINGS, publicize the efforts of cadets, and establish awards given to cadets who reach their objectives. Medical waivers are good for this school year only. When applicable, **each new school year requires a new medical waiver.** When any cadet has a medical condition that will prevent the cadet from participating in actual PE exercises, the unit Instructors will consult with the school nurse & parents for resolution before requiring working out.

8.5. Competitions. During the year, physical fitness and athletic competitions may become a part of field days, flight, and other corps competitions as determined by the Cadet Cadre & unit Instructors.

8.6. Physical Education Workout. Physical Training Leaders (PTLs) and the Group PTO will announce the date of the Cadet physical fitness assessments with instructions. All areas are graded. Cadets must participate in all areas. Cadets must achieve the standards set out in Chapter 4 of this document to earn the Health & Wellness ribbon or associated devices. The areas are as follows: **Curl ups** or Partial Curl-Ups; **Shuttle Run**; **V-Sit reach** or Sit & Reach; **One Mile Run/Walk** and **Pull-ups**. Weekly dressing out on designated block days for physical fitness is part of the grade. Cadets will wear the black basketball type Booker T. PE shorts with an AFJROTC issued T-shirt. The short-sleeve PE shirt may be tucked in or not tucked into (vented option when hot) shorts or USAF sweat pants. All cadets will wear athletic type shoes with the PE uniform. Street shoes, flip flops or sandals are prohibited. **The wearing of our unit PE uniform is not to be substitute for weekly AFJROTC issued blue uniform wear day on Thursdays.** *The following items are unauthorized to wear while participating in physical education activities. Flip-flops, combat boots, cowboy boots, bare feet, bare chest, high heels, sleeveless shirts, dress shoes, earrings, hairpins, barrettes, money and wallets, jewelry (to include ear, nose, belly button, and toe rings) as well as bikini tops, short-shorts, clothing that resembles undergarments, pin-on badges and cords are NOT authorized.*

8.6.1. Physical Education Facilities. Our unit physical education training (wellness) will occur every other week on Tuesday’s and Wednesday’s. All physical education training will be conducted in the Field House, on the track or in the Aux Gym. The exercises will be conducted in-doors and the one mile run or walk will be conducted outdoors at the school track for time. Unit Instructors will supervise and observe all unit physical education activity during school hours. Cadets will have water, first aid kits available to them, if needed. All unit physical education training accounts for the adverse effects of high heat indexes as well as cold wind chill factors. Outside air temperatures will be continually monitor during all our PE

sessions to ensure cadet safety. Weather officers assigned may elect to brief the current conditions to their flight in order to make a decision on a suitable PT location.

8.6.2. Unit Physical Excellence Awards. **One top male and one top female cadet**, in our unit Wellness Program, will be awarded the *Col Bud Day Top Warrior award* based on their academic grade in health and wellness class as well as their PFT assessments, during their benchmark pre-test and end-of-year PFT final assessment. Physical fitness is critical to our ability to grow and learn – it is an emphasis of OK-942.

8.6.3. Our unit Wellness Program is comprised of **19 exercises** which can be conducted with minimal space in the Field House and/or on the track (1 mile run/walk). The 19 exercises are: (1) – V-sit Reach; (2) – Lunges; (3) – Bent-Knee Push-ups; (4) – Reverse Extended Lunges; (5) – Feet Elevated Push ups; (6) Reverse Extended Lunges; (7) – Hindu Push-ups; (8) – Mountain Climbers; (9) – Plank (10) – Hindu Squats; (11) – Left Arm and Right Arm Planks; (12) – Body Builders; (13) – Sit-ups; (14) – Squat Leaps; (15) – Extended Side Push-ups; (16) – Side Lateral Jumps; (17) – Flutter Kicks; (18) – One-Mile Run; (19) – Push-ups.

8.6.4. Expanded Safety rules, all cadets **will abide by the following unit PE safety rules**.

- (1) – **If you feel ill**, notify your Instructor immediately. Do not gamble with your safety & welfare.
- (2) – Always **have sufficient amount of water** in your system and have a water bottle available - in order to hydrate your body. Water (not sports drinks) is your absolute best drink for your weekly PE work-outs.
- (3) – **Do Not** take part in any type of horseplay, nothing kills fun like a tragedy or accident/mishap.
- (4) – Do not spit on or in the PE exercise/rest areas or on the running track surfaces.
- (5) – Know **how to recognize muscle cramps** - Stop to recover, before you get muscle cramps.
- (6) – On hot & humid days (OAT or heat index above 90 degrees), reduce the intensity level of your work-out – understand safety is not a downer. We will move indoors to prevent heat injuries.
- (7) – **Start easy**, do not push too hard and know when to quit at least until you are acclimated to your weekly AFJROTC PE workouts, also look out for one another – never work-out alone.
- (8) – **You have an entire school year to build your strength and stamina gradually**, to withstand the harsh and humid northeast Oklahoma climate and pass your Physical Fitness Assessment comfortably.
- (9) – **Know your limits** and know when to stop before it is too late. Heat Stroke and heat exhaustion are definite possibilities in Oklahoma. **Work out with a wingman** (never alone). Push yourself as well as each other to do better while ensuring each of you remain safe.
- (10) – **Weather temperatures (OAT or the current heat index or wind chill factor) will be actively monitored throughout the school day by the unit Instructors and/or by Cadet Cadre**. Unit temperature ranges to conduct outside PT activity is: on the hot side - above 90 degrees - all PE activity will be conducted inside the Field House; on the cold side - Wind chills below 50 degrees will force all PE activity to be conducted inside the Field House. Also, any severe Weather warnings/advisories issued by the National Weather Service (NWS), through the Tulsa Public School district Education Service Center, (such as Thunderstorms, Tornados, flash floods, high winds, Heat advisories or Wind Chill alerts, lightning within 10 miles, etc) will also force all PE training to be conducted inside.
- (11) – **Recommended Physical Activity Guidelines**: All unit cadets should exercise at least 30 minutes daily. Aerobic: most of your 30 minutes per day should be moderate physical activity and should include vigorous physical activity at least 3 days a week (in addition to PE Tuesdays and Wednesdays). Muscle strengthening: part of your daily 30 minute exercise period should include these types of exercises. Bone strengthening: part of your daily 30 minute exercise period should focus on bone strength. It is important all cadets actively participate in our weekly PE wellness programs as well as 3 day a week work-out program that is enjoyable and offers a variety of exercises.

