

PA-771
AIR FORCE JUNIOR ROTC
COATESVILLE AREA SENIOR HIGH SCHOOL

CADET GUIDE

2025-2026

“OUR 47TH YEAR...”



DISTINGUISHED UNIT:
2004-2005, 2005-2006, 2008-2009, 2009-2010,
2015-2016
WITH MERIT:
2006-2007, 2011-2012, 2016-2017

CONTENTS

INTRODUCTION	6
LETTER FROM PRINCIPAL CLIFFORD J. MALONEY III.....	6
LETTER FROM LT. COL JAMES E. TURNBULL	7
LETTER FROM MSGT CHRISTOPHER J. SIDOLI	8
CHAPTER 1 – AIR FORCE JROTC AT-A-GLANCE.....	9
AFJROTC OVERVIEW	9
AFJROTC HISTORY	9
CHAPTER 2 – MISSION, GOALS & OBJECTIVES OF AFJROTC.....	10
MISSION	10
GOALS	10
OBJECTIVES.....	10
CHAPTER 3 – CADET HONOR CODE OF CONDUCT.....	11
CODE OF CONDUCT	11
CHAPTER 4 – AIR FORCE CORE VALUES	12
CHAPTER 5 – MILITARY CUSTOMS & COURTESIES	13
MILITARY COURTESY.....	13
SALUTING.....	13
PROTOCOL FOR REPORTING IN & OUT OF INSTRUCTOR’S OFFICE	13
POSITION OF HONOR	13
CHAPTER 6 – DRILL & CEREMONY COMMANDS & POSITIONS	14
VERBAL COMMANDS.....	14
ATTENTION.....	15
PARADE REST	15
AT EASE	15
REST	16
LEAVE FORMATION	16
FALL IN	16
OPEN RANKS MARCH	16
DRESS RIGHT DRESS	16
CLOSE RANKS MARCH	18

FACING MOVEMENT COMMANDS (LEFT, RIGHT & ABOUT FACE)	18
THE HAND SALUTE	19
30 COMMANDS.....	20
CHAPTER 7 – CLASSROOM PROCEDURES.....	22
CLASSROOM PROCEDURES.....	22
CLASSROOM RULES	22
MILITARY PROTOCOL.....	23
CHAPTER 8 – DISCIPLINARY SYSTEM	24
PROHIBITION ON PHYSICAL DISCIPLINE & HAZING	24
HARASSMENT	24
DISCIPLINARY ACTION	24
CHAPTER 9 – CADET UNIFORM & PERSONAL APPEARANCE	25
UNIFORM DAY	25
UNIFORM ISSUANCE	25
GENERAL UNIFORM WEAR GUIDELINES	26
OTHER GUIDELINES FOR UNIFORM WEAR	29
SEMI-FORMAL UNIFORM	29
GROOMING AND APPEARANCE STANDARDS	30
UNIFORM RESPONSIBILITIES	38
UNIFORM ENFORCEMENT	38
CHAPTER 10 – THE CADET CORPS ORGANIZATION.....	39
ORGANIZATION	39
PURPOSE OF THE CADET CORPS ORGANIZATION	39
RESERVE CADET PROGRAM	39
CORPS MANAGEMENT/ORGANIZATIONAL STRUCTURE	39
CADET RANK.....	40
POSITION ASSIGNMENT.....	40
CHAPTER 11 – CADET JOB DESCRIPTIONS AND ORGANIZATIONAL CHARTS..	41
MOVED TO ATTACHMENT 6; PAGE 87 AND ATTACHMENT 7; PAGE 95	

CHAPTER 12 – SELECTING CADETS FOR LEADERSHIP POSITIONS	42
PHILOSOPHY	42
CRITERIA	42
CHAPTER 13 – CADET EVALUATION, PROMOTION & DISENROLLMENT.....	43
CADET PROMOTIONS.....	43
DISENROLLMENT.....	43
CHAPTER 14 – HONOR FLIGHT COMPETITION	44
PURPOSE OF HONOR FLIGHT COMPETITION	44
AREAS OF COMPETITION	44
ANNUAL HONOR FLIGHT AWARD	44
CHAPTER 15 – AFJROTC AWARDS & DECORATIONS PROGRAM.....	45
OBJECTIVE.....	45
PROPER WEAR OF MEDALS & RIBBONS.....	45
AFJROTC UNIFORM & AWARDS GUIDE	45
BADGES	45
AFJROTC SHOULDER PATCH	45
SHOULDER CORDS.....	46
SHOULDER TABS.....	46
CHAPTER 16 – CADET OF THE MONTH	47
PURPOSE	47
CRITERIA.....	47
SELECTION	47
RECOGNITION.....	47
CHAPTER 17 – AFJROTC COMPLETION AWARDS	48
CHAPTER 18 – PHYSICAL FITNESS TRAINING & TESTING	49
OBJECTIVE.....	49
IMPORTANCE.....	49
PT TRAINING DAY	49
PHYSICAL FITNESS PROGRAM	49
PHYSICAL FITNESS TEST	49

CHAPTER 19 – LEADERSHIP DEVELOPMENT REQUIREMENTS, COMMUNITY SERVICE AND FIELD TRIPS.....	50
TIER 1 (STEM BASED)	50
TIER 2 (ACTIVITY BASED)	50
TIER 3 (UNIT BASED)	51
COMMUNITY SERVICE.....	51
FIELD TRIPS	51
CHAPTER 20 – TRAINING.....	52
PURPOSE	52
MISSION	52
REQUIREMENTS	52
ATTACHMENTS.....	53
ATTACHMENT 1: AIR FORCE JROTC BADGES	54
ATTACHMENT 2: AIR FORCE JROTC RANK	56
ATTACHMENT 3: UNIFORM GUIDELINES	57
ATTACHMENT 4: HOW TO TIE A TIE.....	74
ATTACHMENT 5: AWARDS & DECORATIONS DESCRIPTIONS	75
ATTACHMENT 6: CORPS JOB DESCRIPTIONS.....	87
ATTACHMENT 7: ORGANIZATIONAL CHARTS.....	95





COATESVILLE AREA SCHOOL DISTRICT
COATESVILLE AREA INTERMEDIATE HIGH SCHOOL
1425 East Lincoln Highway O Coatesville, PA 19320
PHONE (610) 383-3735 O FAX (610) 383-3723
www.casdschools.org

Dear AFJROTC Students,

Congratulations! You have made a life changing choice by joining a highly decorated AFJROTC unit. Coatesville Area Senior High School is proud of the accomplishments of this unit and look forward to YOU carrying on its proud legacy. Throughout the year you will be afforded many opportunities to grow through the many programs JROTC offers. Enjoy the camaraderie that comes with being part of an award winning team. I am especially pleased that you will be exposed to the CORE VALUES:



These values are the hallmark of success and have been time tested and proven to produce success for anyone that walks in them. Most people think that they possess these values; however, the difference in the AFJROTC program is that you prove your belief in these values with action.

You can be assured that the highly knowledgeable and professional instructors will give 100% of their effort toward helping you to realize your potential. They bring to bear over 50 years of dedicated service to this great country we live in and make an excellent team. I ask that you listen, learn and lead as your superiors direct.

Again, I am pleased that you are meeting the challenge to grow in your academic, career and social skills. If you stay focused on the ideals, values and standards of this program you will be better prepared for all of the opportunities that await you in the future – I guarantee it.

Sincerely,

Clifford J. Maloney III
Principal



AIR FORCE JUNIOR ROTC ♦ PA-771

Coatesville Area Senior High School
1425 E. Lincoln Highway
Coatesville, PA 19320
(610) 383-3735



Cadet,

1. As the Senior Aerospace Science Instructor, I would like to welcome all new and returning AFJROTC cadets. You are part of an award-winning unit with a rich history of excellence and extraordinary achievement. I look forward to seeing you continue that tradition of excellence in the coming school year and beyond.
2. The roots of the Junior ROTC program were started in 1911 in Cheyenne, Wyoming. AFJROTC's mission today is still tied to the early vision established on the western frontier more than a century ago... *"To Develop Citizens of Character Dedicated to Serving Our Nation and Community."*
3. Our curriculum, both in and out of the classroom, will teach you about our American heritage, military and civilian; you will also learn about aerospace science and leadership which will help strengthen life skills and make you a better informed citizen. The activities we participate in outside of the classroom, such as field trips and clubs, will key in on the importance of being dedicated and responsible Americans. Additionally, you will have the opportunity to give back to the community in the form of service projects. Our unit, PA-771, is well-known and respected in the community for helping others.
4. My expectations for the AFJROTC program are that you carry on the proud traditions of the unit and continue to make a positive impact on your school and community. Our program is built upon the core values of **Integrity First, Service Before Self, and Excellence in All We Do**. As members of the AFJROTC, our responsibilities do not simply stop with ourselves and our school. They extend to our community as well. I know that this program will offer you fun and adventure, and that it will also inspire you to realize your incredible potential. I am looking forward to an amazing year with you!

JAMES E. TURNBULL, Lt. Col, USAF (Ret.)
Senior Aerospace Science Instructor



AIR FORCE JUNIOR ROTC ♦ PA-771

Coatesville Area Senior High School
1425 E. Lincoln Highway
Coatesville, PA 19320
(610) 383-3735



Cadet,

1. You have embarked upon a character-changing venture by becoming part of the AFJROTC program at Coatesville High School. Some of you may see it as just another credit essential to graduating. If this is your outlook, I challenge you to put your heart, effort and time into it and you will begin to see a difference. The change will stay with you for the rest of your life...I guarantee it! Not many classes you will take focus on the individual. Most require that you attain knowledge and nothing else. Contrary, Lt Col Turnbull and I focus, not just on knowledge, but on the "whole person."
2. Over time, you will know what it means to think before you act and to weigh repercussions against every possible avenue you wish to take. And you will be taught leadership skills and be afforded many opportunities to put them in action through leading others. These are just a few of the traits you will acquire as you progress through the program. I can assure you that as a JROTC cadet you will have many opportunities to better yourself.
3. As the school year progresses, Lt Col Turnbull and I will be engaging each of you on a personal level to help you understand how you can gain the most out of this program. I highly encourage you to read and understand the Cadet Handbook, as it is your guide to success. And finally, always remember that this AFJROTC program exists for you – the cadet. Be committed to it so that you can get the most out of what it has to offer.

Christopher J. Sidoli, MSgt, USAF (Ret.)
Aerospace Science Instructor

CHAPTER 1: AIR FORCE JROTC AT-A-GLANCE

A. AFJROTC OVERVIEW:

AFJROTC is a one to five year educational program sponsored by the United States Air Force. It is a program which helps today's high school student become tomorrow's aerospace-age citizen. It offers numerous post graduate opportunities such as advanced enlisted military rank, ROTC credit and possible military academy nominations. The curriculum integrates social sciences and physical sciences through their application to aerospace. Approximately 40% of the course includes history of aviation and aviation's impact on world society, geography, meteorology, navigation, propulsion, principles of flight, the aerospace industry and the multitude of career opportunities it provides, as well as the international implications of space operations. About 20% of the program is devoted to leadership and related subjects, 20% covers drill and ceremonies, and 20% is dedicated to wellness. The primary responsibility for the AFJROTC unit rests with local school administrators. 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 instructors are retired Air Force officers and non-commissioned officers, and are full-time members of the school faculty and work directly for the high school principal.

B. AFJROTC HISTORY:

JROTC had its origin in Cheyenne, Wyoming in 1911. General John J. Pershing brought a military-type program to a high school there to try and give a disciplined structure to a high school curriculum. Five years later, in 1916, The National Defense Action of 1916 authorized the Army JROTC program nationwide. The other military services have since established JROTC programs throughout the United States. It wasn't, however, until 1964 that the Air Force JROTC program was established by the ROTC Vitalization Act (Public Law 88-647). This act created 275 Air Force Junior ROTC units which became fully operational in 1966.

Today, we are approaching 900 AFJROTC units throughout the United States, Guam and the Department of Defense Schools in Europe and the Pacific. In our tri-state area, there are 20 units in Pennsylvania, 22 units in New Jersey and 6 units in Delaware. It is estimated that the total AFJROTC units in the next three years could increase to the target number of 955 total units.



Lt Col Turnbull maintained the F-15

CHAPTER 2: MISSION, GOALS & OBJECTIVES OF AFJROTC

A. MISSION

Develop citizens of character.

B. GOALS

To instill values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment.

C. OBJECTIVES

To educate and train high school cadets in citizenship; promote community service; instill responsibility, character, and self-discipline; and provide instruction in air and space fundamentals.

The task or job of Air Force JROTC is simple. We want to help make high school students better citizens, and at the same time, acquaint them with the Air Force and the aerospace environment.

During this program, the cadet/student will:

1. Acquire broad-based knowledge of the aerospace age;
2. Exhibit a high degree of personal honor, self-discipline and leadership;
3. Develop respect for constituted authority;
4. Display habits of orderliness and precision;
5. Promote patriotism; and
6. Develop the ability to perform basic military skills associated with drill and ceremonies.

Be prepared for exciting courses covering Aviation History, The Science of Flight, The Exploration of Space, Policy and Organization, Management of the Cadet Corp, Global and Cultural Studies, Survival, and Aerospace Careers. Other topics, such as military traditions, personal behavior, personal responsibility, flag etiquette, citizenship, wellness, effective communication skills, individual and group behavior, management theories, plus instruction in the basic marching positions, movement, and commands for parades and ceremonies will also be studied.



MSgt Sidoli was a KC-10 Boom Operator

CHAPTER 3: CADET HONOR CODE OF CONDUCT

The following page may be the most important in this handbook. Read it carefully—think it over—reread—and be sure you understand its meaning and message. If there is a question about the message, ask questions until the answer is clear to you; then make your decision about remaining in the corps.

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

The cadet honor code belongs to the cadet corps and provides a special bond between cadets. Every cadet is responsible for maintaining the integrity of the code.

AIR FORCE JUNIOR ROTC CADET HONOR CODE OF CONDUCT PA-771

I AM AN AIR FORCE JUNIOR ROTC CADET. I believe in honesty, decency and diligence, all of which will help my community and country remain great. I will strive to be a good example for others to follow. I accept and pledge myself to obey the articles of the following Cadet Honor Code of Conduct:

ARTICLE 1: I will respect my country and show due benevolence to our flag.

ARTICLE 2: I will respect and follow the commands of the cadets placed in authority over me.

ARTICLE 3: I will not lie, cheat, nor steal, nor will I make excuses for failing to complete assignments.

ARTICLE 4: I will not violate school rules or regulations, nor will I cause others to do so either.

ARTICLE 5: I will not participate in any activity which is illegal by law or directive.

ARTICLE 6: I will wear my uniform with pride and dignity at all times.

ARTICLE 7: I will strive for academic excellence in all of my classes.

ARTICLE 8: I will set the example in every action I undertake, remembering that they reflect on the AFJROTC program.

CHAPTER 4: AIR FORCE CORE VALUES

The Air Force holds certain ideals...certain values that are at the heart and soul of the military profession. These concepts also provide a basis for conduct in our society.

There are three core values that have been established for the Air Force. They are:

- **INTEGRITY FIRST**
- **SERVICE BEFORE SELF**
- **EXCELLENCE IN ALL WE DO**

“Integrity First” is essential. It is the inner voice, the source of self-control, and the basis for the trust that is imperative to building individual character. It is doing the right thing when nobody is looking.

“Service before self” means that your professional duties take precedence over personal desires. In the military, every member realizes from day one that his or her individual needs will be second to the needs of the nation. The cadet must follow this same rule-of-thumb. A leader unwilling to sacrifice individual goals cannot convince other unit members to do so. While personal goals often coincide with AFJROTC unit goals, there is no room for personal agendas at the expense of the unit and especially, ones fellow team members who also stake their success on every member putting self last.

“Excellence in all we do” directs us to develop a sustained passion for continuous improvement that will propel you into an upward spiral of accomplishment and performance.

The present times call for values that serve as a beacon toward the right path. They set the standard for our behavior, our service to country, and our treatment of one another. These core values -- **Integrity First; Service Before Self; and Excellence In All We Do** – are the foundations upon which a quality Air Force JROTC unit is built.



U.S. AIR FORCE

CHAPTER 5: MILITARY CUSTOMS & COURTESIES

As members of the JROTC Cadet Corps, cadets will inherit many customs that are new to them. Some customs originated with the Army, others developed in the Air Force as a result of new circumstances. Your support and active observance of these customs will enable you to have a rewarding experience in the JROTC program. Military customs and courtesies go beyond basic politeness. They play an important role in building morale, *esprit de corps*, and discipline. Customs and courtesies ensure proper respect of the chain of command and they build the foundation for the self-discipline that is important in time of crisis. The following customs and courtesies are specific examples that are unique to the military.

A. MILITARY COURTESY

The practice of saying “YES SIR” or “NO SIR”, “YES MA’AM”, or “NO MA’AM”, is a common courtesy and a time-honored military tradition. Cadets are expected to address instructors, teachers, and administrators in this manner. You may find this difficult at first, but it will soon become second nature. This is a simple, but good habit. It will bring many benefits to you, one of which will be greater respect from others.

B. SALUTING

The salute is a traditional greeting between military personnel. Salute is short for the word “salutation” and is another way of saying “hello” while showing respect and greeting anyone of higher rank. Cadets must salute all commissioned officers. The salute can only be dropped after the person you are saluting returns the salute. The salute should always be rendered while either standing at attention or marching at attention. While rendering a salute, the cadet should say, “Good morning sir / ma’am.”, “Good afternoon sir / ma’am.”, or “Good evening sir / ma’am.” The proper way to render a hand salute is covered in more detail in Chapter 6 – Drill & Ceremony Commands & Positions.

C. PROTOCOL FOR REPORTING IN / OUT OF INSTRUCTOR’S OFFICE

Cadets are encouraged to use the SASI/ASI open door policy; however, the Command Section is off-limits when the SASI/ASI are not present. If a cadet needs to speak to an instructor or has been requested to report must observe proper reporting procedures when reporting to the instructor’s office. Cadets will follow the following steps:

1. Knock once on the office door and wait for permission to enter.
2. March in, stand two paces from instructor’s desk.
3. Stand at attention and render a salute.
4. Report in by saluting and stating, “Sir/Ma’am, Cadet _____(last name) reports as ordered”, “Sir/Ma’am, Cadet _____(last name) reporting to ask a question”, or “Sir/Ma’am, Cadet _____(last name) reports to make a statement.”
5. Wait for the instructor to return your salute and then drop yours.
6. When all business is finished, stand at attention and render a salute.
7. Wait for the instructor to return your salute and after which, exit the office.

D. POSITION OF HONOR

According to military customs and courtesies, the position of honor is always to the right. When walking with an officer or cadet of a higher rank, the cadet will place him/herself to the left of the senior.

CHAPTER 6: DRILL & CEREMONY COMMANDS & POSITIONS

Air Force Junior ROTC has the mission and responsibility to “Develop Citizens of Character Dedicated to Serving Their Nation and Community.” We believe that the best citizen is one who can lead when necessary, or work as part of a civilized society as a team member for the common good of his or her town, city, state and country. No one in AFJROTC should be a follower except when you first join or when working as a team member. YOUR job is to become a leader; OUR job is to help you do that.

The best way to take your first step as a leader is to learn how to do everything in your unit from the ground up. That first step includes learning self-respect, self-discipline and self-reliance. The basis for any successful organization is teamwork, and AFJROTC has found that the quickest and easiest way to learn this is through drill and ceremony.

We begin by teaching you teamwork in drill. Once you have learned the correct way to do everything, we place everyone in rotating positions of leadership. If you never learn the wrong way to do something, you are less likely to make leadership mistakes.

A. VERBAL COMMANDS

In order to begin any drill, you must be at a position of ATTENTION. This is much easier than it sounds. The first step is the command to bring people to this position. The command is called in a loud, clear voice, but in a different way. The words used are “TENCH-HUT!” rather than attention. The reason for this is that outside, with traffic noise, wind and other noises, soft consonants tend to be lost (the letter “n” tends to be unheard along with the vowel “a”). What we do is call the command while standing at attention ourselves and calling it in the manner shown in the image below.



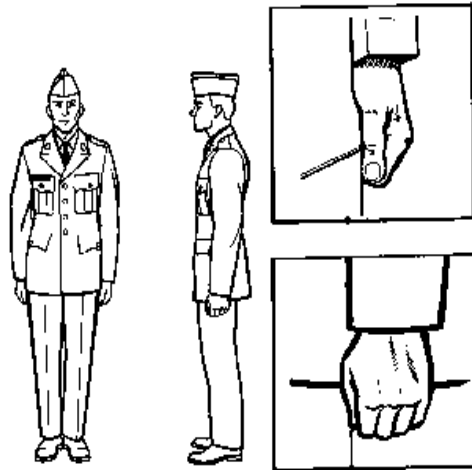
Every command is divided into two parts: the PREPARATORY COMMAND; and the COMMAND OF EXECUTION.

The first part prepares you to perform some function; the second part tells you to do it now. For practical purposes, any group of AFJROTC students is considered a FLIGHT.

So in the case of this command, the PREPARATORY COMMAND is “Flight”; the COMMAND OF EXECUTION is “Tench-Hut”.

B. THE POSITION OF “ATTENTION”

1. Heels together with feet turned out at a 45-degree angle.
2. Arms straight down at your sides, fingers cupped, and held against your legs with your thumbs on the seams of your pants or slacks.
3. Eyes forward and head up, looking straight ahead and BE SILENT. Military bearing should be maintained at all times while in formation. There is absolutely NO TALKING unless addressed by the drill instructor.
4. Do NOT lock your knees. You should be standing straight with your shoulders back comfortably. Locking your knees can eventually result in your becoming uncomfortable and, in extreme heat or cold, may cause you to lose consciousness.



C. THE POSITION OF “PARADE REST”

This is the first of three “rest” positions, all designated to keep people in formation, but allowing them some less formal way of being there. Actually, when being called to ATTENTION, you are supposed to assume the position of PARADE REST as soon as you hear the PREPARATORY COMMAND OF “Flight”. This and all other “rest” positions must be called when a student is at a position of ATTENTION. It may NOT be called when students are moving.

1. Move the left foot ONLY – 12 inches away from the right while keeping your legs straight.
2. Move the left hand behind you and place the back of that hand against your rear, with your arms straight. Your right hand is placed with its back against the palm of your left hand with the right thumb over the left thumb. The fingers and thumbs of both hands remain straight.
3. This position is considered a ‘Relaxed Position Of Attention’, which means that once you have moved into this position, your eyes and head stay up while looking straight ahead and you stay SILENT. You may blink and breathe only.
4. In this position, just as in the ATTENTION, AT EASE and REST positions, the right foot never moves. This is to ensure that the student maintains his/her general position in a formation.



D. THE POSITION OF “AT EASE”

This is a very relaxed position designed to keep everyone in place in formation and quiet, while allowing the students a chance to loosen up. (At no time, is talking or moving of the right foot allowed). You may, however, turn in your tracks or even kneel down if that is most comfortable. You may NOT sit. Absolutely no talking is allowed.

1. The left foot may be moved or kept in place, and any other part of the body may be moved or flexed for maximum comfort.
2. The right foot MUST remain in position, regardless of the direction in which the student faces. This ensures that he/she may be brought to a position of ATTENTION as quickly as possible.

E. THE POSITION OF “REST”

The command for this position is REST, though you may hear it as AT REST (the Army way). The difference between this position and AT EASE is that in this position, you may talk (quietly) while being aware that you may be called to ATTENTION at any time.

F. LEAVE FORMATION

There are two commands for leaving formation: FALL OUT and DISMISSED. The difference is that FALL OUT means to leave formation, but stay in the area or go to a specific place. DISMISSED means to leave formation and you may leave the area.

1. Step back 12 inches with the left foot;
2. Bring the right foot back to the left to a position of ATTENTION; and
3. Leave the formation with any “facing” movement (explained later).

G. THE COMMAND “FALL IN”

This command, like all commands, is verbal shorthand for many things a flight must do to form the standard four-column formation in preparation for drill or inspection. Our Drill and Ceremonies text describes this in great detail, but it involves the following when the command Fall-in is given:

1. Come to ATTENTION;
2. March to the designated area or place;
3. Form into the appropriate number of lines (ELEMENTS/RANKS) – usually four;
4. Get spacing front-to-back and side-to-side (DRESS, COVER, INTERVAL, DISTANCE);
5. Drop your arms and stand at a position of ATTENTION.

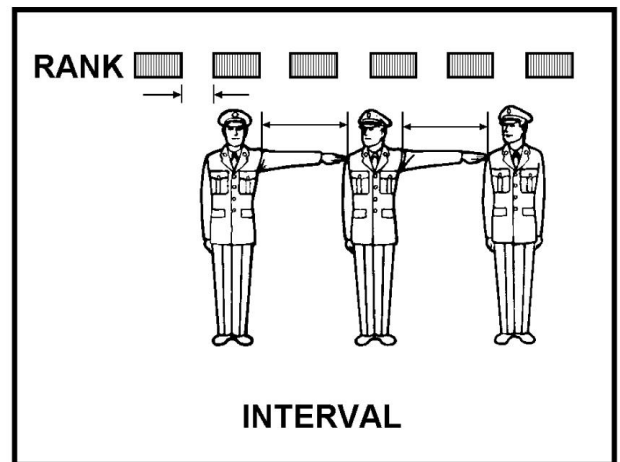
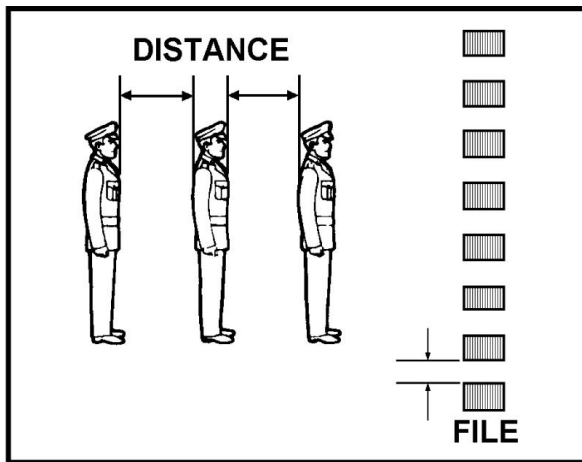
H. THE COMMAND “OPEN RANKS – MARCH” AND “DRESS RIGHT” POSITION

When you initially FALL IN, you always do so facing the Flight Commander. There are times when the commander may need to walk between the elements (RANKS) to perform inspections, speak to individuals, verify their knowledge of drill, etc. To ensure there is proper walk space for the commander, the command OPEN RANKS – MARCH is given. The ideal standard flight is made up of four COLUMNS of people when marching in Column formation, or four RANKS of people called ELEMENTS in Line formation.

In order to perform the OPEN RANKS – MARCH, you must think of a flight as having a back rank/element (or row) of people and up to three more ranks/elements (rows) in front of it. The back BASE rank is the 4th element, the one in the front of that is 3rd element and so on. On the command OPEN RANKS – MARCH, the following will happen:

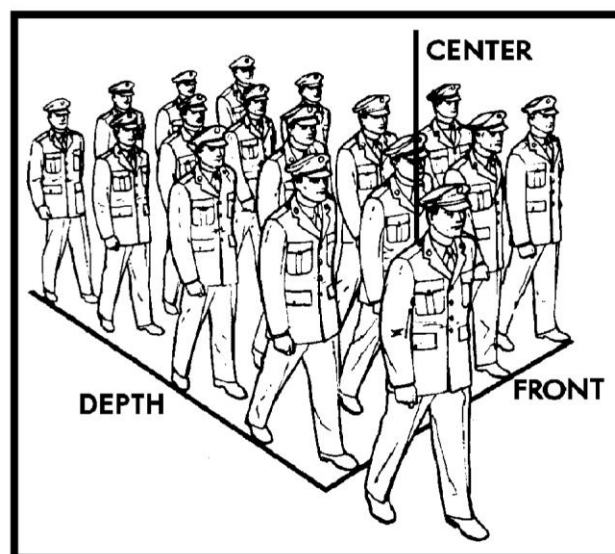
1. The BASE RANK/4th Element (back row) people put their left arms straight out from their sides at shoulder level – fingers together – forming a straight line. They then turn their heads and look at the person to their immediate right. They move forward or back, slightly, to get a perfect line up with that person (if there is no one there, they do not turn their heads). They also move slightly left or right until their shoulders touch the fingers of the person to their right.

The space from front to back is called **DISTANCE**, while side-to-side space is called **INTERVAL**. The people now hold this position until told to go back to a position of **ATTENTION**;



2. The 3rd Element, immediately in front of the base rank/4th Element, takes one step forward, starting with the left foot, and put their left arms up, look to their right, and so on, exactly as the base rank/4th Element has done.
3. The 2nd Element takes two steps forward and performs the same actions as the 3rd element above.
4. The 1st Element takes three steps forward and performs the same actions as the 3rd element above.

Ideally, we end up with four elements/ranks, double-spaced front-to-back, all with their left arms up, looking to their right. This position is called a **DRESS RIGHT**. It is achieved any time it is needed when a flight is stopped simply by calling **DRESS RIGHT – DRESS**. To get the flight to put their arms back down and look straight ahead at **ATTENTION** again, you call the command **READY – FRONT**. The word **DRESS** simply means “line yourself up with ____ (left or right). You use a **DRESS LEFT – DRESS** to align people to the opposite end.



I. THE COMMAND “CLOSE RANKS – MARCH”

This command restores the flight to a standard spacing and alignment facing the Flight Commander. The only thing required is to take the correct number of steps forward. No DRESS command or movement is given/required.

1. 1st Element (the front rank) stands fast;
2. 2nd Element takes 1 step forward;
3. 3rd Element takes 2 steps forward; and
4. 4th Element (the base or rear rank) takes 3 steps forward.

J. FACING MOVEMENT COMMANDS – LEFT FACE, RIGHT FACE & ABOUT FACE

Facing movements are needed to not only ensure that people are facing in the correct direction for inspections, marching and so on, but also as part of a function called DRILL. When executed properly, drill has a unifying effect on any class or flight, and promotes teamwork, discipline and *esprit de corps*. This is a change for an individual to display his/her ability to function as a person without any special athletic skills. The result is a subtle shift in attitude and confidence, often not realized by the student, which in turn helps the student develop poise, precision, self-confidence, and in most cases, high morale and self-pride. There are three major facing movements: LEFT FACE, RIGHT FACE and ABOUT FACE. These commands are done in a two-beat movement. Additionally, keep your arms at your sides in ALL facing movements.

THE COMMAND “LEFT FACE”

1. After the word FACE, the cadet will slightly raise the left toe and the right heel and turn left on the left heel. (The right toe actually pushes you around).
2. On the second beat, the cadet brings the right foot, smartly, up next to the left foot, returning himself/herself to ATTENTION.

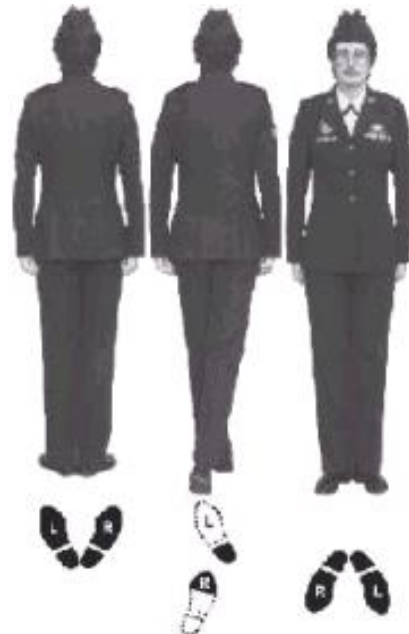
THE COMMAND “RIGHT FACE”

1. After the word FACE, the cadet will slightly raise the right toe and left heel and turn right on the right heel (The left toe pushes slightly to get you around).
2. On the second beat, the cadet brings the left foot, smartly, up next to the right foot, returning himself/herself to ATTENTION.

THE COMMAND “ABOUT FACE”

This is probably the most difficult command to perform, because so many things happen at the same time – and quickly. If you can do this, you can do anything in drill.

1. After the word FACE, the cadet will move the right foot back and place the right toe 4 to 6 inches behind, and slightly to the left of the left foot. At the same time, the cadet should shift weight equally to the left heel and right toe.
2. On the second beat, the cadet turns to the right with weight on the right toe and the left heel, until facing the opposite direction.



If done properly, the cadet will end facing in the opposite direction with heels together, and feet at a 45-degree angle at the position of ATTENTION. The key to this move is to keep your weight evenly distributed on the left heel and right toe as you turn, ensuring that you keep your balance.

K. THE HAND SALUTE

The hand salute is rendered as a two-count movement.

1. The right hand is opened, fingers and thumb straight against the hand.
2. The hand is brought smartly up the front of the body, following the line which would be present if you were wearing a button shirt.
3. The upper right arm should be extending out to the side from the right shoulder, parallel to the ground, with the bend in the elbow forming a 45-degree angle.
4. The tip of the middle finger on the right hand touches the right tip of the right eyebrow lightly with the fingers still held straight and the thumb held firmly and straight against the side of the hand.
5. The salute is rendered at a halt ONLY at the position of ATTENTION, or on command when marching.
6. The commands to salute are PRESENT ARMS and HAND SALUTE. HAND SALUTE is used only occasionally in training. For PRESENT ARMS, the salute is held until the command ORDER ARMS is given.



L. 30 COMMANDS

Drill has many benefits for a team. First, it helps a team become more cohesive. Secondly, it eventually molds individuals into a precise, well-disciplined unit that is responsive to the commands of those appointed above them. And thirdly, it promotes teamwork which is the basic building block of any organization that seeks to be successful in its endeavors. The reality of drill is that its benefits permeate through all facets of a discipline oriented organization like JROTC and it prepares cadets for the next level of performance.

Every three to four years the unit undergoes a “Unit Evaluation” which inspects the unit’s ability to perform basic drill movements, among other areas. Inspectors desire to see cadet leaders leading the cadet corps and evaluate the efficiency of that leadership and the way in which flight personnel conduct themselves while carrying out certain orders. In the case of drill and ceremony, the inspectors want to know how well YOU, the cadet, perform precision movements. Throughout the year, your instructors and flight leaders will assess your ability to perform in a group. It is imperative that all members of PA-771 learn and master the regulation drill movements. On the following page is the proper flight leader reporting procedures and the drill sequence in which the commands must be given:



FLIGHT DRILL SEQUENCE

Performance of the 30-Step Drill Sequence will be IAW DAFP 34-1203 (Drill and Ceremonies), dated 13 Sep 2022 and is led and performed by second year cadets.

Cadet Commander will report in after the command fall-in is given.

Example: Sir/Ma'am, Unit Number, is prepared for the 30-step drill sequence.
Request permission to use your drill area, Sir/Ma'am!

- | | |
|---|--|
| 1. *Fall in
(Sizing of flight is not required) | 16. To the rear march |
| 2. Open ranks march | 17. To the rear march |
| 3. Ready front | 18. Column right march |
| 4. Close ranks march | 19. Forward march |
| 5. Present arms | 20. Eyes right (<i>salute the evaluator</i>) |
| 6. Order arms | 21. Ready Front |
| 7. Parade rest | 22. Column right march |
| 8. Attention | 23. Forward march |
| 9. Left face | 24. Change step march |
| 10. About face | 25. Column right march |
| 11. Forward march | 26. Forward march |
| 12. Right flank march | 27. Flight halt |
| 13. Left flank march | 28. Left face |
| 14. Column right march | 29. Right step march |
| 15. Forward march | 30. Flight halt |

Cadet Commander will report out after the command flight halt is given.

Example: Sir/Ma'am, Unit Number, request permission to exit your drill area,
Sir/Ma'am!

**Per AFMAN 36-2203 the command "Fall In" requires proper sizing and count off to be performed. During HQ AFJROTC visits, sizing of the flight/count off is not required and the commander may call "Open Ranks" immediately after the command "Fall In."*

CHAPTER 7: CLASSROOM PROCEDURES

A. GENERAL

Cadets are expected to display correct military conduct and courtesies at all times. Whether you are the superior or the subordinate, complying with protocol is an act of discipline. Cadets' behavior reflects upon themselves, their parents, school, and their unit. But most importantly improper behavior reflects negatively on the program's sponsor; the United States Air Force.

B. CLASSROOM PROCEDURES

1. All cadets, upon entering the JROTC classroom, will proceed directly to their respective assigned seats.
2. Class starts promptly at the sound of the bell. The flight commander or flight sergeant will be at the front of class and will call the flight to ATTENTION, direct the flight to FACE THE FLAG, and recite the Pledge of Allegiance.
3. After the Pledge of Allegiance, the flight commander faces the SASI/ASI and says:
"Sir/Ma'am, (A, B, C, etc.) Flight is ready for instruction."
4. After the SASI/ASI has acknowledged the flight commander, the instructor will assist the flight sergeant with attendance. After attendance is taken, the flight sergeant can instruct the cadets to *"take your seats"* or *"at ease"*.

C. CLASSROOM RULES

1. Always sit in your assigned seat.
2. Do not eat food, or drink beverages in the classroom or conference area at any time. (Clear see through water bottles with water are acceptable).
3. Do not wear hats (or any form of headgear) or sunglasses in the JROTC area.
4. Do not sleep in class or place your head on your arms as if sleeping or resting.
5. Do not write on or deface AFJROTC or school property.
6. Do not write on the whiteboards, podium or desks unless given permission to utilize the white board during class instruction.
7. Do not use vulgar or obscene language.
8. Do not engage in horseplay or any other disruptive behavior.
9. Do not sit on top of tables (you will be cleaning all desk and tables in the classroom as a result).
10. Do not place your feet on tables or chairs.
11. Do not tilt chairs backwards or on rear legs. Keep four legs on the floor.
12. Do not engage in public display of affection (PDA) while in class and especially while in uniform.

D. MILITARY PROTOCOL

Correct military protocol will be observed at all times.

1. **SASI** is addressed by cadets in or outside the classroom as one of the following:

- Rank (Lieutenant Colonel)
- Lieutenant Colonels are informally referred to as “Colonel”
- Rank and last name
- Sir or Ma’am, as appropriate

2. **ASI** is addressed by cadets in or outside the classroom as the following:

- “Master Sergeant”
- “Sergeant”
- Rank and last name
- Sergeant and last name

Note: Never address the SASI, ASI or any other military officer/NCO by their first name.

3. Cadets will address each other in class and while in uniform:

- If one’s superior is an NCO: Cadet/rank, cadet/rank and last name
- If one’s superior is an officer: Cadet/rank, cadet/rank and last name, sir / ma’am, or Mr. / Miss

4. Cadet to subordinate cadet as appropriate:

- Cadet/rank, cadet and last name, or cadet/rank and last name

5. Cadet to cadet of equal rank:

- First name, cadet/rank, or cadet/rank and last name

CHAPTER 8: DISCIPLINARY SYSTEM

The cadet corps has set up certain standards with which all cadets must comply. Cadets are expected to display correct military conduct and courtesies at all times. Inappropriate behavior reflects upon you, your parents, the cadet corps, your High School and the United States Air Force. Therefore, enforcement of the cadet standards is paramount to the success of the cadet corps and the AFJROTC program.

Classroom rules and procedures (Chapter 7), military customs and courtesies (Chapter 5) and school rules and regulations are standards of conduct that must be followed at all times. Violations of these standards of conduct will affect your behavior grade and academic grade, opportunity for promotion and job selection.

A. PROHIBITION ON PHYSICAL DISCIPLINE & HAZING

Any form of hazing, whether verbal or physical will not be tolerated within any AFJROTC unit or activity. Requiring cadets to perform any physical action as a reprimand, punishment, or for failure to perform, will not be tolerated within any AFJROTC unit or activity.

1. Examples of prohibited physical activities include, but are not limited to, push-ups, running laps, or any inappropriate physical contact such as shoving, pulling or grabbing.
2. Any form of verbal abuse, teasing, public rebuke or any attempt to otherwise humiliate a cadet is prohibited.
3. This prohibition is applicable to all AFJROTC unit activities including instructors, cadets and any personnel involved with or participating in an AFJROTC unit or activity.
4. Unauthorized Clubs. No unit may encourage, facilitate, or otherwise condone secret societies or private clubs as part of the AFJROTC program.

B. HARASSMENT

Harassment, such as improper or abusive language, and coercion of lower ranking cadets for personal gain is strictly forbidden. Misuse of authority will not be condoned nor tolerated.

C. DISCIPLINARY ACTION

Poor classroom behavior affects your grade and restricts your participation in AFJROTC activities. If you are disruptive in class or fail to do what is expected, disciplinary action will be taken. Any of the following may occur in any order. You are issued a verbal warning after you have violated a classroom rule. If one continues to behave poorly, they will be removed from the classroom to the instructor's office for one-on-one counseling. Their behavior should never get to a one-on-one with an instructor, however, in the case they are remanded to within three paces of the instructors desk, the next step will be contacting of a parent. Office referrals of a cadet should rarely happen in JROTC, however, to do so most often means a cadet wants out of the AFJROTC program and the instructors are agreeing with that decision.

CHAPTER 9: CADET UNIFORM & PERSONAL APPEARANCE

It is important for cadets to maintain a high standard of dress and personal appearance. The key elements are neatness, cleanliness, safety, and military image. The military uniform is the public symbol of our nation's defense forces. It means a long and honorable tradition of devotion to duty in the service of one's country. It's something more than just clothes; it should be worn proudly, and equally important, it should be worn properly. The way you wear your uniform affects public opinion. Your appearance in uniform is a reflection of your school, unit, community, personal pride, and personal ability to accept responsibility.

Your responsibility regarding the uniform is comparable to an active duty person. Air Force Junior ROTC places great emphasis on proper uniform wear and personal appearance. The cadet represents the corps during indoor and outdoor training periods, at cadet social functions where the uniform is worn, and especially while wearing it in the vicinity of local military bases.