8.6.5. Health and Wellness Ribbon. Awarded by the SASI for participation in the health and wellness physical fitness program. All cadets who participate in the unit's wellness program will receive the Health and Wellness Ribbon. All cadets who score in the Physical Fitness Test's 75-84 percentiles will receive a Bronze Star device; 85-95 percentile they will receive a Silver Star device; and 96-100 percent they will receive a Gold Star device. Duplicate awards of the Bronze, Silver or Gold percentile will be denoted by the addition of another star on the ribbon. Should a cadet score in a higher percentile, only the star representing higher percentile will be worn. In no case will a cadet mix different color stars on the same ribbon. (NOTE: *The Physical Fitness Test percentiles are computed automatically under the PFT-Mass*

Assessment in WINGS.) Each cadet will complete the PFT at the beginning of the school year (Benchmark/Pre-Test) and again at the end of the school year for final assessment (improvement gain).

8.6.6. Corps of Cadet “one mile run”. Our top male and female mile times will be recorded on the cadet bulletin board for all to see the time to beat. Our mile record can be set on any authorized/recognized time run during block day PE, Benchmark/ Final Assessment, must be on-the-track with an official timer on-site (i.e., unit Instructor).

Figure 8.1. Air Force Weight Chart

Height	Maximum Weight	Minimum Weight
58	131	91
59	136	94
60	141	97
61	145	100
62	150	104
63	155	107
64	160	110
65	165	114
66	170	117
67	175	121
68	180	125
69	186	128
70	191	132
71	197	136
72	202	140
73	208	144
74	214	148
75	220	152
76	225	156
77	231	160
78	237	164
79	244	168
80	250	173

Note 1: **This is for information only.** AFJROTC cadets are not required to comply with the above information but Unit Instructors do have to comply.

Note 2: All cadets interested in “enlisting in the Air Force” to include the Air National Guard or Air Force Reserves, must comply with the above information as well as all graduating senior cadets who will enroll in our military service college Air Force ROTC commissioning program and/or attend the Air Force Academy in Colorado Springs, Colorado.

Note 3: This Figure applies only to our Air Force “Height & Weight standards established by HQ USAF in 2004. Weight standards are exactly the same for males and females.

Note 4: Body Fat can be factored-in as well– the standard is a maximum body fat of 20% for males (under 30 years of age) and 28% for females (under 30 years of age).

Note 5: All cadets interested in “enlisting in another military service” to include their Guard or Reserve components, must comply with the applicable weight standards (to include their Body Fat limits) established by that respective service (Army, Navy, Marines or Coast Guard). Graduating senior cadets who will attend college and sign up for Army, Navy or Marine ROTC college commissioning programs or will attend U.S. Military Academy in West Point, New York, the U.S. Naval Academy in Annapolis, Maryland or the U.S. Coast Guard Academy in New London, Connecticut will also comply with that specific or applicable service weight standards.

Chapter 9

CADET OPERATIONS AND TRAINING

9.1. General. This chapter provides a reference on how to build a strong cadet corps with cadet leaders who fully own their unit. Cadet leaders will set organizational goals and develop programs to support those goals. They will plan and execute their programs while measuring, monitoring, recording and reporting progress toward the unit goals. In addition, they will operate and control the functional areas of day-to-day unit operations (i.e., cadet personnel records, logistics/inventory control, health and wellness, administrative functions, cadet awards and promotions). Our goal is a **cadet led & cadet run** operation. In the end, academics take priority – the goal is graduation – but we will strive to give cadets the best possible leadership laboratory possible while they participate in JROTC. Academics is #1!

The unit SASI ensures all cadets are trained and given the opportunity to take responsibility for cadet ownership of their unit programs and unit activities to the maximum extent possible at Booker T. Washington High School and AFJROTC OK-942. The degree of cadet ownership is noted through training of fellow cadets, daily planning of cadet activities and programs, maintain all unit functional areas and programs found in this Cadet Guide, to include operations, logistics, unit wellness and other WINGS accountability programs.

9.1.1. Compliance with School and Unit Conduct Policies. Cadets will demonstrate “Excellence In All We Do” through compliance with school and unit conduct policies, academic performance, and physical fitness. All unit Instructors and every cadet will assist with the unit’s recruiting and retention efforts, and assist in the success of our joint unit programs with interaction with other school organizations.

9.1.2. Compliance with School and Unit Appearance and Dress Codes. Cadets will always adhere to all current standards of appearance and dress in accordance with existing school or TPS policies as well as applicable Air Force regulations. Cadets will adhere to these policies while in or out of their applicable AFJROTC classes as well as in or out of the AFJROTC issued uniforms. Cadets will adhere to all existing school, TPS and AFJROTC policies regarding proper appearance and dress. The following dress apparel is prohibited in our AFJROTC area of operations – bikini tops or bottoms, short-shorts, pieces of clothing that resemble undergarments, clothing with obscene, vulgar or lewd words or artwork or any apparel that promotes tobacco, or alcohol, or illegal drugs as well as bare feet and/or bare chests. All BTW dress code regulations apply to all cadets. BTW students are required to wear their student ID lanyard at all times.

9.2. Formulation of Cadet Goals. HQ AFJROTC provides a template for building at least six organizational goals that support our mission to “**Develop citizens of character, dedicated to serving their nation and community.**” These goals must be tailored and unique to our school and community while steering cadet goals to support our overall unit mission. The goals will be drafted at JCLC.

9.2.1. 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 the 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 BTW local needs.

9.2.2. Our Goal Setting Process. Our unit goals will be **cadet inspired, not instructor inspired**. The unit SASI does not direct or write the goals for the cadets. Cadets will take the lead in goal formulation and entering them into WINGS. Cadre and the Corps of Cadets own their goals. The Corps Commander will involve all cadets in goal formulation to ensure cadet buy in.

9.2.3. SMART Unit Goals. Using the corps-selected ideas, written goals need to have several essential (SMART) components. Make your goal Specific, not written in general terms. What exactly do they want to accomplish? Make your written goal Measurable. You need a way to qualitatively evaluate your goal accomplishment. Your goal must require Action or effort on the part of the members of your corps. It should not be something that will happen as a result of some outside-the-unit action or decision by the

school administration. The goal should be Realistic. Is it within the ability of your cadet corps to reach? Does your corps have the ability to control the outcome or is this something imposed from outside the organization? The goal must have a Time constraint. When do you hope to successfully complete the goal? Try to avoid setting goals that would roll into the next academic year (2017-2018). It should be something you can measure during this academic year (2017-2018). After Cadet Cadre writes their goals, the unit SASI can help edit them or ask questions that would clarify what they are trying to accomplish. HQ AFJROTC suspense to submit these goals in WINGS is 10 October 2017.