A. UNIFORM DAY

The uniform worn by cadets is the same, with certain exceptions, as worn by active duty Air Force personnel. Cadets do not wear commissioned officer rank insignia or sleeve braid. Otherwise, all cadets wear the standard Air Force utility uniform. Cadets normally wear the uniform one day a week and at other times as directed by the SASI/ASI.

1. Uniform day is twice per month on Wednesday. In the event of school cancellation (holiday, snow day, etc.), the uniform makeup will be at the instructor's discretion.
2. Cadets may be excused from uniform wear by SASI/ASI. The request must be made in advance and for a good reason. A note from the parent/guardian is required to be excused for circumstances beyond the control of the cadet. Make-ups will be made on the next day the cadet is in school. Unusual circumstances, such as extended illness, may require special arrangements.
3. Cadets failing to wear the uniform on the required day without a valid excuse from the SASI/ASI, will receive a 0% grade. ***Failure to make up a missed uniform inspection during the marking period will result in an automatic failure for that marking period.*** Having the uniform in the cleaners is not considered a valid excuse unless there are very special circumstances.
4. You should have the complete uniform hanging by itself, with insignia, rank, etc. all in one place. Put your hat nearby in a special place. This is your ready uniform; a uniform that is ready to wear on short notice without trying to put everything together.
5. If you need new or replacement items, make the arrangements with your flight commander to reissue the item(s) BEFORE the uniform wear day. Your uniform is to be ready for inspection at that time.

B. UNIFORM ISSUANCE

When the uniform is issued to you at the beginning of the school year, you become responsible for its maintenance and protection. However, the uniform is the property of the AFJROTC program. Also, you must dry clean the blue uniform before turning it in at the end of the school year. ANY CADET WHO FAILS TO TURN IN THEIR UNIFORM PRIOR TO FINALS WEEK WILL BE PLACED ON THE SCHOOL'S FINANCIAL OBLIGATION LIST AND WILL NOT WALK WITH THEIR GRADUATING CLASS OR RECEIVE A DIPLOMA.

C. **GENERAL UNIFORM WEAR GUIDELINES**

The following list outlines the guidelines for properly wearing of the cadet uniform. See Attachment 3 for additional information. All cadets must maintain these standards of dress and appearance:

1. **Flight Cap**

The flight cap is worn slightly to the wearer's right with the front crease directly above the nose and the bottom of the cap tilted forward in a position that allows two finger widths between the top of the nose and the bottom on the cap. Male cadets' hair should not protrude in front of the cap. Female cadets' hair may be visible in front of cap. The flight cap must be worn when outside. Do NOT wear your hat indoors.

2. **Short Sleeve Shirt**

The short sleeve shirt will be properly fitted so that if a cadet bends his/her arms at a 90 degree angle, the bottom of the sleeve should come within one inch of the forearm. The shirt should always be tucked into the slacks. If wearing a tie/tie tab with the shirt, always button the top button of the shirt (leave it unbuttoned otherwise). Always wear a V-neck undershirt under the uniform.

3. **Slacks**

The slacks should be properly fitted around the waist and should be tailored with a boot cut. This means that the back of the trouser leg will extend 7/8 of an inch longer than the front. The bottom of the trousers should rest on the front of the shoes with a slight break in the crease. Always wear your belt with your slacks. The belt should be tight enough to hold up your pants without hanging past fabric. When you adjust the belt buckle cut off any excess material hanging past the edge of the belt. Keep the pocket buttoned and do not place bulky items in it.

4. **Service Coat**

The service coat should be properly fitted so when you hang your arms naturally, the cuff of the sleeves should extend roughly ½ inch from the base of the thumb.

5. **Lightweight Jacket**

The jacket must be zipped at least ½ of the way up at all times.

6. **Gig Line**

The gig line is the line formed by the front of your shirt line, the right edge of your belt buckle, and the flap of the fly. This line should be straight and unbroken.

7. **Threads**

Inspect your uniform for loose threads and cut them off.

8. **Insignia**

Proper insignia placement on the uniform is illustrated on the Uniform Diagrams in Attachment 3. Contact the SASI/ASI for instructions on the order of precedence for your ribbon rack.

9. **Undergarments**

Proper undergarments are required with all uniforms.

MALES & FEMALES: A t-shirt is required to be worn with the short or long sleeve light blue shirt/blouse. It must be plain, be of the V-neck style, white and clean.

10. **Footwear**

Shoes may be made of smooth or scotch-grained leather or man-made material. They may be high gloss or patent finish.

MALES: The issued black, oxford, low quarter shoe will be worn. High gloss or patent finish may be worn at the cadet's expense.

FEMALES: The black, oxford shoe is issued. High gloss or patent finish may be worn at the cadet's expense. Pumps can be worn with any blue uniform combination.

Oxford. The oxford may be worn with the skirt or slacks.

11. **Socks/Hose**

MALES: Plain black socks without design, will be worn.

FEMALES: Socks or hose may be worn, as appropriate (Plain black socks, without design, may be worn with the oxford and slacks). Hose will be worn with the skirt. They will be commercial, sheer, nylon, in neutral, dark brown, black/off-black, or dark blue shades that complement the uniform and the individual's skin tone. Patterned hose shall not be worn.

12. **Jewelry**

While in uniform will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the SASI.

13. **Necklaces**

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

14. **Bracelets**

Ankle bracelets are not authorized. Cadets may wear one bracelet around their wrist. If worn, the bracelet will be no wider than ½ inch, gold or silver in color, and will not have any inappropriate pictures or writing. Medical alert/identification bracelets are allowed. Bracelets espousing support for cause, philosophy, individual, or group are not allowed except traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or group remain authorized. No rubber or fabric type bracelets are allowed.

15. **Wristwatches and Rings**

Cadets may wear wristwatches and rings. Rings will be worn at the base of the finger or thumb. Wedding sets count as one ring. No more than three rings total are permitted.

16. **Eyeglasses or Sunglasses**

Will be worn in the manner for which they are made. Eyeglasses and sunglasses will not be worn around the neck or on top/back of head or exposed hanging on the uniform. Eyeglasses and sunglasses may have conservative ornamentation on non-prescription sunglasses or eyeglasses, frames may be a conservative color: black, brown, white, dark blue, gray, or transparent material, or gold or silver wire. Brand name glasses may be worn with small logo on frames or lenses. Logo may contrast with frame color or lenses (conservative colors/small logos; black, brown, matte silver/gold). Conservative wrap-around sunglasses may be worn. Conservative, clear, slightly tinted, mirrored or photosensitive lenses are authorized. Sunglasses (to include darkened photosensitive lenses) are not authorized in formation.

Exception: Sunglasses are not authorized in formation, unless for medical reasons, e.g., PRK/Lasik surgery, and when authorized by a commander or commandant on the advice of a medical official.

17. **Tattoos or Brands**

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

The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance. The cadet should be counseled on the fact that tattoos and brands may preclude him or her from serving in the military.

18. **Earrings**

Male cadets are not authorized to wear earrings while in uniform. Female cadets may wear small (not exceeding six mm in diameter) conservative (moderate, being within reasonable limits; not excessive or extreme) round or square white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If member has multiple holes, only one set of earrings are authorized to be worn in uniform and will be worn in the lower earlobes. Earrings will match and fit tightly without extending below the earlobe unless the piece extending is the connecting band on clip earrings. When not wearing earrings, male and female cadets are authorized to wear transparent piercing spacer(s) in lower earlobes while in uniform. Piercing holes will not be large enough to permit light to shine through.

19. **Body Piercing/Ornamentation**

In uniform with the exception of earrings for women, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry or ornamentation to or through the ear, nose, tongue, eye brows, lips, or any exposed body part (includes visible through the uniform). Plugs for gauge holes in the ear lobes are not authorized (regardless of color, i.e., flesh colored). There are no exceptions per AFI 36-2903. Dental ornamentation: Teeth, whether natural, capped, or veneered, will not be ornamented with designs, jewels, initials, etc. The use of yellow gold, white gold, or platinum caps (permanent or temporary) merely to add ornamentation to the teeth and not required by dental/medical necessity is prohibited. Cadets not willing to conform to these standards will be removed from JROTC program.

20. **Fingernails**

Fingernails must not exceed 1/4-inch in length beyond the tip of the finger and must be clean and well groomed. Fingernails must not interfere with the performance of assigned duties or hinder proper fit of prescribed safety equipment or uniform items. Male Cadets are not authorized to wear nail polish. If worn by females, nail polish will be clear or French or American Manicure. French manicures include white tips with a base of clear and American manicures include ivory white or cream tips with a base of clear. Ombre manicure style is not authorized. Do not apply designs to nails.

21. **Cosmetics**

Female Cadets may wear cosmetics; however, if worn, they will be conservative (moderate, being within reasonable limits; not excessive or extreme) and in good taste. Female Cadets will not wear shades of lipstick that detract from the uniform, or that are extreme colors. Some examples of extreme colors include but are not limited to, purple, gold, blue, black, bright (fire-engine) red, and fluorescent colors. Female eyelash extensions must be a natural eyelash color not to exceed 14mm in length. Male Cadets are not authorized to wear cosmetics, except for scalp only permanent cosmetics.

22. **Physical Training Gear (PTG) and Physical Fitness Training gear (PFT)**

During PT days, cadets are authorized to wear USAF PTG or locally designed and purchased PFT gear. USAF PTG may not be mixed with locally purchased PFT gear.

23. **Airman Battle Uniform (ABU) and Operational Camouflage Pattern (OCP)**

ABUs and OCPs are the standard uniform for PA-771. Cadets may wear a unit T-Shirt with a standardized and solid color that can be worn without the ABU Blouse during Cadet Leadership Course, Raider Team or Sports/Fitness competition. The garrison ABU cap and sage green/coyote brown boots will be worn with ABUs.

24. **Flight Suits**

Flight suits are authorized for cadets enrolled in AFJROTC Aviation Honors Ground School. Upon completion, continuous wear is authorized for cadets who passed the written test, and/or have been awarded the aviation ground school/unmanned aircraft badge. They are also authorized for those earning the private pilot's flight certificate badge or have successfully completed the AFJROTC Flight Academy program.

25. **Other items**

Wallets, pencils, pens, jewelry, combs, sunglasses, and so forth are not to be exposed from pockets while in uniform. An item may be placed in a pocket if it does not detract from the military image.

D. OTHER GUIDELINES FOR UNIFORM WEAR

1. Cadets are permitted to remove coats within any classroom.
2. Cadets may wear the uniform to church, wedding, baptisms, funerals, or other special events when approved by the SASI or ASI. The uniform will be worn only from home to school or the site of special event, and return directly home.
3. Cadets may not wear the uniform while hitchhiking, participating in marches, rallies, or other public demonstrations, which bring discredit to the school, community, the United States Air Force, or the United States Government.
4. The uniform is not worn while participating in sporting activities, such as gym. You are expected to dress out for gym. But after gym is over, the cadet will dress back into his/her uniform to wear for the remainder of the day (exception; if ones gym class is the last block of the day one is not required to dress into the uniform again).
5. The uniform will not be worn while assigned to In-School Suspension (ISS). It does not reflect a proper military image to be worn in a disciplinary setting.
6. The uniform may be worn during after school detention.
7. Never mix military and civilian clothing.
8. When not being worn, the garrison cap may be tucked in the belt on the left side between the first and second belt loop. Be careful, however, as cadets often lose the cap by carrying it this way.
9. Trim all loose strings off the uniform.
10. Keep all pockets buttoned.

E. SEMI-FORMAL UNIFORM

MALE: The blue service uniform may be worn on formal occasions such as the military ball and dining out. No cap is worn. Cadets may wear either the blue or white long-sleeve shirt. It will be plain, knit or woven, commercial type with a short or medium point collar, with button

or French cuffs. Either a blue polyester or silk, herringbone twill tie may be worn with either shirt. A plain black or dark blue bow tie with the long-sleeve white shirt may be worn. The white shirt is not issued and is a personal expense. Medals or ribbons may be worn on the semi-formal uniform, however, if medals are worn, ribbons will not be worn (no mixing).

FEMALE: The blue service uniform may be worn on formal occasions such as the military ball and dining out. No cap is worn. A blue long-sleeve shirt, or white long-sleeve blouse similar in style to the men's white long-sleeve shirt may be worn. Either a blue polyester or silk, herringbone twill tab may be worn with either shirt. The white blouse is not issued and is a personal expense. Medals or ribbons may be worn on the semi-formal uniform, however, if medals are worn, ribbons will not be worn (no mixing).

F. GROOMING/APPEARANCE STANDARDS – (DAFI36-2903 DATED 1 FEB 2025)

Hair (General). Will be conservative, clean, well-groomed, present a professional appearance. Regardless of hairstyle, hair must not exceed length and bulk standard, and ensure proper wear of headgear, helmet, or chemical mask to conform to safety requirements. Will not contain excessive amounts of grooming aids (e.g., gel, mousse, pomade, or moisturizer), appear lopsided, touch either eyebrow (Exception: female bangs), or end below an imaginary line across the forehead at the top of the eyebrows that is parallel to the ground. If applied, dyes, tints, bleaches, and frostings must result in natural hair colors, present a natural appearance and be complementary to facial hair e.g., eyebrows, lashes, beards (if authorized for medical or religious reasons), etc. Examples of natural hair colors are brown, blonde, brunette, natural red, gray, or black. All Airmen are authorized to wear natural color hair regardless of their natural born hair color, but when highlighted or frosted, the colors must blend as to naturally. Example: Hair colors may be displayed as a "salt-and-pepper" look as this presents a naturally blended hair color and is, therefore, authorized.

Wigs/Hairpieces/Extensions. Are authorized and will meet the same standards required for natural hair, be of good quality, fit properly, and comply with safety, functionality, and professional military standards. If synthetic hair or extensions are added to hair, they will be natural hair colors, and must blend with Airmen's hair, as to not create an unnatural appearance (Note: Extensions are prohibited for males).

Wigs/Hairpieces/Extensions will not be used to cover unauthorized hair styles. Synthetic hair or other materials are not authorized when prohibited by safety and mission requirements. Commanders may authorize Airmen to wear plain (single color, without additional ornamentation, frills/ruffles, excess fabric that extends down the back) caps (black, navy, or tan) while indoors due to a medical condition (e.g., Alopecia, radiation and/or chemotherapy). Airmen are still required to wear appropriate headgear while outdoors. Note: Head scarves are not authorized.

Hairnets. Worn as required for health or safety reasons. Made of natural or a synthetic material; must be conservative (plain and moderate, being within reasonable limits; not excessive or extreme), solid color similar to the member's hair color, also strong enough to support and control hair and contain no metal fasteners. Hairnets are only authorized when performing related duties as determined by applicable commander.

Unauthorized Hair Colors. Hair will not be burgundy, purple, orange, fluorescent, or neon (not all inclusive). Ombre (a gradual lightening or darkening along the lengths of the hair) or black hair with blonde highlights and blonde hair with black are unnatural in appearance and not authorized for wear. Other unauthorized examples include instances where hair and facial hair drastically contrast.

Unauthorized Styles: Mohawk, mullet, or etched design. Other cultural or societal trends that reasonably appear unnatural or that display vastly different shades of natural colors, regardless of the universally applied name. Males only: dreadlocks, coils, braids, twists, designs, and/or hair extensions are not authorized; see Figure 3.1 for examples. Females only: Partially shaved sides and/or back of the head with long hair on the top (requiring the wear of a ponytail, bun, or braid) is prohibited. See Figure 3.2 for examples of unauthorized hairstyles.

Figure 3.1. Male – Unauthorized Hair Examples

Figure 3.1. Male – Unauthorized Hair Examples.



Figure 3.2. Female – Unauthorized Hair Examples.



Hair (Male). Tapered appearance on both sides and the back of the head, both with and without headgear so that when viewed from any angle the member's hair conforms to the shape of the head, curving inward to the natural termination point without eccentric directional flow, twists, or spiking. A block-cut is permitted with tapered appearance. Hair will not exceed 2 ½ inches in bulk, regardless of length and 1/4-inch at natural termination point; allowing only closely cut or shaved hair on the back of the neck to touch the collar (see Figure 3.3.). Hair will not touch the ears or protrude under the front band of headgear. Cleanly shaven heads, military high-and-tight or flattop cuts are authorized. Airmen may have one (cut, clipped, or shaved) front to back, straight-line part, not slanted or curved, on either side of their head, above the temple. Part will not exceed 4-inches length or 1/4-inch width (See Figure 3.5.). See Figure 3.4 for examples of appropriate sideburns, mustache, and male hair standards.

Figure 3.3. How to Measure Hair Bulk.



Bulk is the distance that the mass of hair protrudes from the scalp. It is measured starting at the scalp and outward at a 90 degree angle.

Figure 3.4. Male Hair Standards Examples.



Figure 3.5. Cut, Clipped, or Shaved Part.

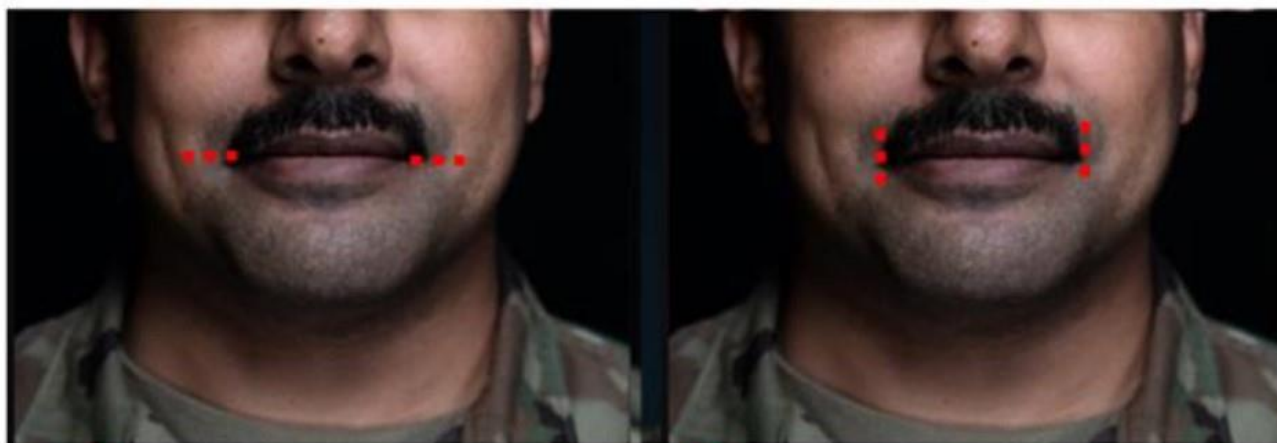


Part will not exceed 4 inches in length or 1/4 inch in width.

Sideburns. If worn, sideburns will be straight and even width (not flared) and will not extend below the bottom of the orifice of the ear opening. Sideburns will end in a clean-shaven horizontal line. See Figure 3.4.

Mustaches. Male members may have mustaches; No portion of the mustache will extend below the lip line of the upper lip. The mustache will not go beyond a horizontal line extending across the corners of the mouth and no more than 1/4-inch beyond a vertical line drawn from the corner of the mouth (Figure 3.4 and 3.6.). Mustaches must present a natural appearance to the Airman's hair color of the head. Mustache handlebars, twist, curls, and goatee are prohibited.

Figure 3.6. Mustache.



Does not go beyond a horizontal line extending across the corners of the mouth



No more than 1/4-inch beyond vertical line drawn from corner of mouth

Beards. At the start of each duty day, male Airmen must be clean-shaven. Beards are not authorized unless for medical reasons, when authorized by a medical official, or as authorized pursuant to a request for a religious accommodation. When authorized for medical reasons, members will keep all facial hair trimmed to the same length and it may not exceed 1/4-inch in length. Individuals granted a shaving profile may shave or trim their facial hair to present a neat, clean, professional military image (Figure 3.7). Members may not overly shave, shape, or taper beard to achieve different styles of beard (e.g., goatees, faded beards, etc. are not authorized). Beards must present a natural appearance to the Airman's hair color of the head. Beards are not authorized to be bleached or dyed. Beard wear authorized for religious reasons.

Figure 3.7. Shaving Waiver Example.



Facial Hair neatly trimmed to present neat, clean, professional image.

Hair (Female and Male with approved unshorn hair religious accommodations).

No minimum hair length, to a maximum bulk of 4-inches from scalp and allows proper wear of headgear. Minimum hair standards must present a symmetric (around the axis of the head) or tapered appearance when viewed from all angles. Hair will end above the bottom edge of collar and will not extend below an invisible line drawn parallel to the ground, both front to back and side to side unless pulled back and secured or worn in an authorized ponytail or equivalent or long braid(s). When hair is pulled back and secured behind the head (will not be gathered at the crown or worn on the top of the head), radius will not exceed 6-inches to the left or right from the point where the hair is gathered for a total of 12-inches in width, 6-inches in bulk and must allow for proper wear of headgear. One or two braids or a single ponytail or equivalent may be worn down the member's back with length not extending below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades. The braid(s), ponytail or equivalent shall extend down the member's back and cannot be worn over the shoulder or pulled in front of the body. Bangs, or side-swiped hair, may touch eyebrows but will not touch or cover eyes. When in doubt, assess the correct length of hair with the Airman standing in the position of attention. See Figure 3.8., Figure 3.10, and Figure 3.11 for examples of female hair standards. Exception: While wearing the Physical Training Gear (PTG), long hair will be secured but may have loose ends and may extend below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades.