9.2.4 Our Unit Goals.

During the 2017 JCLC, the Corps of Cadets established goals for AY18. They are:

Cadet Impact:

1. Cumulative Corps GPA of 3.1 or greater for the Fall semester
2. Cumulative Corps GPA of 3.2 or greater for the Spring semester
3. 90% average or greater on uniform inspections in the Fall semester
4. 95% average or greater on uniform inspections in the Spring semester

School Impact:

1. Recruit at least 50 new freshmen into JROTC for AY19
2. Retain at least 80% of the current 9th, 10th and 11th graders to return to JROTC for AY19
3. Ensure at least 20% of our community service hours are for the direct benefit our school

Community Impact

1. Serve at least 1000 total community service hours as a Corps of cadets by 10 Apr 2018
2. Participate as a Corps in at least 3 food bank events in AY18 to place emphasis on the issue of hunger and homelessness in Tulsa

9.3. Planning & Executing Cadet Programs. All programs in the corps are cadet initiated, planned, led, executed and documented. This includes all social functions like the Military Ball, Awards Presentations, field trips, all our teams and clubs (such as Drill Team, Color Guard, APT, and Flying Hornet Rocket Club to name several), parades, and all our community service projects. All unit programs **should be cadet initiated, not instructor initiated**. The ability of the cadets to do all this is not gained overnight and must be taught and mentored by our unit Instructors. It's a process that may take several years to get to the point where cadets "own" their unit. Once the cadets have their plan for the year, the Cadet Group Commander & Cadet Cadre will assign a project officers (PROJOs) for each activity/program as needed. The unit SASI will monitor this process to make sure the commander's selections are within the ability of the cadet being selected. Before announcements are made, the Group Commander & Cadre and the unit SASI will discuss the selections. The lead project officer 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).

9.3.1. Checklists. The cadet project officer and cadet planning committees will develop a chronological checklist of things that need to be done to execute the project/program. The applicable cadets will develop the check list. The unit SASI will ask leading questions that take them in the direction they need to go. Unit Instructors will not spoon-feed them all the steps. The cadets will think for themselves. Each project officer will keep a after action report that can be used by later cadets if they have similar projects or reoccurring projects in subsequent years. Cadet Cadre will ensure the planning committee 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 the unit Instructor has to give may vary. The unit SASI will avoid telling them what to do—use questioning to lead them in the right direction. All planning committees will meet regularly and the project officer and planning committee back-brief the unit SASI as required on their progress. Discuss problems. Again, the unit SASI will use questions to lead them in the proper direction. The cadets, under the supervision of the Project Officer and/or Project NCO will do all the work of the planning, establish the funds or resources needed, finding volunteer cadets to help, setup,

execution, clean-up and reporting to the cadet staff. Make sure all their planning and execution is recognized by the unit SASI and/or Cadet Cadre publicly. Finish the checklist! Tell your story!

9.4. Cadet Run Functional Areas of Responsibility. Cadet Cadre is responsible for leading and maintaining all the functional jobs keeping the corps of cadets operating effectively. These areas of responsibility may be (but are not limited to) logistics inventory control and record keeping (to include uniform issue and return), cadet personnel records maintenance and upkeep (to include keeping unit records on community service; 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). The Cadet Group Commander will select their key staff members to fill these functional jobs NLT 14 September 2016. They are always subject to final unit SASI approval. The Group Commander will discuss his/her recommendations before the announcement. The unit SASI must know the capability of the cadets. The Cadet Group Commander is not allowed to select only their friends/relatives that may not be able or would not be willing to perform the job in question. Discuss what action the Group Commander would take if the individual being selected fails to do the job properly or adequately.

9.4.1. Functional area leaders or “Chief” will be responsible for training their staff. Our corps of cadet structure is to facilitate cadets training their potential replacements in following years. Initially, the unit Instructors may have to train the functional leader and then allow them to train their staff. An example of a corps structure that allows for cadets to train cadets in logistics may be: Logistics officer has a logistics NCOIC working with him/her that is a year behind him/her in JROTC. Each academic flight would have a physical training leader that works for the Group level physical training officer. The same structure may be true of a personnel staff, Stan-Eval staff, and health and wellness staff at the discretion of the Cadet Group Commander.

9.5. Cadet Promotions and Awards. For our cadets to be true owners of our Corps, they must play key roles in promotions and award recognition. Special Boards exist in-house for awards nominations and promotion boards procedures. The unit SASI will be present when any board is being conducted to ensure cadets abide by these rules and that the board action is fair and just. Board actions are recommendations, the unit SASI is the final approving authority. Top 5 will be present to the maximum extent possible during any boards.

9.6. Cadet Community Service. Community service by the cadets is a key tenant of good citizenship. Cadet Cadre are highly encouraged to make this area one of their priorities. The more cadets participate, the better. The higher participation rate in community service means we are influencing more of the cadets in our program. Every cadet is encouraged to look for opportunities to provide service to both the school and our local Tulsa community. Cadet Cadre will take the initiative in developing programs throughout the academic year that provides opportunities for every cadet enrolled in the program to participate. A technique that improves the image of the cadet corps in the school and our local community is to recommend the cadet leaders approach the school principal, school board or TPS superintendent or the Mayor of Tulsa asking, “What can we do for our school/community that will help out?”. Cadets should not only be responsible for looking for opportunities but they also should be planning, recruiting volunteers to participate, executing, and developing rewards within the corps that recognizes cadets who participate (i.e., linking community service as one of the criteria for promotion) as well as doing “joint projects” with other school or community clubs or programs. *Our unit community service goal is 11 hours per cadet this year.*

9.6.1. Community Service Tracking. Cadet Cadre will ensure participation hours for each cadet is recorded in the spreadsheet on the SASI’s computer. Based on cadet records, Cadet Cadre will recommend cadets who have earned the *Service Ribbon*. Cadet CS personnel will keep tally of service projects and total hours contributed on a weekly basis. DO not erase anything off the SASI’s white board. After the event is recorded by the CS personnel, the SASI or ASI will erase the event from the board. It is essential to capture all the cadet’s hard work towards earning their goals for the year.