Figure 3.8. Female Hair Examples.



Pinned-up hair should be styled in a manner that prevents loose ends from extending upward on the head and may not start at the crown of the head or be worn on the top of the head. When hair is in a bun, the bun must be a single bun; all loose ends must be tucked in and secured. Hair must allow for proper wear of headgear.

Hair accessories. If worn, hair accessories (e.g., fabric scrunches, hairpins, combs, clips, headbands, elastic bands, barrettes, etc.) must be black or match hair color. Invisible hairnets and hairnets that match hair color are authorized. Headbands or fabric scrunches will not exceed 2-inches in width. Ornaments are not authorized (i.e., ribbons, beads, jeweled pins). See Figure 3.9.

Figure 3.9. Female Hair Accessories.



Locs, braids, twists, micro-braids, french braids, dutch braids, and cornrows are authorized. A braid or twist is two or more portions of interwoven hair. If adding additional hair, it must be a natural-looking color, matching the individual's hair color. Multiple locs, braids, twists or cornrows may come together down the back in one or two braids, or a single ponytail as described in paragraph 3.1.3. All locs, braids and twists, when worn will be of uniform dimension, no wider than one-inch, with natural spacing between the locs, braids, and twists and must be tightly interwoven to present a neat, professional, and well-groomed appearance. When worn, multiple locs, braids, or twists shall be of uniform dimension, no larger than a 1/4 in diameter, show no more than 1/4-inch of scalp between the locs, braids, or twists and must be tightly interwoven to present a neat appearance.

A braid/twist must continue to the end of the hair without design and following the contour of the head and may be worn loose or in a secured style within hair standards

in paragraph 3.1.3 above. Exception: Micro-braids or twists are not required to continue to the end of the hair. See Figure 3.10 for examples of braids, twists, micro-braids.

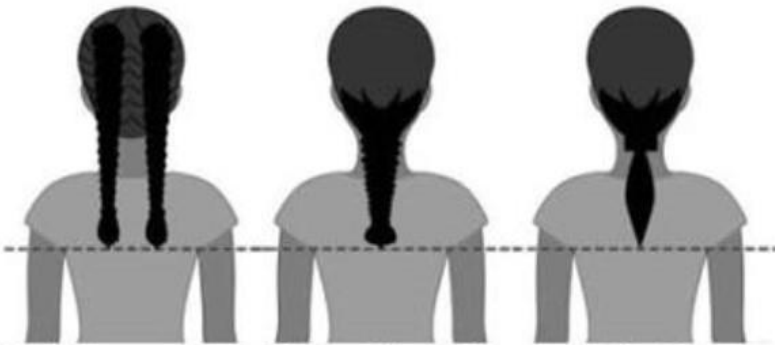
Figure 3.10. Authorized Female Hair Styles Examples of Locs, Braids, and Cornrows.



Figure 3.11. Authorized Ponytails/Equivalent and Long braid(s) Hair Styles Examples.

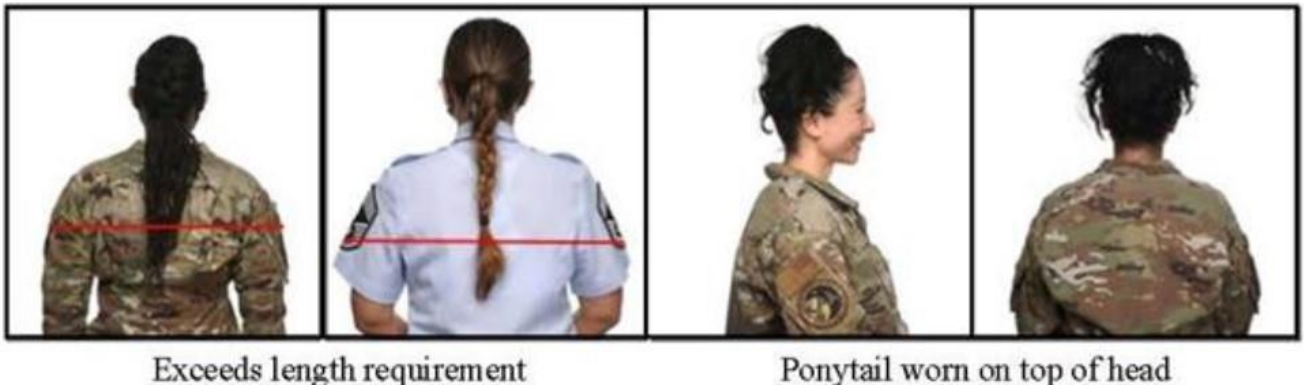


Figure 3.12. Ponytail/Braid Length.



Hair may not extend below line below a running between the top of each sleeve inseam at the under arm through the shoulder blades.

Figure 3.13. Unauthorized Ponytails.



Fingernails. Fingernails must not exceed 1/4-inch in length beyond the tip of the finger and must be clean and well groomed. Fingernails must not interfere with the performance of assigned duties or hinder proper fit of prescribed safety equipment or uniform items. Male Airmen are not authorized to wear nail polish. If worn by females, nail polish will be a single conservative color that does not detract from the uniform. Do not apply designs to nails or apply two-tone or multi-tone colors; Exception: white-tip French manicures are authorized. See Figure 3.14 for examples of authorized and unauthorized nail colors.

Cosmetics. Male Airmen are not authorized to wear cosmetics. Female Airmen may wear conservatively styled cosmetics. Eyelash extensions, if worn, will be female Airman's natural eyelash color, will not exceed 14 millimeters in total length or touch the member's eyebrow, and must present a natural appearance. Eyelash extensions will not hinder wear of protective eye wear or any type of headgear. Lipstick, if worn by female Airmen, will be a conservative shade that does not detract from the uniform. Eyeliner, if worn by female Airmen, cannot extend past the corners of eye opening (i.e., winged liner not authorized). Cosmetics will not be worn during field conditions.

Figure 3.15. Authorized and Unauthorized Eyelash Extension Examples.



✗ Unnatural appearance



✗ Extension does not match natural eyelash color



✗ Extension length exceeds 14mm

G. UNIFORM RESPONSIBILITIES

- a. Each cadet is issued a uniform and associated items, and is responsible for the proper care, custody and upkeep of the issued items. Since the uniform is Air Force property, cadets are required to initial and sign a hand receipt. Cadets must replace or pay for any lost/damaged uniform items. The cost of any lost or damaged item will come from the current Military Clothing Sales Store price list.
- b. It is the responsibility of each cadet to keep the uniform clean. To extend the life of the uniform, **THE BLUE UNIFORM MUST BE DRY CLEANED ONLY.**

H. UNIFORM ENFORCEMENT

- a. All cadets are responsible for making spot corrections when cadets are not wearing the JROTC uniform properly. All corrections will be made in a non-hostile manner.
- b. When making corrections, it should be done in private and as discreetly as possible. Those receiving corrections are encouraged to accept it in the proper spirit. Any cadet who feels he/she has been treated unfairly has the right and duty to report the incident to the SASI/ASI who will investigate the incident. On the other hand, higher-ranking cadets have a responsibility to report continued non-compliance by cadets to the SASI/ASI.

CHAPTER 10: THE CADET CORPS ORGANIZATION

A. ORGANIZATION

The official Air Force Junior Reserve Officer Training Corps designation for our unit is PA-771. PA-771 Cadet Corps is organized as a group as illustrated in the following pages.

B. PURPOSE OF THE CADET CORPS ORGANIZATION

The purpose of the Cadet Corps Organization is to provide the means for the group to accomplish the mission: "Develop citizens of character, dedicated to serving their nation and community." This organizational structure will enable cadets to:

1. Understand the organization and workings of an Air Force Group and the interrelations of its components.
2. Understand the duty, responsibility and authority that accompany a job, title, or rank.
3. Practice leadership, management, task accomplishment and personal responsibility in a controlled, supervised environment mirroring an Air Force organization.
4. Teach teamwork and prepare for life after high school.

C. RESERVE CADET PROGRAM

To participate as a PA-771 reserve cadet, a student will have either completed the entire AFJROTC Academic Program or provide documentation that they cannot participate in the AFJROTC academic program for that particular year. In either case, **a student must have been a cadet for at least one academic year prior to being considered a Reserve Cadet.** Students meeting this criteria may be designated, with SASI concurrence, as a Reserve Cadet. Reserve Cadets may participate in all AFJROTC activities (community service, raider team, honor guard, etc.). Time in reserve status does not count towards the Certificate of Completion, nor do Reserve Cadets count toward minimum unit enrollment or unit funding. Reserve Cadets may retain their uniform for the entire academic year.

D. CORPS MANAGEMENT

Management of the cadet corps is an important part of the JROTC program. Cadets assigned to leadership positions are responsible for the management of the corps. These cadets are assigned specific tasks and responsibilities that are necessary for the cadet corps to successfully function.

E. ORGANIZATIONAL STRUCTURE

Attachment 7 reflects the cadet group organization.

PA-771 is basically broken down into:

- Group Level
- Squadron Level
- Flight Level

Cadets should study the position descriptions to gain a complete understanding of jobs as they relate to the total group structure.

F. CADET RANK

There are two types of ranks a cadet can hold – permanent and appointed (temporary).

Permanent is the rank given according to the number of years in the corps. All cadets will retain a permanent rank for the number of years of JROTC completed.

Permanent ranks are as follows:

First year:	Cadet Airman
Second year:	Cadet Airman First Class
Third year:	Cadet Senior Airman
Fourth year:	Cadet Staff Sergeant

Appointed or temporary rank means a cadet is promoted to a rank for a specific time. Cadets in staff positions temporarily hold appointed rank to correspond with the position held.

Cadets initially assigned to a staff position are appointed the minimum rank. The cadet is promoted based on job performance and final approval from SASI. Standardized AFJROTC insignia that are worn on the uniform are as follows:

<u>CADET RANK</u>	<u>SYMBOL</u>
Airman Basic	No insignia
Airman	C/AMN
Airman First Class	C/A1C
Senior Airman	C/SRA
Staff Sergeant	C/SSgt
Technical Sergeant	C/TSgt
Master Sergeant	C/MSgt
Senior Master Sergeant	C/SMSgt
Chief Master Sergeant	C/CMSgt
Second Lieutenant	C/2Lt
First Lieutenant	C/1Lt
Captain	C/Capt
Major	C/Maj
Lieutenant Colonel	C/Lt. Col
Colonel	C/Col

G. POSITION ASSIGNMENT

The position assignment system places cadets in leadership positions through an application process that takes place at the conclusion of the semester or when a vacancy occurs. All cadets must submit an application to the SASI/ASI. The SASI/ASI and cadet leadership will review these applications and assign cadets to jobs based on their leadership potential and ability, academic performance, current job performance, extracurricular participation, and recommendations from the staff.

A cadet may be assigned to a position he/she did not apply for based on the jobs available. For further information, see criteria for selecting cadets for leadership positions.

CHAPTER 11: CADET JOB DESCRIPTIONS

**SEE ATTACHMENT 6; PAGE 82
FOR JOB DESCRIPTIONS**

**SEE ATTACHMENT 7; PAGE 90
FOR ORGANIZATIONAL CHART**

CHAPTER 12: SELECTING CADETS FOR LEADERSHIP POSITIONS

A. PHILOSOPHY

The purpose of the Air Force JROTC organizational structure is to provide the means for cadets to:

- Understand the duty, responsibility, and authority that accompany a job, title or rank.
- Practice leadership, management, task accomplishment and personal responsibility in a controlled and supervised environment mirroring the active duty Air Force organizational structure.
- Understand the organization and workings of an Air Force Group and the interrelation of the component organizations within it.

Every effort will be made to ensure that cadets are selected for leadership positions they want and are capable of performing.

B. CRITERIA

The following criteria will be used in selecting cadets for leadership positions:

- Will the Cadet Corps improve with this cadet holding this position?
- Is the cadet capable of performing in the position (has one been faithful to Corps' mission?)
- Will the position improve the cadet's leadership potential?
- Is the cadet available to assume responsibility (school, sports, job, personal, etc.)?
- How is cadet's grades/citizenship (JROTC and school)?
- Involvement – active or passive, is this cadet a team player?
- Class/JROTC rank.
- Performance in other held positions.
- What has the cadet done for the school overall?
- SASI and ASI recommendations based on personal observations in and out of class.

“A leader is one
who knows the
way, goes the way,
and shows the
way.”

John C. Maxwell

CHAPTER 13: CADET PROMOTION AND DISENROLLMENT

A. CADET PROMOTIONS

PA-771 promotions are based on demonstrated maturity, leadership capability, and performance.

Rank is awarded based on a cadet's leadership potential and performance. It is earned and is evidence of promotion and standing among cadets. It reflects a cadet's increase in maturity, ability, and willingness to accept additional leadership responsibility. Promotions can occur throughout the year based on performance and position vacancies. They will be made with the recommendation of the cadet chain of command, concurrence of the ASI, and approval of the SASI. Items considered in reviewing cadets for promotion are: academic grades; demonstrated leadership potential; extracurricular and LDR activities; motivation and desire for increased responsibility; and the cadet's performance and acceptance of responsibility.

1. **PERMANENT PROMOTION.** Cadets will earn permanent rank according to the number of years of AFJROTC successfully completed. Cadet Airman can be earned and awarded during the first year of AFJROTC. Cadet Airman First Class during the second year, Cadet Senior Airman the third year, and Cadet Staff Sergeant the fourth year. Permanent rank will be awarded based on satisfactory performance and is not absolute.
2. **TEMPORARY PROMOTION.** Cadets may also receive a promotion to a temporary grade based on the level of assignment and position with the unit. These are, as the word implies, temporary, and will normally be removed if the cadet is no longer assigned to the position. The SASI may approve an exception to this AFJROTC policy for seniors in good standing who may then retain their "temporary" rank through graduation.
3. **REDUCTION IN GRADE/DEMOTIONS.** Cadets are subject to a reduction in grade at any time for failure to carry out responsibilities, or meet standards. In addition, cadet officers are expected to maintain passing grades in all subjects. Any cadet officer on the failing list (or Reporting Period Failure List) will be considered to be on probationary status, and will have one marking period to come off that list or be demoted. Moreover, inclusion on the failing list cannot be repeated more than once during the academic school year. Cadet demotions may be administrative or corrective.

B. CADET DISENROLLMENT

AFJROTC students may be disenrolled at any time during the academic year with proper cause. This should be a last resort, preceded by substantiated documentation and corrective counseling, to maintain the morale and discipline of the unit.

The SASI will ensure an inclusive program and will not set unreasonable enrollment criteria. All enrollment and disenrollment decisions will be free from any discrimination regarding race, religion, color, ethnicity, gender or national origin. Additionally, the principal and the SASI will ensure appropriate fitness of cadets to successfully participate in the AFJROTC Curriculum.

A student may be disenrolled for:

- Failure to maintain acceptable standards (including uniform wear and grooming).
- Inaptitude or indifference to training.
- Disciplinary reasons.
- Any other reason deemed appropriate by the AFJROTC SASI and the principal.

CHAPTER 14: HONOR FLIGHT COMPETITION

A. PURPOSE OF HONOR FLIGHT COMPETITION

The honor flight competition is a very important part of the Cadet Corps. It plays an extremely important role in building morale, *esprit de corps*, discipline, and overall mission effectiveness. Competition between flights motivates the cadets to perform to the best of their ability and to work together as a team to achieve flight goals.

B. AREAS OF COMPETITION

Flights will compete in the following areas:

- Mastering of 30 command regulation flight drill sequence
- Wear of uniform on assigned days and exceeding personal appearance guidelines
- Highest overall flight academic grades
- On time and completeness of homework
- Collective physical fitness participation and scores
- Average volunteer hours for the flight

C. ANNUAL HONOR FLIGHT AWARD

An annual Honor Flight choice is made just prior to the JROTC awards ceremony which takes place in the high school auditorium near the end of the school year. The flight which garners the award will have proven, by consistently exceeding the standards, that they are truly the best in the corps. This award is presented at the annual AFJROTC awards ceremony.



CHAPTER 15: AFJROTC AWARDS & DECORATIONS PROGRAM

People like and expect to be recognized for the work they do. In effect, recognition says, “I know you are there and what you are doing is important to the AFJROTC program. Thanks for your loyalty and effort.”

A. OBJECTIVE

We know that recognizing people for what they do produces positive effects. This concept is the basis of an effective AFJROTC Awards and Decorations Program. The objectives of the Cadet Awards and Decorations Program are to foster morale, *esprit de corps*, and recognize achievements of AFJROTC cadets.

B. PROPER WEAR OF MEDALS AND RIBBONS

Medals and ribbons may not be worn simultaneously. Place medals or ribbons on the mounting rack in the proper order of precedence. Contact the SASI/ASI for instructions on stacking multiple medals, and wear of devices on ribbons and medals.

C. AFJROTC UNIFORM AND AWARDS GUIDE

PA-771 offers team awards, national awards and headquarter-approved ribbons. There are three categories in the Awards and Decorations Program – Special Awards, National Awards and AFJROTC Unit Awards. A complete list of the awards and decorations for this program are detailed in Attachment 5. A full-color picture of these awards can be found at the end of Attachment 5.

D. BADGES

A complete list of the badges are available for all AFJROTC cadets to earn. Images of these badges are shown in Attachment 1. Please note that wearing badges from other services beyond their intended purpose, badges from the regular Air Force, or other organizations on the AFJROTC uniform is prohibited. Example: Unit cannot designate Army Signal Corps or Infantry badges to signify membership in the unit color guard or drill team. However, badges earned by cadets enrolled in a sister service JROTC program may be worn on the AFJROTC uniform in the location specified by the sister service. The AFJROTC badge location will always take precedence over the sister service badge.

E. AFJROTC SHOULDER PATCH

Wear of the AFJROTC official shoulder patch is optional. Cadets enrolled in Civil Air Patrol (CAP) and AFJROTC who use the same uniform for both activities may wear the CAP wing patch on the right shoulder and the AFJROTC patch on the left shoulder with the AFJROTC shoulder patch taking precedence.

F. SHOULDER CORDS

Cadets are authorized to wear one shoulder cord (double knot, single cord on the left shoulder. Wear the shoulder cord only on light blue shirt and the service dress coat. The SASI will designate criteria on who may wear shoulder cords. Colors to denote different honors or leadership positions may be used and are determined locally. On the service dress coat, cords should be pinned to the shoulder with the pin hidden beneath the cord.

G. SHOULDER TABS

Shoulder tabs are cloth or metal arches denoting participation in a JROTC activity. Cadets are authorized to wear one shoulder tab on the right shoulder of the service dress coat, and the light blue shirt, centered between the unit patch and the shoulder seam. Tabs will have the name of the activity on them (e.g., drill team, saber team, honor guard, etc.). If no unit patch is worn, tab should be worn 1 inch below the shoulder seam. If a unit patch is worn, shoulder tab should be centered between the unit patch and the shoulder seam. Shoulder tabs are optional. The SASI will designate which activities will be denoted by shoulder tabs and set the criteria for each.



CHAPTER 16: CADET OF THE MONTH

A. PURPOSE

The purpose of the Cadet of the Month award is to recognize individual cadets who excel in the AFJROTC program.

B. CRITERIA

1. Academic performance in AS class.
2. Demonstrate leadership qualities.
3. Outstanding personal appearance (uniform wear and grooming).
4. Participation (class and extracurricular).
5. Self-discipline and self-control.
6. Positive attitude (toward JROTC and school).
7. Courteous demeanor (promptness, obedience, and respect for customs).

C. SELECTION

Each month, one cadet – will be selected on the above criteria for the Cadet of the Month award.

D. RECOGNITION

The Cadet of the Month will be recognized as follows:

1. Their picture will be posted on the Cadet of the Month board.
2. They will receive a Certificate of Achievement.



CHAPTER 17: AFJROTC COMPLETION AWARDS

- A. Passing grades in each semester of AFJROTC constitutes successful completion. Cadets may be awarded certificates even if they do not graduate from high school since the certificate is based only on their JROTC performance.
- B. Cadets will be awarded a Certificate of Training for successful completion of two (2) years and three (3) years of AFJROTC. PA-771 also has a four (4) and five (5) year program; therefore, the SASI has the option of issuing a certificate for four, or five year cadets.
- C. Cadets who have completed two (2) or three (3) years of AFJROTC, are high school graduates, and have no prior military service, are entitled to advance enlistment in accordance with current Air Force instructions. Advanced enlistment is granted for successful completion of the appropriate level of AFJROTC. The appropriate certificate must be presented to the accessions authorities prior to enlistment. AFJROTC graduates may also be eligible for advanced enlistment in the other military services.



CHAPTER 18: PHYSICAL FITNESS TRAINING AND TESTING

A. OBJECTIVE

Wellness is an official part of the AFJROTC program. The objective is to motivate cadets to lead active, healthy, lifestyles beyond the program requirements and into their adult lives. Before participating in the JROTC Wellness program, all cadets are required to complete the AFJROTC Wellness Program Cadet Participation Consent Form with Health Screening Questionnaire.

B. IMPORTANCE

Cadets are encouraged to participate in a physical fitness program to help maintain their physical well-being. Physical fitness is maintained through exercise and diet. Diet is just as important because eating the right foods is the key to controlling your weight. A balance diet is one that provides the body with all the required nutrients in the right amounts.

C. PT TRAINING DAY

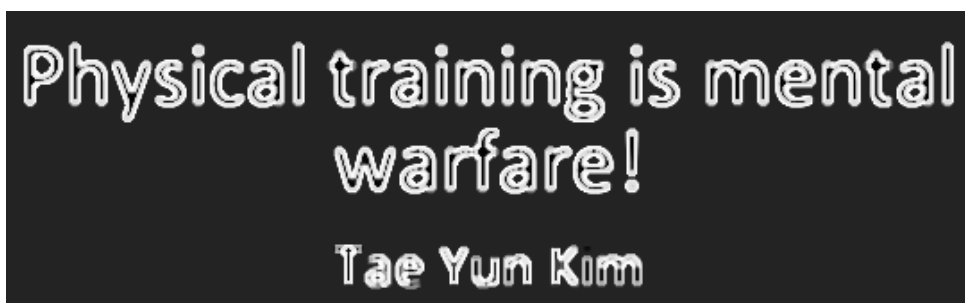
Cadets should try to exercise independently at least 3 times per week. Friday is the designated physical training (PT) days for the JROTC program. For physical training on Friday, cadets are required to wear the PT uniform. The PT uniform consists of blue or gray athletic shorts, gray Air Force PT shirt, issued sweats and sweatshirt. Failure to participate or wear issued PT uniform will lower one's grade.

D. PHYSICAL FITNESS PROGRAM

Cadets participating in the wellness Program/Unit Fitness Program will be awarded a ribbon. For each additional year of participation, they will receive an oak leaf cluster to be placed on the *initial* ribbon. A second ribbon, with accoutrements, will be awarded if a cadet wants to be tested on the 3 core exercises (1 mile run, push-ups, and sit-ups). Based on their score they can earn the bronze, silver, or gold star. The stars will be placed on the second ribbon as they are earned; however, only one star per year may be awarded. There is no timeline to test the cadet for this portion of the wellness program.

E. PHYSICAL FITNESS TEST (PFT)

All cadets must take the physical fitness test. The PFT consists of push-ups, sit-ups, and a 1-mile run. Score will be based on the number of items completed and the mile run time. Cadets should not wait until test time to get in shape. You must start well in advance in order to do your best during the testing.



CHAPTER 19: LEADERSHIP DEVELOPMENT REQUIREMENTS AND FIELD TRIPS

Leadership Development Requirements (LDRs) provide opportunities for cadets to further develop their leadership skills. LDR activities such as color guard, drill team, and raider teams are available to all cadets enrolled in JROTC. Cadets are encouraged to participate in activities of their choice. These teams are open to all students enrolled in JROTC. LDRs are divided into three tiers. Tier 1 is Stem Based, Tier 2 is Activity Based, and Tier 3 is Unit Based.

A. TIER 1 (STEM BASED)

1. **Robotics:** Robotics involves the design, construction, operations, and use of robots in a sports-like competition. During this process cadets will learn key STEM principles and robotics concepts. At the culmination of this course, they will compete head-to-head against their peers in the classroom, or on the world stage in the VEX Robotics Competition.
2. **Multicopter:** Multicopter is the flying of drones by learning the fundamentals of flight parameters such as pitch, yaw, and roll, and using the drone for photography purposes.
3. **JLAB:** JROTC Leadership and Academic Bowl is an annual knowledge based competition.
4. **Rocketry:** Model rocketry is the designing, building, and flying of small rockets that are made of paper, plastic, balsa wood, or any other lightweight material.
5. **Flight Simulator:** Cadets will learn how aircraft fly through use of the unit's flight simulator.

B. TIER 2 (ACTIVITY BASED)

1. **Drill Team (Honor Guard):** The corps drill team is both armed and unarmed exhibition. This team requires a great deal of practice, discipline, and dedication to be successful. Members of the team have mastered the basic skills learned in drill. They perform at selected events, and learn intense routines to compete against other teams during drill meets.
2. **Color Guard:** This elite group has the honor of presenting and posting the national/state/school colors at important school and community events.
3. **Orienteering Team:** Orienteering is a competitive international sport that combines racing with navigation. It is a timed race in which individual parties use a specially created highly detailed map to select routes and navigate through unfamiliar terrain and visit control points in sequence. Courses can also be for walking/hiking in the woods, with difficulty levels from beginner to expert.
4. **Raider Team:** Raiders is a very popular athletic competition held within JROTC programs. Raiders is designed for small groups of physically fit and mentally tough cadets who compete in various outdoor activities. Raiders events vary depending on location/competition, but typically involve some type of personal fitness/strength test, distance team running, obstacle course, and rescue/first aid challenge. Other events may include rope bridge building, and land navigation.
5. **Marksmanship Team:** This group of cadets trains to compete in air rifle competitions and postals. Cadets receive training in marksmanship and the safe handling of an air rifle.
6. **The Kitty Hawk Air and Space Society:** the official honor society of the AFJROTC program. AFJROTC Headquarters and the Air Force Association officially sanctioned this program.
 - a. The objective of the KHAS is to promote higher academic standards, be of service to the school and community, promote self-confidence and initiative, develop leadership abilities, and encourage academic excellence and continued educational development in the post high school years.

- b. All cadets enrolled in AFJROTC are considered for an invitation to join. Invitations are extended to students of good character who have an overall GPA of 3.5 with no failing grades, and 4.0 average in AFJROTC during the past semester. These standards must be maintained by the cadet to remain an active member of the KHAS.
- c. Induction ceremonies are usually planned for the fall and springs semesters. The induction is normally held during a formal ceremony in which certificates of membership and pins are awarded to deserving cadets.

C. TIER 3 (UNIT BASED)

- 1. **Saber Team:** Performs saber arches at formal events like the military ball, prom, graduation ceremonies and weddings.
- 2. **APT:** APT is an academic endeavor designed to provide positive role models for elementary and middle school students. The APT covers topics such as peer pressure, conflict resolution, bullying, sexual issues, domestic violence, drug & alcohol awareness, and gang violence.
- 3. **Military Ball Committee:** Plans, organizes and executes all facets of the military ball to include reserving the facility, choosing meals, inviting guests, collecting payments, ordering items, writing scripts, etc.
- 4. **Parade Committee:** Plans attendance, uniform wear and formation of parade participants.
- 5. **Flag Detail:** Raises and lowers the flags on a daily basis and conducts flag folding ceremonies for special occasions.
- 6. **Green Team:** Cleans the school campus, local parks and the surrounding community

D. COMMUNITY SERVICE

Cadets will have multiple opportunities throughout the school year and during the summer to participate in community service activities.

E. FIELD TRIPS

Typically, cadets from PA-771 will have an opportunity to take field trips to great places and fly in Air Force aircraft. Space is usually limited and we must be selective in who goes. Our trips, especially those on aircraft, sometimes happen with only a few days notice; consequently, you will need to be ready to go on short notice. To be eligible for field trips, you must:

- 1. Have a passing grade in Aerospace Science. Any cadet not satisfying course requirements will not be allowed on AFJROTC field trips.
- 2. All required permission forms must be completed and turned in. This includes the Field Trip form, Air Force Release Form (for aircraft flights), and any other special permission form(s).
- 3. All funds for necessary expenses for the trip (i.e. bus costs, food charges, overnight fees, ticket fees, etc.) must be paid for in advance of leaving for the field trip.
- 4. You will be required to wear the appropriate AFJROTC uniform as directed.

Cadets are always expected to maintain bearing and behave in an appropriate manner. You are a representative of PA-771. Therefore, you will be expected to act in a mature, dignified way. Cadets who do not behave properly will be sent home, disciplined and possibly removed from AFJROTC.

CHAPTER 20: TRAINING

A. PURPOSE

The purpose of this chapter is to explain expectations and standards for the cadet corps training program. It is the responsibility of each cadet to know the material outlined in this chapter and to follow it during any JROTC activity, on or off campus, whether in or out of uniform. It is highly recommended that cadets follow it during non-JROTC activities

B. MISSION

The training program supports the overall JROTC mission of developing citizens of character. Specifically, the objectives of the training program are to develop *esprit de corps*, to develop the self-discipline necessary to follow and abide by rules and regulations, to understand the military customs and courtesies, and to enhance military bearing and self-confidence.

C. REQUIREMENTS

The cadet training program is designed to provide you with the knowledge and skills you will need to be successful in the JROTC program. The following is an outline of the required knowledge for all first year cadets and upper class cadets. Study and learn this information and be prepared to demonstrate your knowledge and proficiency. Cadets should know the following:

1. Chain Of Command Starting With the President of the United States and ending with the Cadet Group Commander
2. Pledge of Allegiance
3. Honor Code
4. Core Values
5. Group/Squadron/Flight Staffs
6. Flight Drill Sequence
7. AFJROTC Rank
8. Air Force Rank
9. Proper Uniform Wear
10. PA-771 Organizational Chart



the
struggle
you're in
today
is developing the
strength
you need for
tomorrow

**ATTACHMENTS
TO
CADET
HANDBOOK**



AIR FORCE JUNIOR ROTC BADGES – ATTACHMENT 1

AUTHORIZED AIR FORCE JROTC BADGES AND INSIGNIA



Hap Arnold Optional
Enlisted/Officer Service
Cap Insignia



OFFICERS
SERVICE CAP
INSIGNIA



MODEL ROCKETRY
BADGE



KITTY HAWK
AIR SOCIETY
BADGE



DISTINGUISHED
CADET BADGE



METAL OR CLOTH



GROUND SCHOOL
BADGE



FLIGHT SOLO
BADGE



FLIGHT CERTIFICATE
BADGE

Cadets may only wear one of these badges on their uniform



AWARENESS
PRESENTATION
TEAM BADGE

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



AEF BADGE

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



Badges/Insignia not listed here are unauthorized for wear.

AIR FORCE JUNIOR ROTC BADGES – ATTACHMENT 1 (CONT)

AUTHORIZED AIR FORCE JROTC BADGES AND INSIGNIA

Marksmanship Badges – Wear Only One



CMP Awarded Badges



Unit Awarded Badges

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



Marksmanship
Shield

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

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

Marksmanship badges will not be worn with medals.

Badges/Insignia not listed here are unauthorized for wear.

AIR FORCE JUNIOR ROTC RANK – ATTACHMENT 2

AIR FORCE JROTC RANK INSIGNIA

CADET OFFICER RANK



SECOND
LIEUTENANT



FIRST
LIEUTENANT



CAPTAIN



MAJOR



LIEUTENANT
COLONEL



COLONEL

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

CADET ENLISTED RANK

AIRMAN BASIC:
NO RANK INSIGNIA



AIRMAN



AIRMAN
FIRST CLASS



SENIOR
AIRMAN



STAFF
SERGEANT



TECHNICAL
SERGEANT



MASTER
SERGEANT



SENIOR
MASTER
SERGEANT



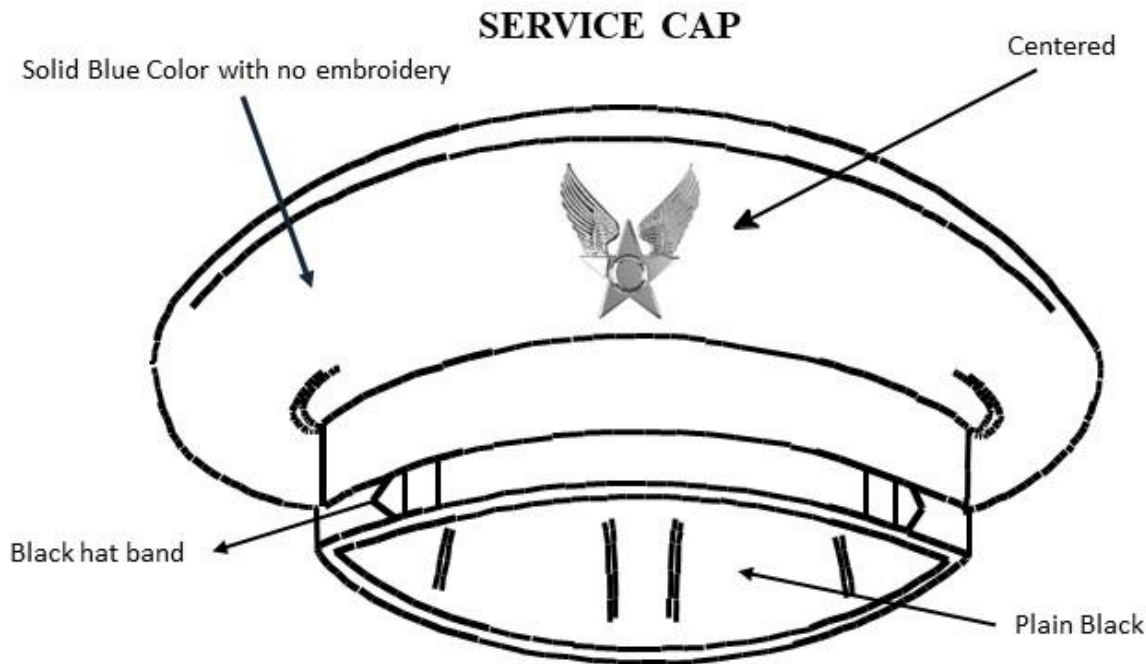
CHIEF
MASTER
SERGEANT

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

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

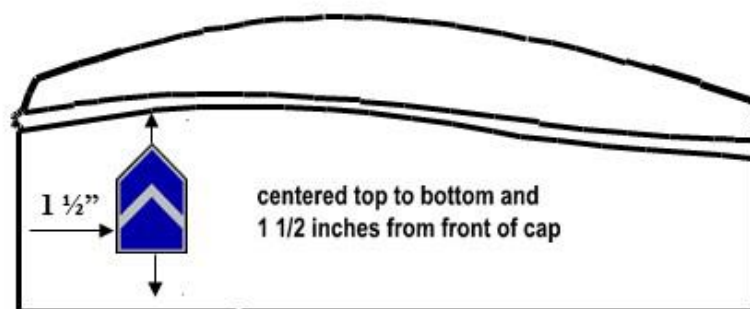
UNIFORM GUIDELINES – ATTACHMENT 3

CADET MALE HEADGEAR



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

FLIGHT CAP*



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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

CADET FEMALE HEADGEAR

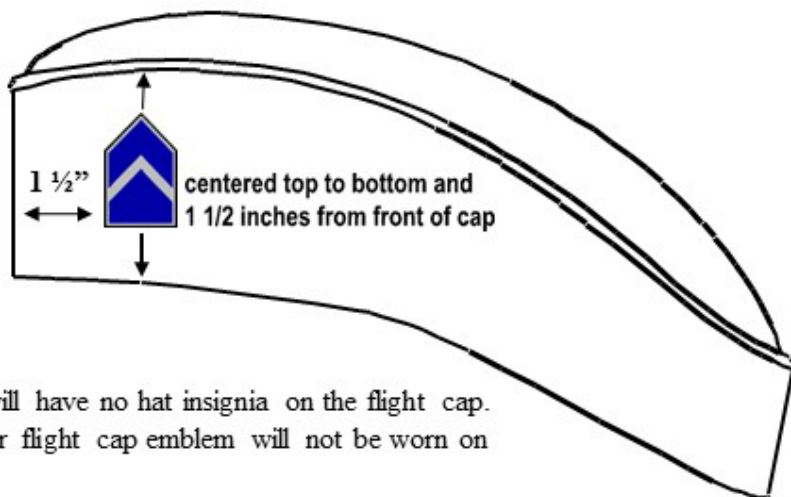
SERVICE CAP

Solid Blue Color with no embroidery



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

FLIGHT CAP*



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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

CADET BERET HEADGEAR

BERET

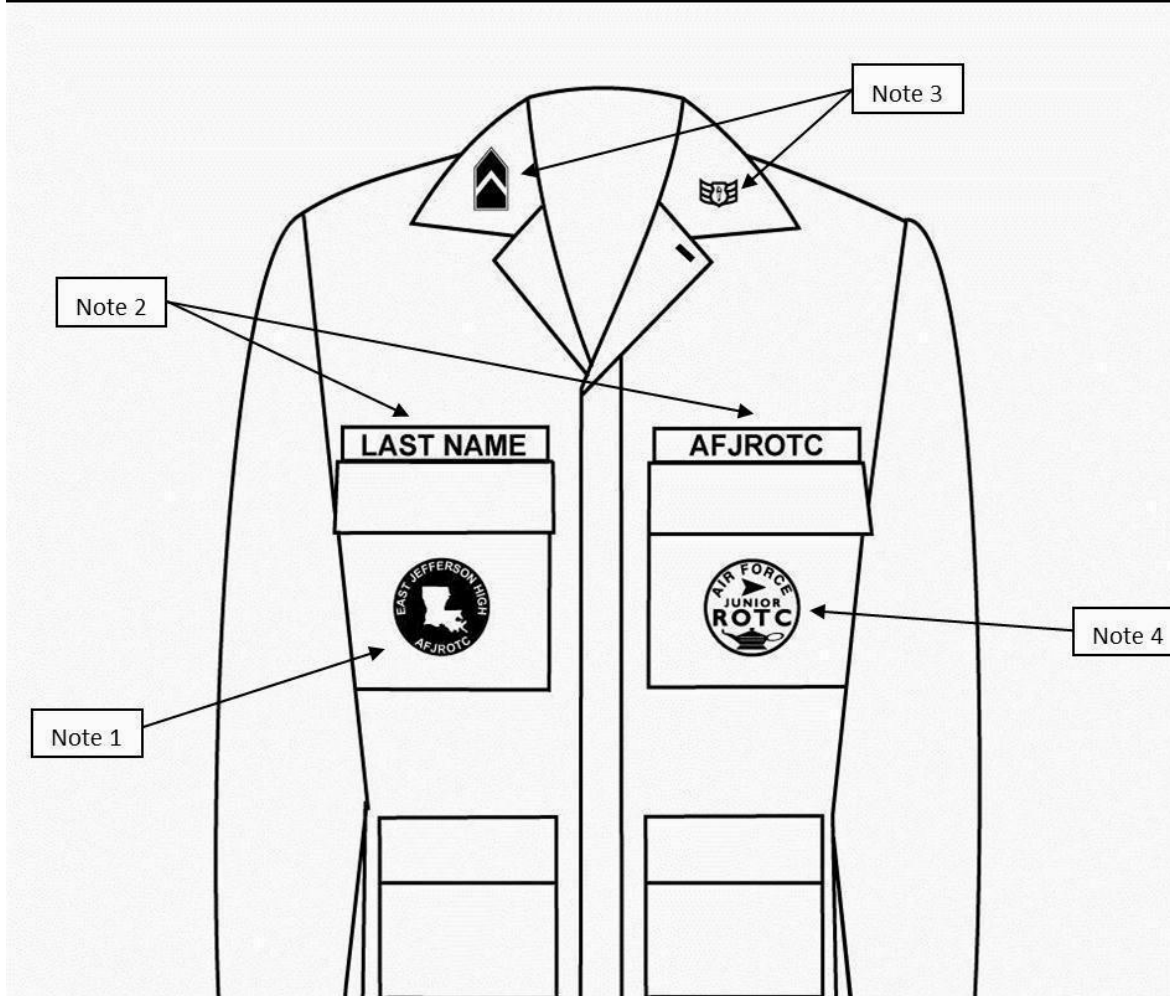


Berets.

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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

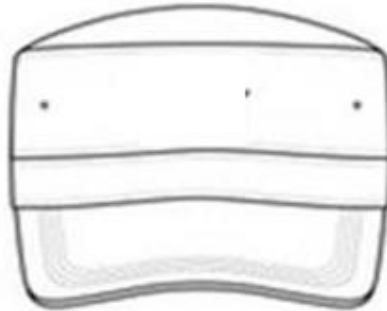
CADET UTILITY UNIFORM (ABU/BDU) Male and Female



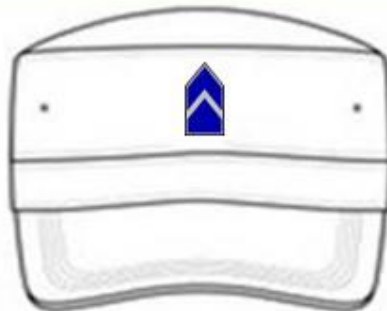
1. Unit patch (optional). If worn, will be placed on right pocket and centered.
2. Last Name and AFJROTC tapes. Letters are dark blue on digital camo background (mandatory). Tapes are grounded and centered on pockets. Name tape only may be held with Velcro to enable reuse/reissue to a different cadet.
3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered 1-inch up from the bottom of the collar and parallel to the ground while remaining centered on the collar
4. AFJROTC Patch (white, Lamp of Knowledge): **WHITE patch only (mandatory)**. Will be worn on left pocket and centered.
5. **Berets, ascots, and shoulder cords will not be worn with ABUs.**
6. ABU sage green boots and Coyote brown boots may be reissued to cadets. Spray boots with disinfectant spray before reissuing ABU boots. (Black boots will not be worn with ABUs)

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

CADET ABU HEADGEAR



Enlisted Cadets will not wear rank on the ABU cap.