9.7. Corps of Excellence. The unit SASI and unit ASI will set and model the standard for excellence in our AFJROTC unit. A “do it right the first time” must be emphasized because that saves time and effort.

All cadets will be the model citizens on the Booker T. Washington High School campus. There should be evidence of lower number of disciplinary referrals in every class among cadets as compared to the general student body. Our AFJROTC unit is regarded by faculty and administrators as one of the best student organization on campus. Finally, cooperative/joint efforts with other school organizations, clubs, and programs help bond cadets throughout the school and community while expanding visibility of our program in school and in our local community of Tulsa.

9.7.1. Academic Excellence. Academic success is given high priority by our cadets and factored into promotions and job advancement. Cadets in need of help are identified and supported through study groups and peer tutoring.

9.7.2. Our Health and Wellness Program. Our unit physical fitness program is led and managed by both the unit Instructors and the Physical Training Officers (PTOs) to include planning and leading exercises to documentation and assessment. Program modifications are made through-out the year. Unit PT is performed on Tuesdays and Wednesdays (assuming a block schedule), but not on a weekly basis.

9.7.3. Recruit and Retain. All Cadets are encouraged to be active participants in other student organizations. The goal of our unit is to mirror the student body and be an integral part of the student body. The unit SASI and ASI actively recruit students across the entire student body: AP/Honor/IB students, varsity and junior varsity athletes, band and band color guard members, student council members, class officers, cheerleaders, and special needs students. Recruiting and retention of cadets, however, requires everyone's help and assistance in promoting the viability of a unit— simply stated: *cadets who help recruit and retain cadets are the foundation of a viable unit.* **Awareness Presentation Team takes the lead on this!**

9.8. Cadet Assessments and Evaluations. Everything in Chapter 9 of our Cadet Guide leads to this point: Determining how well the cadets are doing in the various areas. We must address how well you are doing your job and achieving our mission of citizen development in JROTC. It is because of this that this section of your Unit Evaluation is weighted heavier than any of the others. The Air Force Instructions and HQ AFJROTC requires an Inspection be accomplished annually. We receive a formal external assessment from HQ AFJROTC every three years, and we must conduct a self-inspection in the other non-UE years. Each leadership group (every year) should have the opportunity to prepare their unit for inspection—this is a great learning tool.

It is strongly recommended that a unit prepare and execute an inspection every year just as they would for an external unit evaluation from HQ. This is part of our unit's yearly planning calendar. Our last unit evaluation by HQ was conducted in April 2016. Unit Evaluation (UE) Reports will be transmitted to HQ via WINGS anytime from 30 days after school starts, but no later than 15 March 2018. For units who are scheduled to receive an external visit during the school year, a self-assessment will be accomplished prior to the external assessment date but no later than 15 March (whichever comes first). The unit SASI will ensure all self-assessments evaluate the same areas and processes as external assessments. The Principal (or other school officials), Superintendent, Senior ROTC units, and/or sister unit AFJROTC instructors may observe or assist the SASI/ASI during UE inspection prep periods. Our annual self-assessment is currently scheduled for early Dec 2017.

9.8.1. In our unit, our Cadet Cadre are responsible for preparing the unit for annual self-inspection. In 2017-2018 the IG will delegate out the parts of the unit Assessment checklist to each of the functional areas (such as Flights, clubs or teams) in the unit as needed. Ensuring every cadet, club, flight or team is involved in the preparation of our annual self-inspection.

9.9. Dress and Appearance. Adherence to dress and appearance standards and uniformity is mandatory. Dress standard define the pride and professionalism of our unit. Cadet Cadre takes individual pride in wearing their uniform but also inspects, corrects, and helps others wear the uniform properly and demonstrate teamwork. Cadet Staff, Ops staff cadets and academic Flight Commanders are involved in the uniform inspection process and provide feedback to younger cadets. The first item in the Cadet Ops

portion of the Assessment is centered on uniform wear—everyone is in the same uniform, the uniforms are clean and pressed, and individuals are properly groomed.

9.9.1. Cadet Uniform Wear. All cadets will comply with the basic uniform wear, personal appearance and grooming standards prescribed in Chapter 7 of the Operational Supplement, this Cadet Guide, the applicable portions of AFI 36-2903 (*Dress and Personal Appearance of Air Force Personnel*) and AFJROTCI 36-2001, when wearing the AFJROTC issued blue uniform. If ever in doubt about uniform guidance, ask an upper classman or instructor. **The Air Force blue uniform is the only standard uniform for all AFJROTC cadets to wear on uniform wear day.** Uniforms worn by other services are not authorized for weekly AFJROTC uniform wear (applies to cadets enlisted in the Oklahoma National Guard – National Guard ABUs are not authorized cadet wear for our JROTC purposes). Our unit PE gear cannot be substituted for our weekly uniform wear day. All cadets must participate in at least **one AFJROTC issued blue uniform wear day per week**, unless excused by the unit SASI or ASI.

9.9.2. Unit SASI Guidance on Uniform Wear. The Air Force issued blue uniform is also the standard for cadets participating in official school activities such as color guard, drill teams, and official APT activities. During our CIA/Field trips to military installations cadets will be in their blue uniforms with appropriate head gear. On CIA/Field Trips to civilian entities or installations, appropriate civilian clothing is authorized. Regardless of our CIA/Field trip visits off-campus – every cadet will comply with AFI 36-2903, personal appearance and grooming standards in or out of uniform. Our CIA/Field Trip visit requires our cadets to present a professional image and represents AFJROTC appropriately, on military installation, on civilian worksites, museums or parks.

9.10. Unit Mission Briefing. Cadet Cadre will annually develop a unit mission briefing. The briefing describes our unit demographics and introduces the unit to the evaluator. It will describe special conditions that are unique to our unit. Our briefing includes Corps goals, performance metrics, and our unit wellness program overview. Our PowerPoint presentation will be no more than 20 slides and is developed and presented by our Cadet Cadre. We are encouraged to include pictures of our activities. The cadets may include activities that go back to the last external evaluation they received. After the cadets have rehearsed their briefing, the unit SASI and our school's assistant principal may role play as the inspectors and have cadet Cadre field questions. This briefing can also be used to brief any distinguished visitors, at monthly school board meetings or school faculty meetings.

Cadets will demonstrate discipline, teamwork, and unit cohesion by developing a cadet prepared unit mission briefing that must include, at a minimum, the six HQ-submitted specific, measurable, attainable, realistic, timely (SMART) goals (one must be academic, one recruiting/retention and one community service participation goal). The briefing must include performance measurements and current status of goals, unit wellness program, current SY community service event total hours, CIA trips and number and percentage of cadets participating in co-curricular unit activities and other school activities participated in by our unit cadets.

9.11. Unit Safety. Unit safety is all about our AFJROTC exceeds standards mindset! We are dedicated to a culture of cadet safety first. Our cadet Cadre continues to work, study and play safely year-in and year-out. Much of this depends on the unit Instructors complying with all school/TPS and AFJROTC safety, risk management and supervision rules and policies. At no time are our unit cadets unsupervised during scheduled unit activities. Our unit safety focus involves our Cadet Cadre and their proactive - *positive safety culture*. Cadet Cadre continues to ensure our safety culture is part and parcel of what our unit is, not just what it does. Safety is not hard, it knows what is right, doing what is right, and applying it daily. Our unit safety culture provides an environment for Cadet Cadre and our Squadron/Flight Commanders to encourage every cadet to learn from one another mistakes/mishaps/accidents, talk openly about safety issues and live the talk. Our unit safety program is both positive and pro-active. **Individual Flight Commanders will serve as safety officers and are required to bring safety issues to the attention of an instructor immediately.**

9.12. New Cadet Orientation. Normally, this program will be conducted in the first week of school in August. Cadet Cadre will plan and conduct the majority of this training at Booker T. Washington High

School over several days. Basic drill, uniform issuing and proper wear, personal appearance standards, and AFJROTC course objectives are just some of the training topics. The Cadet Group Commander and his/her Cadre staff will develop a training schedule and assign training responsibilities. This program is an excellent opportunity for the cadets who will plan and conduct the training, motivate new cadets, and give a head start to cadets who are new to the program as they learn course objectives, instructor expectations, uniform and personal appearance standards, and basic drill. New cadet orientation is required for all new cadets in our unit. With blended classes, all cadets will gain valuable knowledge during orientation.

The second week of school is called Unit Zero. The lesson plan is on the unit Google drive and will focus on taking the cadet oath, ethics, Core values, explanation of teams and unit customs and history. High expectations will be emphasized. Cadets will be taught the 7 habits of highly effective teens.

9.13. Leadership Seminars. The unit SASI will schedule, time permitting, leadership seminars throughout the calendar year that will provide different levels of leadership training for interested cadets. Maximum use of community resources to include senior leaders and young motivated airmen will be sought to provide realistic and personalized training for the cadets. Maximum use of *curriculum in action* (CIA) funds will be used to support these seminars. Other unit leadership seminars available include academic tasking of senior cadets (ROTC IV) to provide instructional time with their applicable ROTC I or ROTC II classmates once a semester in all subject areas (Aerospace Science, Leadership Education – to include Drill and Health and Wellness. Finally, all local area military recruiters may visit our unit at least once a year to talk to our advanced cadets about opportunities in the Army, Navy, Marines, Coast Guard, as well as the Air Force. Also, representatives (recruiters) from the Oklahoma Army National Guard, Oklahoma Air National Guard as well as Army, Navy, Marine & Air Force Reserves are welcome to visit. For our college bound cadets we will make every effort to maximize your knowledge about the various opportunities that are open to you. The Central Intelligence Agency (CIA) visits Booker T. once per year as well; interviews are available.

NOTE: There is no military service obligation associated with being part of the AFJROTC program. You will NOT be recruited into the military.

9.14. Pecuniary Liability and Personal Liability. All U.S. government supplies, equipment, cadet uniforms, AFJROTC textbooks, furniture and other AFJROTC assets under cadet control are the cadet's responsibility. If through neglect or abuse, an item is damaged or destroyed, the cadet (or his/her applicable parent/guardian) will be required to pay for the costs of repair, replacement or cleaning of that item. Any cadet observing anyone abusing or misusing government property will contact a unit instructor immediately. Personal liability is the responsibility of the applicable cadet (or his/her parent or guardian). The cadet's personal property (book bags, issued AFJROTC uniforms, textbooks, wallets/purses – money, cadet cell phones or other electronic devices, cadet calculators, etc.) are the responsibility of the cadet. All cadets should secured their valuable assets at all times and take their personal assets when they leave the AFJROTC classrooms or any AFJROTC area. Neither the school nor the unit is responsible for any personal items/property left unattended or left unsecured, in the event, personal items are now missing or stolen.

9.15. Why AFJROTC Works. Air Force JROTC is built on a military model that is time proven with clear expectations, training, mentorship and cadet accountability. It produces a Corps of Cadets that have self-discipline and a documented track record of achievement. Our Cadets belong to something bigger than themselves or even Booker T. Washington High School. AFJROTC at Booker T. Washington High School has a strong emphasis on service to our school, our school district, our Tulsa community and our great Nation. AFJROTC instructors are long-term role models, leaders and mentors, as well as the unit SASI and ASI. Our AFJROTC program is inclusive, providing a place for every student at Booker T. Washington High School – giving all our cadets a sense of belonging (i.e., like a family) and if our cadets work hard and achieve, our unit awards program gives recognition. Our cadets have a current and on-going platform for success – gaining confidence, self-discipline, sense of belonging and leadership skills. Our cadets develop sound work ethic and life skills, a resume builder for college and college scholarships. If our cadets choose a military career they may enlist at a higher rank as well as compete for ROTC scholarships and Service Academy appointments. Our unit AFJROTC program is a *force for good*, partnering with our

school and school district to meet our school/school district goals and objectives. AFJROTC OK-942 is the face of the Air Force in our district as the only Air Force sponsored unit of the 9 JROTC's in TPS.

9.16. Our Unit Recruiting and Cadet Retention. Both unit Instructors and our school administrators and counselors are proactive in their recruiting and retention efforts to ensure the continued viability of their unit's program. The unit Instructors must continually cultivate a positive relationship with principals, counselors, and other administration members to establish a team approach toward *recruiting and retention of cadets*. Of particular importance is unit recruiting in our feeder schools (Carver Elementary and other middle schools) and the instructor's working relationship with the counselors of incoming freshman students. Unit Instructors will integrate cadet leaders (Cadet Cadre as well as our APT) in this process annually. Get involved and make a difference the way someone did for you!