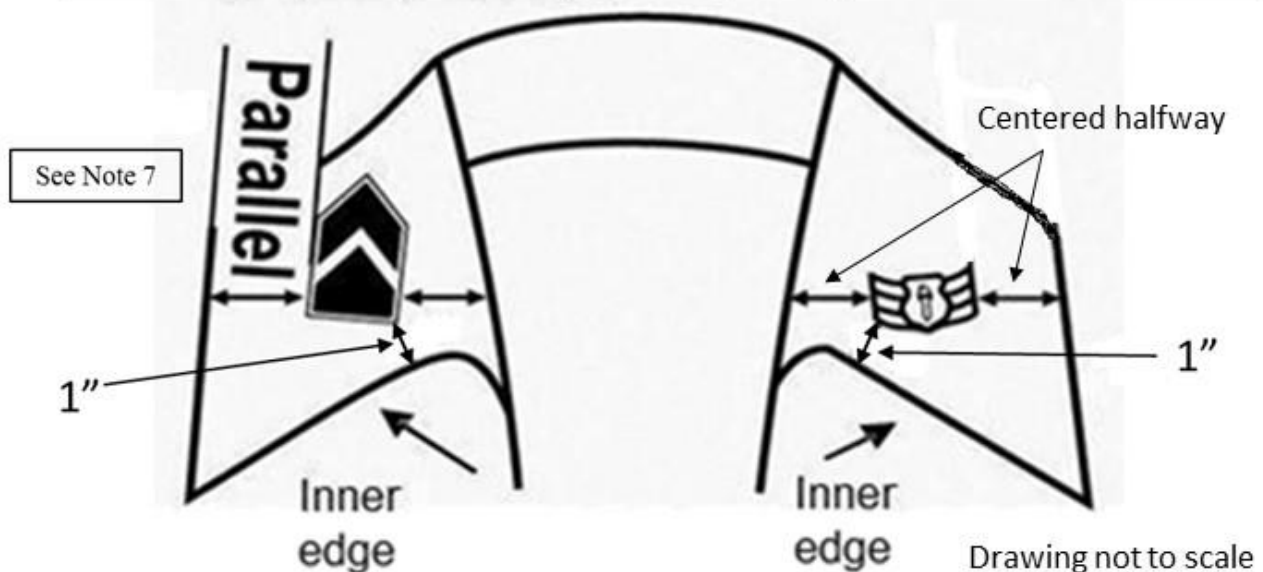
Officers will wear rank insignia on the ABU cap.

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

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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

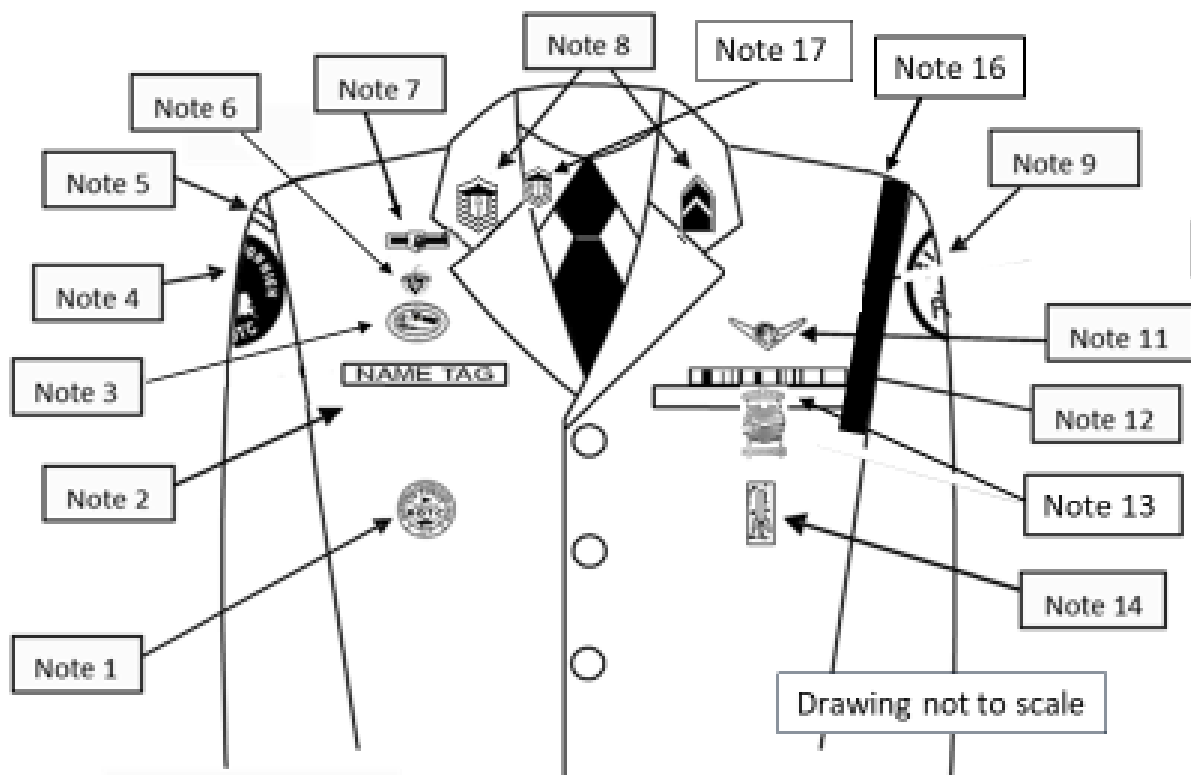
CADET LIGHT WEIGHT BLUE JACKET



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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

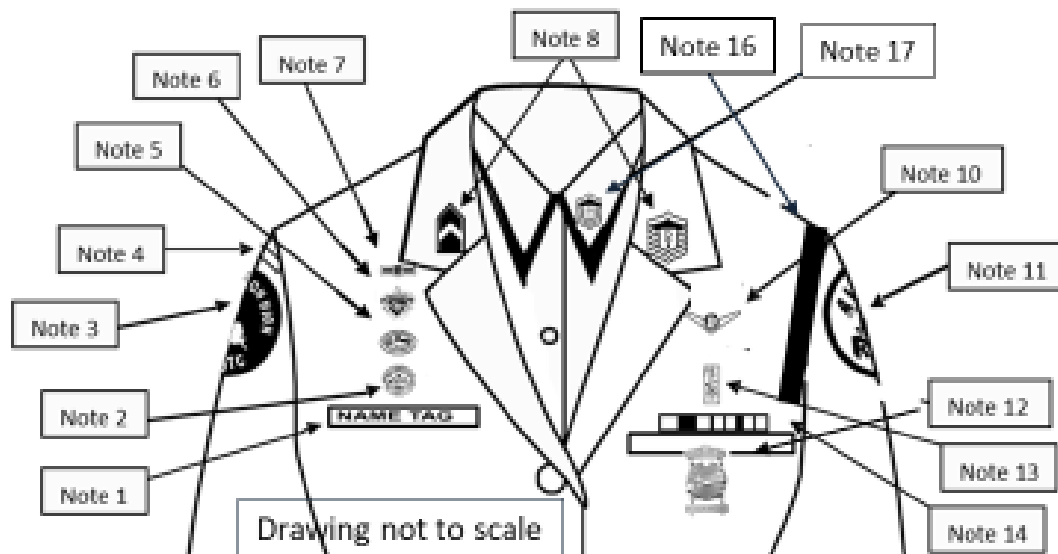
CADET MALE SERVICE DRESS



1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.
2. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge parallel to top of welt pocket.
3. Kitty Hawk Badge. See Note 15 below.
4. Unit patch. Place $\frac{1}{2}$ to 1 inch below shoulder seam and centered.
5. Shouldertab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. # 1 See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
10. Deleted.
11. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, and Flight Certificate Badge. See Note 15 below.
12. Ribbons, mandatory. Centered, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
13. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
14. Model Rocketry Badge. Worn 2 inches below the pocket.
15. Except marksmanship badge. Wear first badge placed $\frac{1}{2}$ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed $\frac{1}{2}$ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge and lastly the CyberPatriot National Finalist Badge. **No more than one Flight badge is authorized.**
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

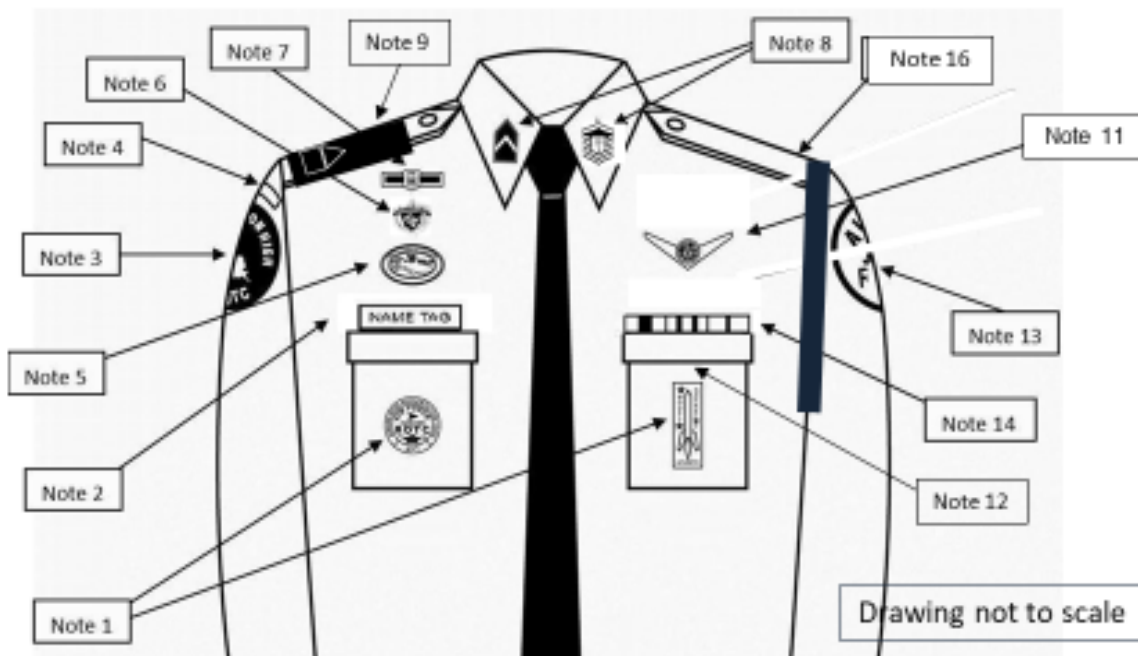
CADET FEMALE SERVICE DRESS



1. Silver Name tag, mandatory. Center on the wearer's right between the sleeve seam and lapel and the bottom of the name tag will be parallel with the bottom of ribbons.
2. Awareness Presentation Team Badge. See Note 15 below.
3. Unit patch. Center $\frac{1}{2}$ to 1 inch below shoulder seam
4. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam
5. Kitty Hawk Badge. See Note 15 below.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. Deleted
10. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, and Flight Certificate Badge. See Note 15 below.
11. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
12. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
13. Model Rocketry Badge. See Note 15.
14. Ribbons, mandatory. Center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
15. Except marksmanship badge. Wear first badge placed $\frac{1}{2}$ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed $\frac{1}{2}$ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge, then the Awareness Presentation Team Badge and lastly the CyberPatriot National Finalist Badge. **No more than one Flight badge is authorized.**
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. **Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.**

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

CADET MALE BLUE SHIRT

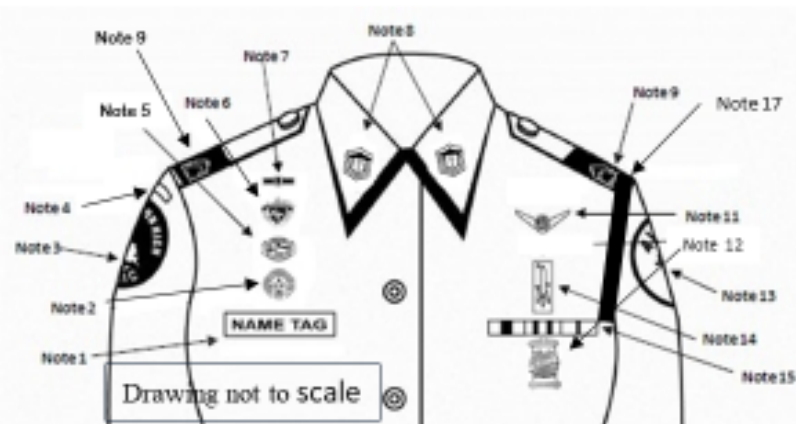


Drawing not to scale

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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

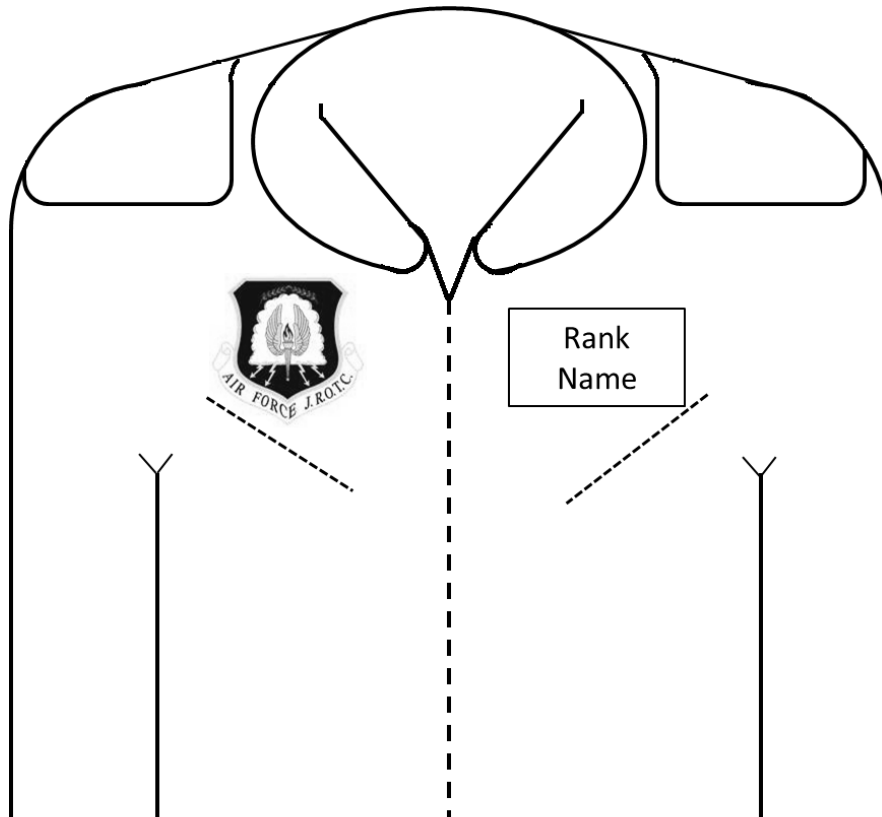
CADET FEMALE BLUE SHIRT



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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

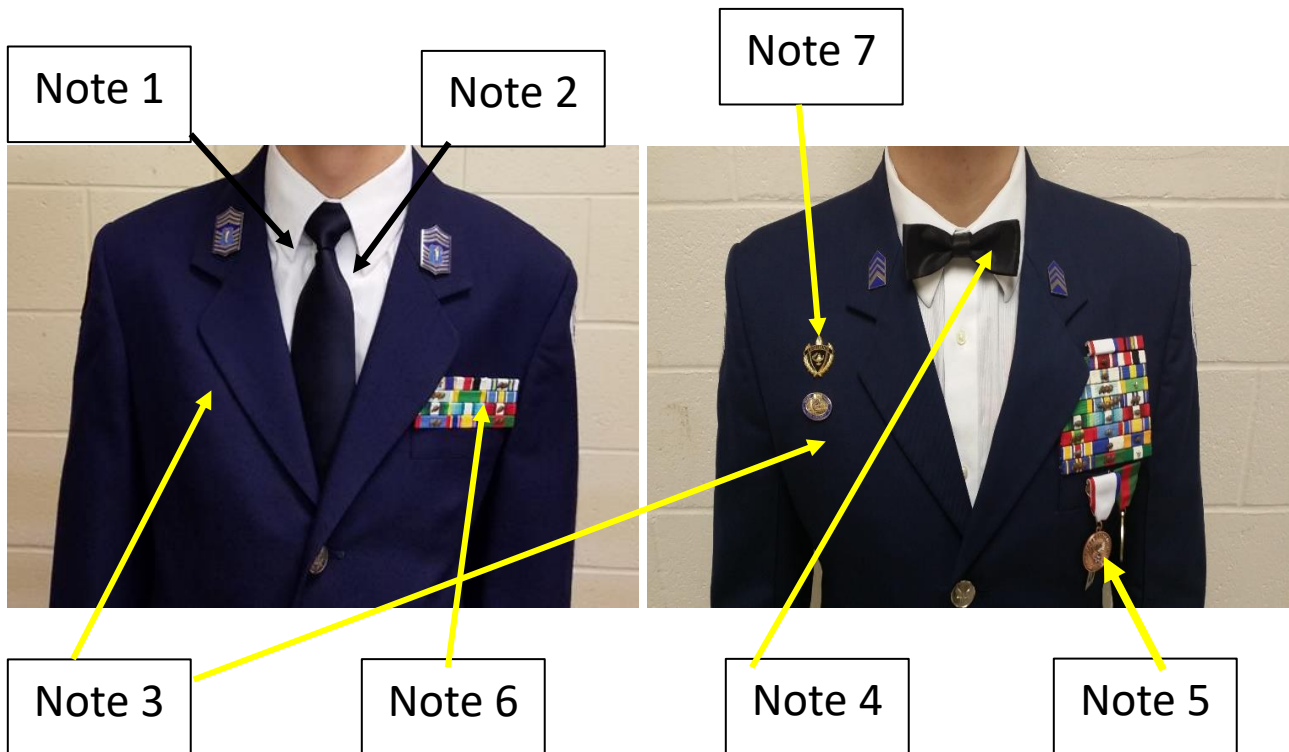
FLIGHT SUIT (Male and Female)



1. * AFJROTC Command Patch (mandatory). **Patches may be sewn directly onto the flight suit or attached using Velcro.** This style of patch may only be worn on the Flight Suit. Cadets can only wear ONE ground school, flight solo or flight certificate badges upon successful completion those programs (See Ops Supplement, Chapter 7, paras 7.2.1, 7.2.2 and 7.2.3).
2. The unit patch will be worn on the right sleeve (shoulder) of the Flight Suit, if the unit patch is unavailable then the white, Lamp of Knowledge, AFJROTC **Patches may be sewn directly onto the flight suit or attached using Velcro.**
3. * American Flag Patch (mandatory) on left shoulder. **Patches may be sewn directly onto the flight suit or attached using Velcro .**
4. Cadet Name Patch (mandatory). Velcro attached only. Black background with silver or white border (if unit has a unit patch, units may substitute background color/border with unit patch colors). Cadet Name Badge – Top line will be Cadet Name and second line will be “CADET AFJROTC”.
5.
 - Flight patches and Velcro may be purchased from a vendor using MilPer funds.
 - **Flight Suits maybe purchased through WINGS/FEDMALL (contact HQ Logistics for assistance.)**

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

Semi-Formal Dress Uniform



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

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

Sample Exhibition Uniform



$\frac{3}{4}$ inch
stripe

1. Solid Color white, dark blue or black ONLY, with AFJROTC officer rank insignia or mini-Hap Arnold Insignia pin. The former officer/enlisted flight cap emblems will not be worn on the beret. The wear of a "Beret Flash" or mini unit patch is not authorized.
2. Shoulder Cord. Cadets are authorized to wear one shoulder cord on the left shoulder. This will be a single "infantry" style cord, without metal tips, no more than 1-inch wide. On the blue shirt the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. May be solid or multi-colored.
3. Blue/Silver Name Tags and ribbons may be omitted on uniforms where a drill rifle or other equipment may damage the item or injure the performing member. **This does not apply to uniforms worn during regular uniform days.**
4. Blue pants may be modified to have a $\frac{3}{4}$ inch stripe on the outside length of the pants, silver, blue, or black only. **These items will not be worn on regular uniform days.**
5. Solid color ascots may be worn (embroidery or a unit patch is authorized on the ascot), colors may be locally-determined (school colors), but must be conservative and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. **Ascots will not be worn on regular uniform days.**
6. **Embroidery on the Air Force blue drill team uniform is not authorized, i.e., on the back of the blue shirt collar or shoulder yoke.**
7. **Specialized unit rank/shoulder boards are not authorized.**
8. **Wrist bands are not authorized.**
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
10. Black Boots/corfams may be issued on an as required basis to the unit Color Guard or Drill Team. This is for restricted use and is not intended for use across unit's entire cadet corps. **Black boots/corfams may be reissued to cadets.** Spray boots/corfams with disinfectant spray before reissuing.