Figure 9.1. Agreement for the Establishment of an Air Force Junior Reserve Officer Training Corps Unit. Our current Air Force/School memorandum of agreement (MOA) will be reviewed by Tulsa Public Schools Superintendent Dr Deborah Gist, our local School Board, and signed by our Air Force Holm Center Commander during the 2015-2016 school year. Air Force/School MOAs are valid for 5 years. Our current MOA is 11 pages in length.

AGREEMENT FOR THE ESTABLISHMENT OF AN AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS UNIT

TO: Commander
 Jeanne M. Holm Center for Officer Accessions & Citizen Development
 551 East Maxwell Blvd
 Maxwell Air Force Base, Alabama 36112-6106

APPLICATION

By direction of the governing authorities of **Tulsa Public School Independent District 1**, I, Ms. Ruth Ann Fate, President, Board of Education, hereby apply for the establishment of an Air Force Junior Reserve Officer Training Corps (AFJROTC) unit at **Booker T. Washington High School, Tulsa, OK**, under the Title provisions of Public Law 88-647, The Reserve Officer Training Corps Vitalization Act of 1964, Section 2031, Chapter 102, Title 10, United States Code (USC), as amended:

SECTION 1. AIR FORCE AGREEMENT

1. Contingent upon the acceptance of the above application and the continuing fulfillment of the condition presented in Sections 2 and 3, the Air Force agrees as follows:

A. Unit Charter. To establish and maintain an AFJROTC unit at the institution named in the above application, subject to the provisions of Public Law, Department of Defense (DoD) and Air Force Instructions, and continued approval by the Secretary of the Air Force (SECAF).

B. Course of Study

- i. To prescribe the AFJROTC course content consisting of a minimum of 120 class hours per year and to provide the instructional material and guidance for the application of the materials.
- ii. To provide all curriculum text, teaching aides, and other academic text supplies associated with the conduct of the above prescribed AFJROTC program.
- iii. To provide certification/licensure training to those instructors contracted by the institution's district to teach and administer the AFJROTC program courses of study, provided such instructors are qualified retired Air Force commissioned officers/non-commissioned officers (NCO) and otherwise meet the acceptance standards for AFJROTC instructors prescribed by Public Law and applicable DoD and Air Force Instructions.

C. Unit Supply Support. To issue to the military property custodian appointed by the institution all Air Force uniforms, supplies, and equipment authorized by applicable Air Force Tables of Allowance. The title of ownership for all property and equipment issued to the institution is retained by the Air Force.

D. Unit Financial Support

- i. To reimburse the institution the Air Force portion of Minimum Instructor Pay, as established in Title 10, USC, Section 2031 and set forth in paragraph 2-D (iv).
- ii. To reimburse the institution, within the fund limitations imposed by the Air Force and within guidelines of Air Force directives, for costs incident to the procurement, transportation, packing, unpacking, crating, and normal maintenance of uniforms, supplies, equipment, and instructional materials required by the Air Force.
- iii. To reimburse the institution for required vehicle transportation for logistical support and field trips in support of the AFJROTC program within the funding limitations imposed by the Air Force. Rate of reimbursement will not exceed the normal commercial rate schedule in the area or the usual rate that the institution has established for staff travel.
- iv. To reimburse the institution for authorized long distance telephone calls for support of the AFJROTC unit within the fund limitations imposed by the Air Force and within guidelines of Air Force directives.

E. Unit Information Management Support

- i. To publish and disseminate accurate and sufficient unit operations and instructor management policy guidance necessary to properly run the AFJROTC unit and support the AFJROTC cadet corps mission of citizenship development.
- ii. To provide the institution the necessary multimedia tools (hardware & software) to support the supply management, budget management, and other reporting functions required by the Air Force. The title of ownership for all property and equipment issued to the institution is retained by the Air Force.

SECTION 2. INSTITUTION AGREEMENT

- 1. Contingent upon the acceptance of this application and upon fulfillment of the conditions presented in Section 1, the governing authorities of the institution agree as follows:**

A. Proper Accreditation for Course of Study

- i. To establish Aerospace Science as a separate, integral academic, and administrative department of the institution and to establish a minimum 3-year course of AFJROTC consisting of at least 120 classroom hours per year.
- ii. To teach the required AFJROTC courses prescribed by the Air Force, deviating from the prescribed curriculum only when specifically approved by the Air Force.
- iii. To require each student participating in AFJROTC activities to be voluntarily enrolled in the Aerospace Science/Leadership Education courses prescribed by the Air Force.
- iv. To grant academic credit applicable toward graduation requirements for the successful completion of AFJROTC courses provided by the Air Force, equivalent to credit given for other academic courses.
- v. To arrange for the scheduling of classes to make it equally convenient for students to participate in Aerospace Science/Leadership Education classes as in other courses offered by the institution.

B. Rules of Conduct for AFJROTC Unit

- i. To maintain a voluntary membership in AFJROTC in accordance with the provisions of Federal Law, supporting DoD and Air Force directives, and the provisions of this agreement; and, to limit membership in the unit to students in the 9th grade or above who meet and maintain acceptable standards of academic achievement, personal conduct and appearance as prescribed by the Air Force. Visiting international students may participate with written approval from their government.
- ii. Cadets will wear the prescribed uniform a minimum of one day per week while attending all institution classes and while participating in out-of-class AFJROTC activities. Cadre and cadets must abide by Air Force standards for correct uniform wear.

- iii. To conduct the program without discrimination against students or instructors regarding race, religion, color, ethnicity, gender, or national origin.

C. Facility Support for AFJROTC Unit

- i. To make available to the Aerospace Science Department the necessary classroom facilities and office space for the efficient and effective accomplishment of the AFJROTC course objectives. The facilities to be provided shall be at a minimum comparable to those presented to the Air Force during the official site survey conducted at the institution.
- ii. To provide and maintain drill area(s) at or in the immediate vicinity of the institution, which will include at least 2,500 square feet of flat, unobstructed space, free of vehicular or pedestrian traffic comparable to those presented to the Air Force during the official site survey conducted at the institution. Consideration should be given to indoor drill facilities in areas where inclement weather prohibits outside drill for extended periods of time.
- iii. To provide and maintain storage facilities for the protection and care of uniforms, supplies, and equipment used in the AFJROTC program. Such storage facilities must be reserved for the exclusive use of the AFJROTC program and must be constructed so that access can be denied to unauthorized personnel. Climatically controlled storage facilities will be a minimum of 400 square feet and comparable to those presented to the Air Force during the official site survey conducted at the institution. As the size of the AFJROTC program increases, additional storage space must be provided.
- iv. To provide Aerospace Science faculty access to the worldwide web through the institution's Local Area Network (LAN) system. If no LAN exists, provide Aerospace Science faculty with digital telecommunication protocols to allow high speed data communications.