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

Sample Exhibition Uniform

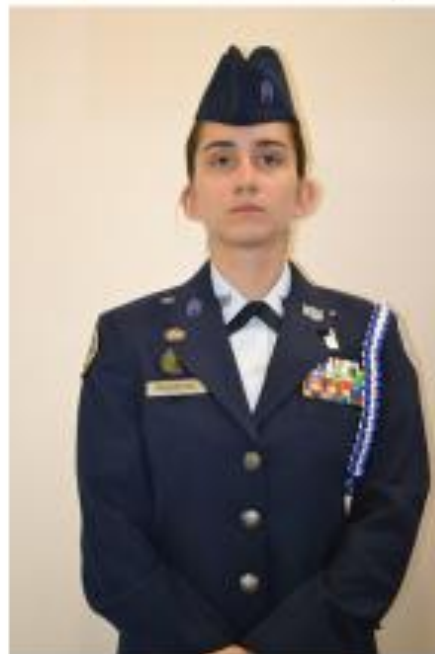


1. Women's Service Caps may be worn with the Hap Arnold Wings insignia or Officer Service Cap may also be worn with the large officer service cap insignia large officer's. Service Caps (wheel and bucket hats) will be **a solid color and free of any embroidery.**
2. Shoulder Cord. Cadets are authorized to wear one shoulder cord on the left shoulder. This will be a single "infantry" style cord, without metal tips, no more than 1-inch wide. On the blue shirt the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. May be solid or multi-colored.
3. Blue/Silver Name Tags and ribbons may be omitted on uniforms where a drill rifle or other equipment may damage the item or injure the performing member. **This does not apply to uniforms worn during regular uniform days.**
4. Blue pants may be modified to have a 3/4 inch stripe on the outside length of the pants, silver, blue, or black only. **These items will not be worn on regular uniform days.**
5. Solid color ascots may be worn (embroidery or a unit patch is authorized on the ascot), colors may be locally-determined (school colors), but must be conservative and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. **Ascots will not be worn on regular uniform days.**
6. **Embroidery on the Air Force blue drill team uniform is not authorized, i.e., on the back of the blue shirt collar or shoulder yoke.**
7. **Specialized unit rank/shoulder boards are not authorized.**
8. A 1/2 inch silver, dark blue, or black only sleeve braid, 3 inches from the end of the sleeve, may be worn.
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center 1/2 to 1 inch below left shoulder seam.
10. Black Boots/corfams may be issued on an as required basis to the unit Color Guard or Drill Team. This is for restricted use and is not intended for use across unit's entire cadet corps. **Black boots/corfams may be reissued to cadets.** Spray boots/corfams with disinfectant spray before reissuing.

UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

Sample Uniform Pictures

Cadets will not wear both officer and enlisted rank on their uniforms ... these are sample pictures only



UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

Sample Uniform Pictures



UNIFORM GUIDELINES – ATTACHMENT 3 (CONTINUED)

Sample Uniform Pictures



Local Purchased PFT Gear

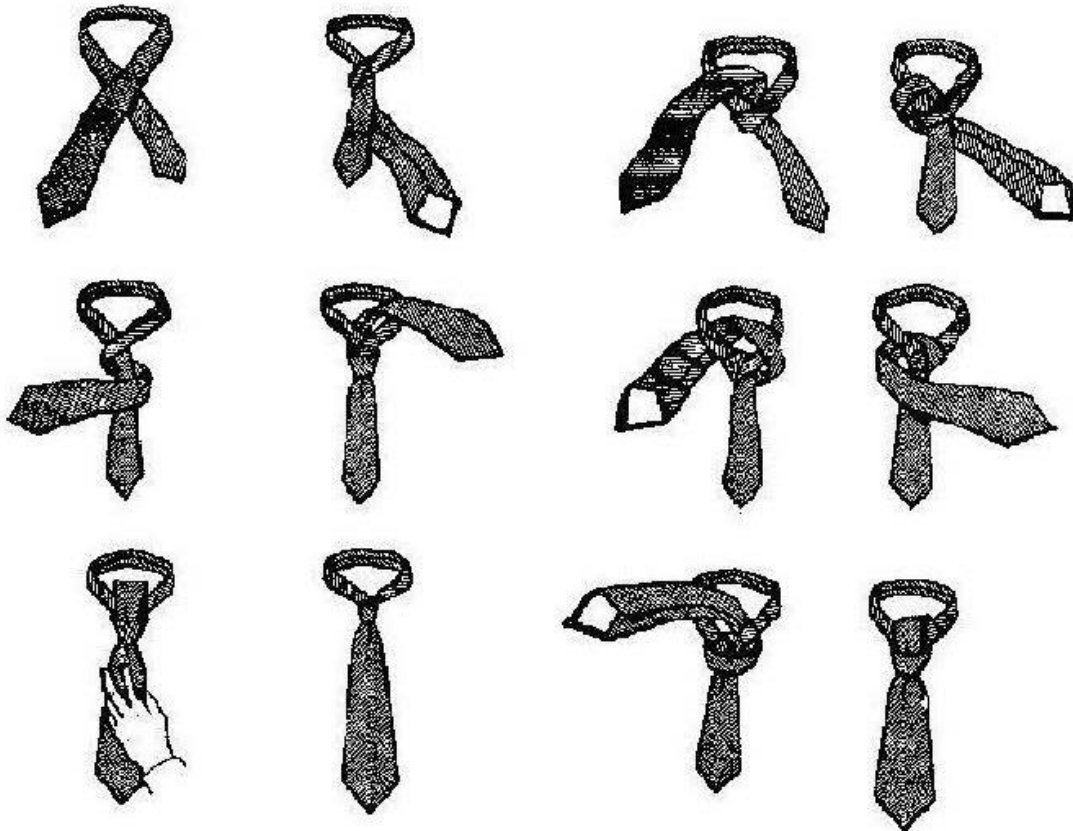


FEDMALL Purchased Air Force PTG

FEDMALL
Purchased Air Force
Sweat Shirt and
Pants



HOW TO TIE A TIE – ATTACHMENT 4



How to Tie a Four-In-Hand and Windsor Knot

Four-in-Hand Knot

Start with the wide end of the tie on the right Side, then cross the wide end over in back and to the left; bring it completely around the front to your right, bring it back and up through the center, pass it through the loop in front, tighten the knot neatly, forming a “dimple” with your index finger.

Windsor Knot

With the wide end of the tie about 12 inches Longer than the narrow end, make a loop as shown. Bring the wide end around and behind the narrow end in the position illustrated; turn the wide end up and put it through the loop and around in front of the narrow end; bring it through the loop of the tie; pull the wide end ape carefully.

AWARDS & DECORATIONS – ATTACHMENT 5

A. AWARDS & DECORATIONS PROGRAM

The AFJROTC Awards and Decorations Program recognizes the achievements of AFJROTC cadets and fosters increased morale and *esprit de corps*. This chapter outlines the proper execution of a successful unit Awards and Decorations Program. *NOTE: Medals will not be worn on regular uniform days or during any type of competition

1. **Gold Valor Award**. Awards consist of a medal, ribbon, and certificate. The Gold Valor Award recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty. For each additional award earned an additional small silver star will be awarded.
2. **Silver Valor Award**. Awards consist of a medal, ribbon, and certificate. The Silver Valor Award is awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award. For each additional award earned an additional small silver star will be awarded.
3. **Cadet Humanitarian Award**. Award consists of a ribbon and certificate. It is intended to recognize cadets who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has placed or has the potential to place a hardship on their fellow citizens. This award is not to be used to recognize day-to-day service in the community. For each additional award earned an additional small silver star will be awarded.
4. **Silver Star Community Service with Excellence Award**. Award consists of a ribbon with a Silver Star device and certificate. The Silver Star Community Service with Excellence Award will be an honor that emphasizes the value of community service, and establishes a greater sense of pride within the corps. The award will be given to cadets in the Top 5% of units (approximately 45 units) who have the highest "per cadet average" community service hours. For each additional award earned an additional small silver star will be awarded.
5. **Community Service with Excellence Award**. Award consists of a ribbon and certificate. It is intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefit the local community. This is not an award given to participants but to the key leader(s) of the project. A bronze oak leaf cluster will be awarded for each additional ribbon earned. A silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
6. **Air Force Association (AFA) Award**. This AFA-sponsored award consists of a medal and ribbon and is presented annually at each unit to the outstanding second-year (in a 3-year program) or third-year cadet (in a 4-year program). Cadets may only receive this award once.

The award recipient must possess/meet the following personal characteristics and eligibility criteria:

- Top 1% of the cadets in the areas of: academics, leadership, and professionalism
- Positive attitude (toward AFJROTC and school).
- Outstanding personal appearance (uniform and grooming).
- Display personal attributes such as initiative, judgment, and self-confidence.
- Courteous demeanor (promptness, obedience, and respect for customs).

7. **Daedalian Award.** The Order of Daedalians is a fraternity of commissioned pilots from all military services. It is named after the legendary figure, Daedalus, and was organized by WWI military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self-sacrifice which place service to the nation above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. The award also includes a ribbon. Cadets may only receive this award once.

This annual award recognizes one outstanding third-year cadet at each unit that meets the following criteria:

- Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation.
 - Indicate the potential and desire to pursue a military career.
 - Rank in the top 10% of their AS class.
 - Rank in the top 20% of their school class.
8. **Daughters of the American Revolution (DAR) Award.** Cadets may only receive this award once. This award is presented annually to one third year (in a 3-year program) or fourth year cadet (in a 4-year program) that meets the following criteria:

- Rank in the top 25% of their AFJROTC class
- Rank in the top 25% of their high school class
- Demonstrate qualities of dependability and good character
- Demonstrate adherence to military discipline
- Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training

9. **American Legion Scholastic Award.** Cadets may only receive this award once.

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

- Rank in the top 10% of the high school class.
- Rank in the top 25% of their AS class.
- Demonstrate leadership qualities.
- Actively participate in student activities

10. **American Legion General Military Excellence Award.** Cadets may only receive this award once.

This award is presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's general military excellence. Each cadet must:

- Rank in the top 25% of their AFJROTC class.
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.

11. **Reserve Organization of America (ROA) Award**. Cadets may only receive this award once.

This award is presented annually for military and academic achievement to an outstanding third-year cadet (fourth-year cadet in a 4-year program). The recipient must possess individual characteristics contributing to leadership such as:

- Top 10% in the AFJROTC program
- Be in the top 25% in academic grades
- Be recognized for having contributed the most to advancing the objectives of the AFJROTC program, which include outstanding dedication to citizenship, knowledge of civic responsibility, military orientation, self-discipline and a sound work ethic

12. **Military Officers Association of America (MOAA) Award**. Cadets may only receive this award once. This award, formerly known as The Retired Officers Association Award.

This award is presented annually to an outstanding second-year cadet (third-year cadet in a 4-year program) who shows exceptional potential for military leadership. Each cadet must:

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

13. **Veterans of Foreign Wars (VFW) Award**. Cadets may only receive this award once.

This award presented annually to an outstanding second- or third-year cadet in a 3-year program (third- or fourth-year cadet in a 4-year program) who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:

- Have a positive attitude toward AFJROTC.
- Must be enrolled as a 10th-12th grade AFJROTC student.
- Maintain a grade of "B" in AFJROTC with an overall average grade of "C" in all subjects for the previous semester.
- Be active in at least one other student extracurricular activity
- Not have been previous recipients of this award.

14. **National Society United States Daughters of 1812**. Cadets may only receive this award once. Awarded annually, at the SASI's discretion, for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits.
15. **National Sojourners Award**. Cadets may only receive this award once. This award is presented annually recognizing an outstanding first- or second-year cadet (second or third-year cadet in a 4-year program) who contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must:
- Be in the top 25% of their academic class.
 - Encourage and demonstrate ideals of Americanism.
 - Demonstrate potential for outstanding leadership.
 - Not have previously received the award.
16. **Scottish Rite Southern Jurisdiction Award**. Cadets may only receive this award once. This award annually recognizes an outstanding second-year cadet in a 3-year program or third-year cadet in a 4-year program. Each cadet must:
- Contribute the most to encourage Americanism by participation in LDR activities or community projects.
 - Demonstrate academic excellence by being in the top 25% of class.
 - Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism.
 - Not have been previous recipients of this award.
17. **Military Order of the Purple Heart Award**. Cadets may only receive this award once.
- This award annually recognizes an outstanding first, second- or third-year cadet who is enrolled in the AFJROTC program and demonstrates leadership ability. Each cadet must:
- Have a positive attitude toward AFJROTC and country.
 - Hold a leadership position in the cadet corps.
 - Be active in school and community affairs.
 - Attain a grade of "B" or better in all subjects for the previous semester.
 - Not have been a previous recipient of this award.
18. **Sons of the American Revolution Award**. Cadets may only receive this award once. This award recognizes an outstanding second-year cadet in a 3-year program or third year cadet in a 4-year program who is enrolled in the AFJROTC program. The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and not have previously received the award. Each cadet must:
- Be currently enrolled in the AFJROTC program.
 - Be in the top 10% of their AFJROTC class.
 - Be in the top 25% of their overall class.

19. **Military Order of World Wars Award**. Cadets may only receive this award once.

This award is presented annually to an outstanding cadet who has committed to continue the aerospace science program the following school year. Selection is based on outstanding accomplishments or service to the AFJROTC unit.

20. **American Veterans (AMVETS) Award**. Cadets may only receive this award once.

This award is presented annually to one qualified cadet that possesses individual characteristics contributing to leadership such as:

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

21. **Air Force Sergeants Association (AFSA) Award**. Cadets may only receive this award once.

This award recognizes an outstanding second- or third-year cadet in a three-year program (third- or fourth-year cadet in a 4-year program). The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must:

- Be in the top 10% of the AFJROTC class.
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.
- Not have been a previous recipient of this award.

22. **Tuskegee Airmen Incorporated (TAI) Air Force JROTC Cadet Award**.

This award is presented annually to two cadets. Cadets may be first-year, second-year, or third-year cadets (in a 3- or 4-year program) and must meet the following criteria:

- Attain a grade of “B” or better in their AS class.
- Be in good academic standing.
- Actively participate in cadet corps activities.
- Participate in at least 50% of all unit service programs.

23. **The Retired Enlisted Association (TREA) Award**. Cadets may only receive this award once. Awarded annually, at the SASI’s discretion, for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year.

24. **The Celebrate Freedom Foundation Award**. Cadets may only receive this award once. Awarded for excellence in academic programs as a 9th, 10th, 11th and 12th grade JROTC cadet. Cadets must demonstrate the following personal characteristics to be eligible:

- Outstanding personal appearance (uniform and grooming)
 - Display personal attributes such as initiative, judgment, and self-confidence
 - Courteous demeanor (promptness, obedience, and respect for customs)
 - Growth potential (capacity for responsibility, high productivity, and adaptability to change)
 - Possess the highest personal and ethical standards and strong positive convictions
 - Shows the potential and desire to pursue a military career
 - Rank in the top 5% in his/her AS class with a grade average of A or numerical equivalent
 - Rank in the top 15% of his/her academic class
 - Demonstrate a positive attitude (toward AFJROTC and school)
25. **Air Commando Association Award.** Cadets may only receive this award once. Awarded annually at the SASI's discretion for completing a one page essay based on a historical AF Special Operations Mission possessing the thirteen critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness and family strength.
26. **Distinguished Unit Award w/Merit (DUAM).** Award consists of a ribbon awarded to cadets enrolled during the same academic year in which 1) the unit receives a HQ AFJROTC evaluation with an overall rating of Exceeds Standards and 2) the unit is selected by HQ AFJROTC to receive the DUA. Both criteria must occur during the same academic year. For each additional ribbon earned an additional small silver star will be awarded.
27. **Distinguished Unit Award (DUA).** Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. For each additional ribbon earned an additional small silver star will be awarded.
28. **Outstanding Organization Award.** Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OOA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. OOA recipients do not receive a streamer. For each additional ribbon earned a small silver star will be awarded.
29. **Outstanding Flight Ribbon.** Awarded each academic term to members of the outstanding flight under criteria determined by the SASI. Criteria will be published in the cadet guide. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
30. **Top Performer Award.** The Cadet Top Performer Award is a Headquarters, AFJROTC award presented only during a visit by HQ AFJROTC personnel to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). All currently enrolled cadets may be considered. Specific consideration should be given to cadets not previously recognized for superior performance

The award will recognize a cadet's performance in the following key areas: Leadership and job performance: in primary duty and specifically in preparation for the unit's assessment. Leadership qualities: involvement and positions held in Leadership Development

Requirement activities. Academic performance: nominee must be in good academic standing in all high school course work, significant self-improvement, community involvement, and other accomplishments.

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

bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

38. **All-Service National Competition Award.** Awarded to team members who competed at a Joint/All Service national-level competition to include drill team, color guard teams marksmanship rifle teams, saber teams, academic bowl teams, cyberpatriot, stellar xplorers, etc. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
39. **Air Force Nationals Competition Award.** Same criteria above except it's awarded for Air Force only national-level competitions.
40. **Orienteering Ribbon.** Awarded to team members for completing unit specific Orienteering Program as part of unit curriculum. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
41. **Leadership Development Requirement (LDR) Leadership Ribbon.** Awarded at the SASI's discretion for leadership in AFJROTC Leadership Development Requirement activities (such as but not limited to PT team commander, orienteering team commander, drill team commander, color guard team commander, dining-in chairperson, military ball chairperson, etc.). For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
42. **Drill Team Ribbon.** Cadets must be on drill team for an entire year/drill season and competed in 3 drill performance events i.e. competitions, special school events, community demonstrations (cumulative). A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A single silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
43. **Color Guard Ribbon.** Cadets must perform at least 5 color guard performance events. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A single silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
44. **Saber Team Ribbon.** Cadets must perform at least 3 saber team performance events. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A single silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
45. **Marksmanship Team Ribbon.** Cadets must be on the marksmanship team for an entire season and compete in at least one event. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A single silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
46. **Good Conduct Ribbon.** Cadets must not have received a referral including ISS and OSS for an academic term (Cadet may only receive one award annually). An oak leaf cluster will be added to this ribbon for each year of qualifying membership beginning with the second year.
47. **Service Ribbon.** Awarded for distinctive performance in school, community, or AFJROTC service projects. Limited to members whose active participation in a service project contributed significantly to the goals of the organization.

Please Note: Participation in Drill Teams, Saber Teams or Color Guard Teams does not qualify for the Service Ribbon (see above criteria for Drill Team Ribbon) unless community service hours are awarded within established local criteria. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A single silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.

48. **Health and Wellness Ribbon**. Awarded for participation in the health and wellness physical fitness program. All cadets who participate in the unit's wellness program may 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.)
49. **Recruiting Ribbon**. Awarded for outstanding effort in support of unit recruiting activities. Cadets must have directly contributed to the recruitment of two new members to AFJROTC. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A single silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
50. **Activities Ribbon**. Awarded for participation in Leadership Development Requirement (LDR) activities other than those that qualify for a ribbon on the ribbon chart. These include, but are not limited to model rocketry clubs, sports teams, and any other LDR team event that does not currently have a ribbon on the ribbon chart. An oak leaf cluster will be added to this ribbon for each year of membership beginning with the second year. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A single silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
51. **Attendance Ribbon**. Awarded to cadets who have no more than three school absences during the academic term (cadets may only receive one award annually). A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A silver oak leaf cluster will be used for award of the 5th bronze oak leaf cluster.
52. **Dress and Appearance Ribbon**. Awarded to cadets who maintain a 90% or higher average on weekly uniform grades. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
53. **Longevity Ribbon**. Awarded for successful completion of each AFJROTC school year or semester. Cadets may only receive one award annually. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned.
54. **Bataan Death March Memorial Hike Ribbon**. To honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally-determined 14 mile course (trails, road courses, tracks, etc). Units may complete the full hike in a span of one to no more than three days. Cadet safety must be monitored at all

times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14 mile hike are authorized to wear the ribbon.

Additionally, no fees can be charged to participate in the Memorial March. However, units are encouraged to collect donations which will be given to reputable organizations that benefit disabled veterans such as The Air Force Association's Wounded Airman Program, the Wounded Warrior Project, Special Operations Warrior Foundation, etc. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.