D. Faculty Staff Support for AFJROTC Unit

- i. To employ, as a minimum, one retired Air Force commissioned officer and one NCO whose qualifications are certified/licensed by the Air Force (in accordance with the provision of paragraph 1B (iii) above) to conduct the Aerospace Science/Leadership Education courses and other AFJROTC activities. Additional instructors are authorized when cadet enrollment increases to 151 (sustained growth) and increments of 100 thereafter as provided for in DoD Instruction 1205.13. Additional instructor positions are not mandatory, but are recommended to sustain a manageable cadet to instructor ratio. In absence of support for an additional instructor position, schools will cap enrollment at a rate of 20% above cadet enrollment authorizing an additional instructor position (i.e., $151 + 20\% =$

an enrollment cap of 181 cadets for two instructors; $251 \div 20\% =$ an enrollment cap of 301 cadets for 3 instructors, etc.).

- ii. To advise AFJROTC of any changes in the employment status of personnel employed in the AFJROTC unit.
- iii. To conduct annual instructor evaluations (as outlined in AFJROTC instructions) and submit through Air Force channels.
- iv. To provide subject retired commissioned officers and NCOs a written contract of employment with the institution's district as the employing agency. Such contract of employment shall contain, at a minimum, the following provisions:
 - a) To ensure Air Force retired personnel employed receive at least "Minimum Instructor Pay (MIP)". "MIP" is defined as an amount equal to the difference between their entitled retired pay and the active duty pay and allowances, excluding hazardous duty and proficiency pay, which they would receive if performing on Air Force active duty. Although the institution is only required to pay MIP, it is highly encouraged to pay instructors above MIP commensurate with their military experience, education level, area cost of living, etc., in order to attract and maintain the best candidates. Per the provisions of paragraph 1D (i), the Air Force shall reimburse the institution one half of MIP. The Air Force's responsibility is limited to the period of employment specified in the contract up to ten (10) months or 300 calendar days from employment contract start date regardless of the institution's distribution of pay.
 - b) To stipulate the duration of employment and amount of salary, provide for an automatic adjustment in MIP when active duty pay increases, and specify the duties of the AFJROTC instructor as a cooperative employee of the institution's district. Per DoD Instruction 1205.13, the minimum contract duration for AFJROTC instructors will be ten (10) months except for instructors initially employed after the beginning of the regular institution year; however, extended contract periods are strongly encouraged and may be negotiated to permit the year-round management of the program and control of Air Force property.
 - c) To ensure AFJROTC instructors perform only those duties connected with the instruction, operation, and administration of the AFJROTC program. Individuals employed as AFJROTC instructors will not perform duties or teach any classes in any discipline other than Aerospace Science. Exceptions are permitted if the performance of such duties or the teaching of such classes are conducted outside the institution's normal day of academic instruction and are contracted between the institution and the individual AFJROTC instructor at no expense to the Air Force. This provision does not preclude AFJROTC

instructors from serving on committees or performing other routine duties that are rotated regularly among all institution faculty members.

- d) To ensure AFJROTC instructors and such other personnel that are hired to support the AFJROTC program at the institution are employees of the School District and in no event shall the School District represent such instructors and personnel as Air Force employees, agents, or contractors. The School District shall include the Senior Aerospace Science Instructor in meetings where policies, recommendations, or decisions affecting the AFJROTC program are made, including the employment or discharge of Aerospace Science Instructors.

E. Logistical Support & Accountability

- i. To make available to the Aerospace Science Department all the instructional supplies, materials, services, furniture, and privileges afforded other academic departments at the institution.
- ii. To provide transportation for AFJROTC field trips comparable to that for students in other courses.
- iii. To appoint an employee of the institution as the military property custodian who will be empowered to perform the required supply functions incident to the acquisition, accounting, and handling of supplies, equipment and uniforms issued to, or purchased with Air Force funds for the institution. AFJROTC instructor personnel may be, but are not required to be, appointed to this duty. The institution shall also ensure that the appointed military property custodian conducts an inventory of said items and performs required disposition actions before transferring said duty to another individual or closing the unit.
- iv. To conform to the directives of the Air Force relating to the issue, receipt, storage, safeguarding, and turn in of Air Force uniforms, textbooks, supplies, equipment, and other educational materials at the institution.
- v. To safeguard and retain liability for all Air Force property located at the institution, making full restitution after all occurrences of theft, loss, and negligent or willful damage or destruction. If the institution elects to provide an insurance policy, it shall name the United States as an additional insured.

F. Unit Financial Support

- i. To fully fund in advance those AFJROTC unit activities and operations authorized by the Air Force for reimbursement, within the fund limitations imposed by the Air Force.

- ii. To submit documentation for authorized reimbursements in accordance with Air Force directives. Note: The Defense Finance & Accounting Service requires institutions to establish a direct deposit account that will accept electronic fund transfer of reimbursement payments.
- iii. To maintain original invoices and other supporting documentation used for reimbursement in accordance with DoD Instructions.

G. Other Provisions

- i. To comply with Air Force directives governing unit operations, AFJROTC curriculum, cadet performance, instructor management, and logistics management. Current regulations are available to instructors at WINGS/Published Files/Directory/JROTC.
- ii. To facilitate completion, through Air Force channels, of instructor evaluations, unit self-assessment reports, program status reports, equipment inventories, and other recurring and periodic reports required by the Air Force.

SECTION 3. BOTH PARTIES AGREEMENT

- 1. Contingent upon the acceptance of the above application, both parties mutually agree as follows:**

A. Other AFJROTC Programmatic Requirements Under This Contract

- i. The named institution is fully accredited by a state or regional accreditation agency. Loss of accreditation shall be considered grounds for disestablishment action under paragraph 3C (iii) of this agreement.
- ii. The institution's principal (or equivalent) is the on-site person in charge of the supervision of the AFJROTC program. The Senior Aerospace Science Instructor ensures the program operates satisfactorily and is appointed to an institution position equivalent to that of a department head.
- iii. The Senior Aerospace Science Instructor is the AFJROTC instructor of senior rank. When instructors are of equal rank, the instructor with the earliest date of rank will be designated the instructor in charge, subject to Air Force approval. Other AFJROTC instructors (Aerospace Science Instructors) employed by the institution are subordinate and will report to, and be supervised directly by, the Senior Aerospace Science Instructor.

- iv. The Air Force may conduct periodic workshops at Air Force expense for instructors hired to conduct the AFJROTC program. The institution shall require instructors to attend these workshops, which may be scheduled during or outside the normal academic school year. Waivers may be authorized by AFJROTC in extenuating circumstances. AFJROTC instructors will be afforded the same privileges and support in attending workshops and professional meetings as are given other faculty members.
- v. AFJROTC instructors will wear the Air Force uniform prescribed by Air Force directives while conducting the program and when otherwise identified or associated with AFJROTC activities. AFJROTC instructors will conform to standards of dress, personal appearance, weight, and conduct as prescribed in Air Force directives.
- vi. The institution must maintain a minimum cadet enrollment of 10 percent of the number of students enrolled in the institution who are in a grade above the 8th grade, or 100, whichever is less.
- vii. While all students in the high school are encouraged to voluntarily enroll in the AFJROTC program, unit viability (see §3(A)(vi) above) will only be determined by counting those students who meet the eligibility criteria established in Federal Law; U.S. citizens, U.S. nationals, or aliens lawfully admitted to the U.S. for permanent residence, and who are physically fit. Fitness criteria are defined in AFJROTC Instruction 36-2001.
- viii. Students from other institutions may participate in the AFJROTC program at the host institution under the following conditions:
 - a) AFJROTC instructors will not travel to other institutions. All instruction must take place at the host institution.
 - b) Travel by students from other institutions to the host institution is at no expense to the Air Force.
 - c) Superintendents and principals from all institutions must agree in writing.
 - d) The superintendent and principal of the host institution maintains overall supervisory responsibility and may terminate the agreement at any time.

B. Other Air Force Rights Under the Contract

- i. The Air Force shall have the right to place AFJROTC instructors on probation for breach of Air Force standards.

- ii. The Air Force shall have the right to withdraw certification of AFJROTC instructors for breach of standards and the institution will remove decertified personnel from the AFJROTC program.
- iii. Representatives of the Air Force shall be authorized to make visits to the institution, both announced and unannounced, to evaluate the AFJROTC program, and enforce compliance with Air Force standards.
- iv. The Director, AFJROTC may waive any provision of this agreement that is not required by law, the DoD, or a higher headquarters Air Force directive.

C. Termination Clauses

- i. The institution has the right to terminate employment of certified AFJROTC instructors in accordance with institutional rules and regulations.
- ii. This agreement may be terminated at the completion of any academic school year by either party, by giving at least one-year's notice or sooner by mutual agreement. If the governing authorities of an institution decide to discontinue their AFJROTC program, they will notify the Director, Air Force JROTC in writing at: Holm Center/JR, 551 East Maxwell Blvd, Maxwell Air Force Base, Alabama, 36112-6106.
- iii. Units which do not fulfill the provisions prescribed in this agreement (to include those provisions explicitly provided for in Title 10, USC, Section 2031), may be placed on probation. The appropriate institution authorities will be required to correct the deficiency within 12 months or risk potential disestablishment.
- iv. The Commander, Jeanne M. Holm Center for Officer Accessions & Citizen Development, may terminate this agreement and withdraw the unit if the best interest of the AF would be served by doing so, regardless of the provisions of paragraphs 3C (ii) and 3C (iii) of this contract.
- v. The governing authorities of the institution shall, in the event of mutual or unilateral termination of this agreement, or in the event of disestablishment as prescribed by the Secretary of the Air Force, return to the Air Force all US Government-owned equipment, supplies, uniforms, and educational curriculum materials in the custody of the institution (to include all such items purchased using funds provided to the institution by the Air Force) in accordance with procedures and guidance in existence or provided by the Air Force at the time of the termination of the agreement or disestablishment of the AFJROTC unit.

D. General Provisions

- i. The agreement shall become effective upon signature by the Commander, Jeanne M. Holm Center for Officer Accessions & Citizen Development.
- ii. This agreement represents the entire agreement and supersedes any prior agreement, understandings, or representations between the Air Force and the institution pertaining to the establishment and maintenance of an AFJROTC unit.
- iii. This agreement shall remain in effect until officially terminated under a provision of Sub-section 3C.
- iv. This agreement will be reviewed for currency every five years. The Air Force reserves the right to require renewal of this agreement by both parties if significant program changes occur.
- v. This agreement is governed by and shall be construed under Federal Law.
- vi. Any and all modifications or amendments to this agreement must be in writing, executed by authorized designees of the parties, and attached to this original agreement.
- vii. Unless expressly stated in writing signed by the Air Force, the waiver by the Air Force of any act, duty, or obligation required of the institution hereunder shall not be construed as a waiver of any other, or of any future act, duty, or obligation to be performed by the institution.
- viii. Nothing in this agreement will be construed as obligating the Air Force, their officers, employees, or agents to expend any funds in excess of appropriations authorized for such purposes in violation of the Federal Anti-Deficiency Act (31 USC Section 1341).
- ix. Each undersigned representative of the parties to this agreement certifies he or she is fully authorized to enter into the terms and conditions of this agreement and to execute the same so as to effectively bind each party to its terms.
- x. The institution shall adhere to a policy of non-discrimination against students or instructors based on race, ethnicity, religion, national origin, gender, or any other category prohibited by law.
- xi. Unless otherwise stated herein, notices under this agreement shall be effective upon receipt, must be in writing, and must be served by certified, US mail, return receipt requested, and addressed to AFJROTC.

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Area Superintendent

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Page 11 of 11

FOR THE INSTITUTION

Ruth Ann Fife 4/21/14
~~Dr. Keith Ballard, Superintendent~~ Ruth Ann Fife (Date)
 Tulsa Public School Independent District 1
President, Board of Education
FOR THE AIR FORCE APPROVED EPD FORM

Robert D. Thomas
 ROBERT D. THOMAS
 Brigadier General, USAF
 Commander, Holm Center

JUL 25 2014

(Date)

CADET NOTES:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.