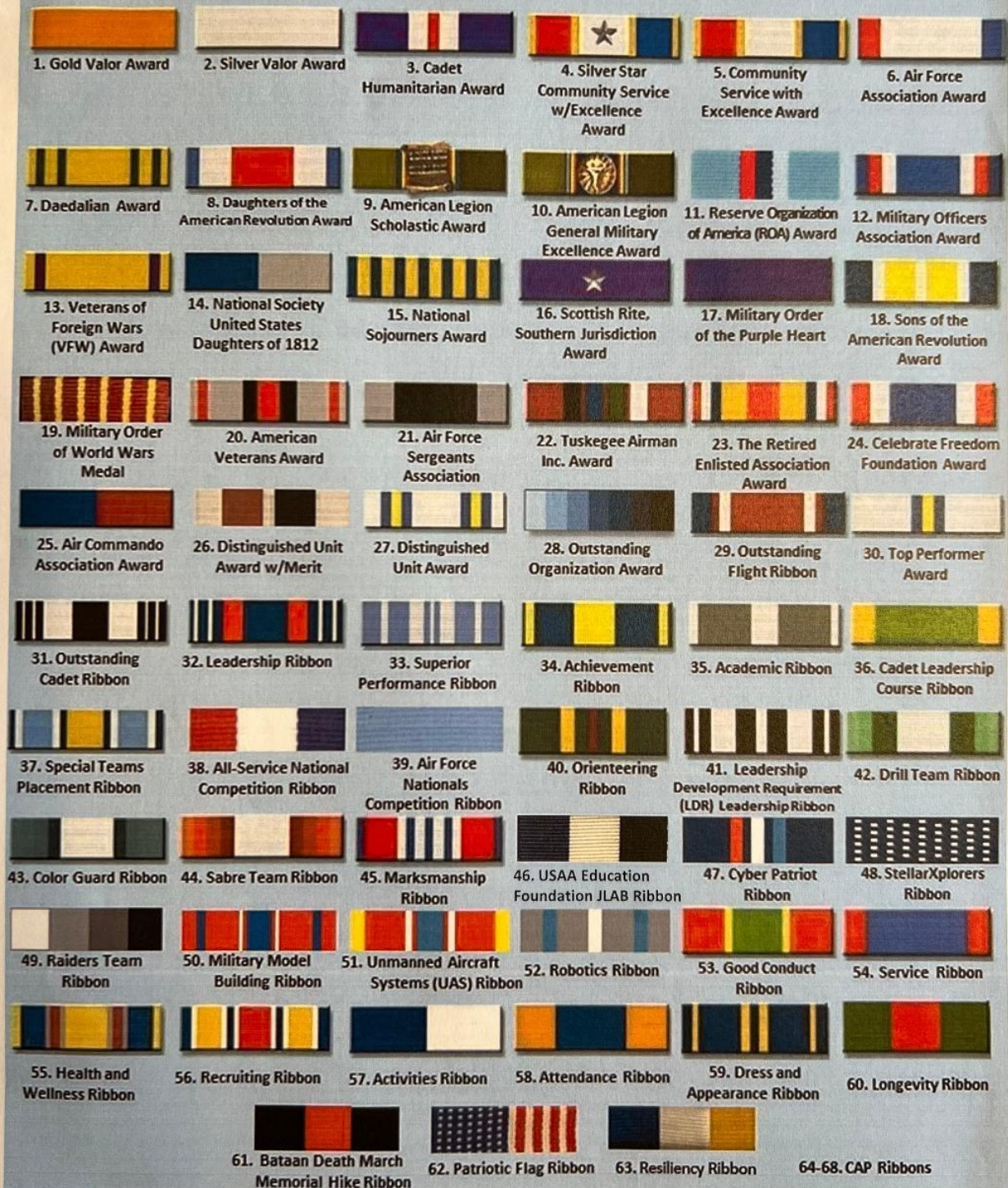
55. **Patriotic Flag Ribbon.** May be awarded for participation in *non-color guard* events specifically designed to honor our nation's flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. Cadets must participate in a minimum of 5 events. A bronze oak leaf cluster will be added to this ribbon for each additional ribbon earned. A silver oak leaf cluster will be used for award of the fifth bronze oak leaf cluster.
56. **AFJROTC Resiliency – COVID-19 Ribbon.** Is a ribbon awarded by the SASI to any cadet who was enrolled in an AFJROTC course of study from 1 March 2020 to 30 June 2022. A course of study is defined as any cadet who was enrolled, participated and completed in an on-line, virtual, or on campus in person, AFJROTC course during this period. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.
57. **USAA Educational Foundation Joint Service Academic Bowl (JLAB) Ribbon.** Cadets must participate in the JLAB academic bowl practice test and subsequent competition rounds. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded.
58. **Cyber Patriot Ribbon.** Cadets must be a member of the Cyber Patriot team. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. (This ribbon replaces the Cyber Patriot pin, which is no longer authorized for wear on the cadets uniform.)
59. **StellarXplorers Ribbon.** Cadets must be a member of the StellarXplorers team. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster. (This ribbon replaces the StellarXplorers pin, which is no longer authorized for wear on the cadets uniform.)
60. **Raiders Team Ribbon.** Cadets must be a member of the Raiders Team. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.
61. **Military Model Building Team Ribbon.** Cadets must be a member of the Military Model Building Team. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the bronze oak leaf cluster.
62. **Unmanned Aircraft Systems (UAS) Ribbon.** Cadets must be a member of the UAS team. UAS vehicles include multi-copters, drones, and remote-controlled aircraft/vehicles. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

63. **Robotics Ribbon.** Cadets must be a member of the Robotics club/team. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster

Cadets receiving Civil Air Patrol (CAP) awards listed below - ribbons may be worn by cadets during regular uniform days and will be worn in the precedence listed below following the Patriotic Flag Ribbon. CAP Medals will not be worn on regular uniform days (see para 7.6.3.4).

- 64. General Carl Spaatz Award
- 65. General Ira C. Eaker Award
- 66. Amelia Earhart Award
- 67. General Billy Mitchell Award
- 68. General J.F. Curry Achievement Award

Air Force and Space Force JROTC Ribbon Chart



Version: 1 Sep 2023

CORPS JOB DESCRIPTIONS – ATTACHMENT 6

In the Air Force, duties and responsibilities increase with the increase in rank. Each cadet is expected to be capable of assuming the duties of the position to which he/she is promoted. This section provides the major elements of each leadership position.

A. COMMAND AND STAFF

Authority to exercise command within the Air Force JROTC unit is vested in the cadet officers and noncommissioned officers. These cadets establish and uphold the standards of performance and conduct for PA-771.

B. CADET OFFICERS

1. Have shown their maturity and potential to lead cadets.
2. Serve as role models for other cadets.
3. Demonstrate consistent leadership and followership skills.
4. Must remember that their authority and responsibilities are limited to corps activities.
5. Will enforce the JROTC program regulations, policies, and rules and will not accept cadets blatantly violating them. Any problems not satisfactorily resolved through the cadet chain of command will be forwarded to the SASI or ASI.

C. CADET NONCOMMISSIONED OFFICER (NCO)

1. Assist the cadet officers they have been assigned to and serve as role models for the rest of the cadet corps.
2. Must remember that their authority and responsibilities are limited to corps activities.
3. Are responsible for the appearance and discipline of their cadets.
4. Will enforce the JROTC program regulations, policies, and rules and will not accept cadets blatantly violating them. Any problems not satisfactorily resolved through the cadet chain of command will be forwarded to the SASI/ASI.

GROUP STAFF

GROUP COMMANDER is responsible for:

1. Providing leadership to the cadet group by effectively managing the cadet group staff and squadron commanders.
2. Establishing goals that enable the group to accomplish the AFJROTC mission.
3. Maintaining the overall appearance, discipline, and training of the cadet group.
4. Overseeing group activities by supervising the performance of the group staff.
5. Conducting stand-up briefings to review and evaluate group performance.
6. Communicating and coordinating group events with the SASI/ASI.
7. Recommending cadets for various awards and Cadet of the Month.
8. Chairing group meetings.

DEPUTY GROUP COMMANDER is responsible for:

1. Leading the cadet group and managing the cadet staff in the absence of the Group Commander.
2. Maintaining cadet personnel folders and posting any changes or additions such as awards, position changes and promotions.
3. Ensuring personnel information is accurately documented using the WINGS "Cadet Access" module.
4. Maintaining the group organizational chart and unit manning document (UMD).
5. Publishing a cadet directory.

SPECIAL ASSISTANT TO THE COMMANDER is responsible for:

1. Providing advice and assistance to the Group Commander on leading the cadet group.
2. Leading special projects, functions and events as assigned by the Group Commander.
3. Mentoring cadet staff on their roles and responsibilities.
4. Ensuring all group members comply with grooming and behavior standards.

***NOTE:** The Special Assistance to the Commander position is reserved for individuals who have previously served as a cadet Group Commander.

GROUP CHIEF MASTER SERGEANT is responsible for:

1. Advising the Group Commander on morale, welfare, concerns, problems, and attitudes of the enlisted force.
2. Enforcing the grooming and training standards of enlisted squadron personnel.
3. Providing input to the Cadet of the Month selection.
4. Mentoring NCOs on their job and leadership responsibilities.

INSPECTOR GENERAL (IG) is responsible for:

1. Advising the Group Commander on the effectiveness of the organization.
2. Teaching and enforcing dress, appearance and training standards for the cadet group.
3. Conducting unit self-inspections and preparing the cadet group for HQ AFJROTC unit evaluations.
4. Supervising the Flight IG NCOs.

PUBLIC AFFAIRS OFFICER is responsible for:

1. Coordinating with project leads on all group special events.
2. Promoting special events such as military ball, combat dining in, Bataan hike, fundraisers, community service, VIP visits, assemblies, and open house.
3. Overseeing the publication of the monthly cadet newsletter and annual yearbook.
4. Organizing recruiting events and creating recruiting videos, posters and literature.

PROTOCOL OFFICER is responsible for:

1. Ensuring proper military procedures are followed during cadet involved events.
2. Teaching military procedures and dining etiquette to cadet group members.
3. Assisting the Public Affairs officer carry out their duties.

OPERATIONS SQUADRON

OPERATIONS SQUADRON COMMANDER is responsible for:

1. Command and control of the squadron by effectively managing the squadron staff.
2. Establishing goals that directly support the cadet group and the AFJROTC mission.
3. Supervising Operations Squadron OIC, Honor Guard OIC, Marksmanship Team OIC, Raider Team OIC, Flying Club OIC, APT OIC, Special Events OIC and Kitty Hawk OIC.
4. Informing Group Commander and SASI/ASIs on squadron status.
5. Attending group staff meetings.

OPERATIONS SQUADRON OIC is responsible for:

1. Assisting the commander with administrative duties of the Operations Squadron.
2. Supervising the Operations Squadron NCOIC.
3. Planning and managing activities, events and LDRs assigned to the Operations Squadron.

OPERATIONS SQUADRON NCOIC is responsible for:

1. Assisting the Operations Squadron OIC with managing activities, events and LDRs assigned to the Operations Squadron.
2. Mentoring and advising the NCOICs assigned to the Operations Squadron.

HONOR GUARD OIC is responsible for:

1. Coordinating all Honor Guard performances, practices and competitions with the SASI/ASI.
2. Training Honor Guard team members for all performances and competitions.
3. Identifying primary and alternate team members for performances based on practices and previous competitions.
4. Supervising the Honor Guard NCOIC.

HONOR GUARD NCOIC is responsible for:

1. Assisting the Honor Guard OIC with preparing team members for performances and competitions.
2. Leading the Honor Guard in the absence of the Honor Guard OIC.
3. Mentoring Honor Guard team members.

COLOR GUARD OIC is responsible for:

1. Training personnel in Color Guard functions.
2. Scheduling color guard personnel for Color Guard events.
3. Ensuring Color Guard equipment is properly inventoried before, during and after use, is in good condition, and reporting any discrepancies to ASI/SASI and Logistics Squadron supervision.
4. Supervising the Color Guard NCOIC.

COLOR GUARD NCOIC is responsible for:

1. Assisting the Color Guard OIC in training personnel in Color Guard functions.
2. Leading the Color Guard in the absence of the Color Guard OIC.
3. Mentoring Color Guard team members.

MARKSMANSHIP TEAM OIC is responsible for:

1. Coordinating all practices and competitions with SASI/ASI.
2. Training team members on equipment use, shooting techniques, safety rules and range procedures.
3. Administering annual safety training, test, and pledge.
4. Identifying primary and alternate team members for competitions based on practices and previous competitions.
5. Ensuring Marksmanship Team equipment is properly inventoried before, during and after use, is in good condition, and reporting any discrepancies to ASI/SASI and Logistics Squadron supervision.
6. Supervising the Marksmanship Team NCOIC.

MARKSMANSHIP TEAM NCOIC is responsible for:

1. Assisting the Marksmanship OIC with training team members on equipment use, shooting techniques, safety rules and range procedures.
2. Leading the Marksmanship Team in the absence of the Marksmanship Team OIC
3. Mentoring Marksmanship Team members

RAIDER TEAM OIC is responsible for:

1. Coordinating all practices and competitions with SASI/ASI.
2. Training team members for all competitions.
3. Identifying primary and alternate team members for competitions based on practices and previous competitions.
4. Supervising the Raider Team NCOIC.

RAIDER TEAM NCOIC is responsible for:

1. Assisting the Raider Team OIC with preparing team members for competition.
2. Leading the Raider Team in the absence of the Raider Team OIC.
3. Mentoring Raider team members.

FLYING CLUB OIC is responsible for:

1. Selecting club members for Air Force orientation flights and Civil Air Patrol flights.
2. Training club members and scheduling use of the flight simulators, drone, model rockets, and RC airplane.
3. Coordinating with Logistics Squadron and SASI/ASI to ensure adequate supplies on hand to complete scheduled model rocket launches.
4. Overall upkeep of the flight simulators, drone, model rockets and RC airplane.
5. Supervising the Flying Club NCOIC.

FLYING CLUB NCOIC is responsible for:

1. Assisting the Flying Club OIC with selecting club members for military and civilian flights.
2. Assisting the Flying Club OIC with training club members, scheduling use of the flight simulators, drone, model rockets, and RC airplane, and upkeep of equipment.
3. Leading the Flying Club in the absence of the Flying Club OIC.
4. Annotating successful launches and forwarding data to the SASI/ASI for award of badges.
5. Mentoring Flying Club members.

AWARENESS PRESENTATION TEAM (APT) OIC is responsible for:

1. Coordinating trips to middle and elementary schools to make presentations about JROTC, drugs and alcohol safety, and patriotic themes.
2. Recruiting cadets onto the APT and training them for functions and details.
3. Coordinating criteria for earning APT Badge
4. Coordinating team presentations with Operations Squadron commander and SASI/ASI.
5. Supervising the APT NCOIC.

AWARENESS PRESENTATION TEAM (APT) NCOIC is responsible for:

1. Assisting the APT OIC manage the program and schedule trips to middle and elementary schools for presentations about JROTC, drugs and alcohol safety, and patriotic themes.
2. Recruiting cadets onto the APT and training them for functions and details.
3. Leading the APT in the absence of the APT OIC.
4. Mentoring the APT members.

KITTY HAWK SOCIETY OIC is responsible for:

1. Recruiting eligible cadets for the Kitty Hawk Society.
2. Planning Kitty Hawk Society activities.
3. Ensuring society members maintain established Kitty Hawk Society standards.
3. Supervising the Kitty Hawk Society NCOIC.

KITTY HAWK SOCIETY NCOIC is responsible for:

1. Recruiting eligible cadets for the Kitty Hawk Society.
2. Assisting the Kitty Hawk Society OIC manage the program and plan activities.
3. Mentor the Kitty Hawk Society members.

MISSION SUPPORT SQUADRON

Mission Support Squadron Commander Is responsible for:

1. Command and control of the squadron by effectively managing the squadron staff.
2. Establishing goals that directly support the cadet group and the AFJROTC mission.
3. Supervising Mission Support Squadron OIC, Logistics OIC, Training OIC, Recruiting and Retention Officer, Personnel Officer, and Special Projects Officer
4. Informing Group Commander and SASI/ASIs on squadron status.
5. Attending group staff meetings

Mission Support Squadron OIC is responsible for:

1. Assisting the commander with administrative duties of the Mission Support Squadron
2. Supervising the Mission Support Squadron NCOIC.
3. Planning and managing activities and events assigned to the Mission Support Squadron

Mission Support Squadron NCOIC is responsible for:

1. Assisting the Mission Support OIC with managing activities and events assigned to the Mission Support Squadron.
2. Supervising the Mission Support Squadron NCOICs.

Logistics OIC is responsible for:

1. Managing the inventory of on-hand supplies.
2. Assisting the Aerospace Science Instructor in the control, inventory, issue, and turn-in of all Air Force property.
3. Conducting quarterly inspections on inventory to ensure proper accountability of assets.
4. Supervising the Logistics Section NCOIC.

Logistics NCOIC is responsible for:

1. Assist the Logistics OIC with quarterly inspections of inventory.
2. Ensuring resources are properly documented and accounted for.
3. Ensuring all uniform items are stored properly and arranged orderly so that they are ready for issue.

Training OIC is responsible for:

1. Encouraging cadets to learn basic cadet knowledge.
2. Assigning JLAB team commander and team.
3. Executing other directives as assigned by the Squadron Commander.
4. Practicing basic cadet knowledge.
5. Supervising Training Section NCOIC.

Training NCOIC is responsible for:

1. Assisting the Training Section OIC with all duties as needed.
2. Encouraging cadets to learn basic cadet knowledge.
3. Practicing basic cadet knowledge.

Recruit and Retention Officer is responsible for:

1. Creating, planning, and organizing recruiting events.
2. Creating other sources of recruitment.
3. Encouraging every cadet to recruit.
4. Finding ways to retain cadets for the next school year.
5. Finding out what cadets like, dislike, and would like to see change to encourage retention.

Personnel Officer is responsible for:

1. Maintaining Cadet personnel records.
2. Keeping cadets up to date with all ribbon achievements.
3. Updating events into WINGS
4. Ensure safe handling and storage of the group organizational chart and unit manning document (UMD)
5. Ensure cadet directory is stored properly.

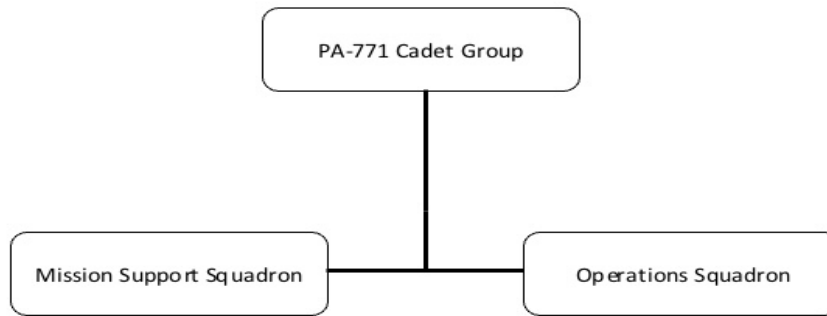
Special Projects OIC is responsible for:

1. Planning, organizing, coordinating, and leading special events including the Combat Dining In, Bataan Hike, Military Ball, Awards Ceremony, and Field Day.
2. Planning, organizing, coordinating, and leading fundraisers and community service projects.
3. Recruiting cadets to serve on special events committees.
4. Chairing committee meetings for all special events.
5. Supervising Special Projects NCOIC.

Special Project NCOIC is responsible for:

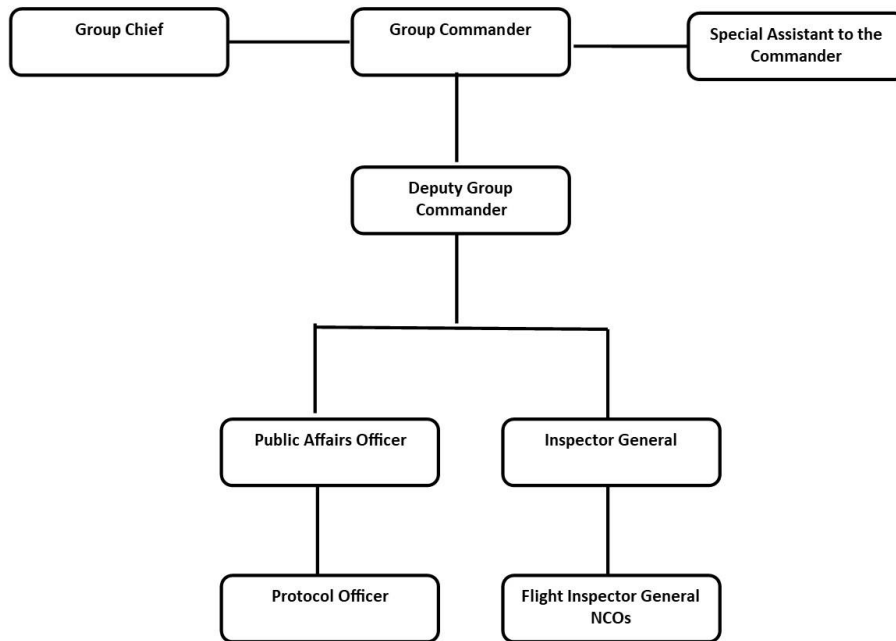
1. Assisting with planning, organizing, coordinating, and leading special events including the Combat Dining In, Bataan Hike, Military Ball, Awards Ceremony, and Field Day.
2. Assisting with planning, organizing, coordinating, and leading fundraisers and community service projects.
3. Recruiting cadets to serve on special events committees.
4. Mentoring special events committees.

ORGANIZATIONAL CHARTS – ATTACHMENT 7



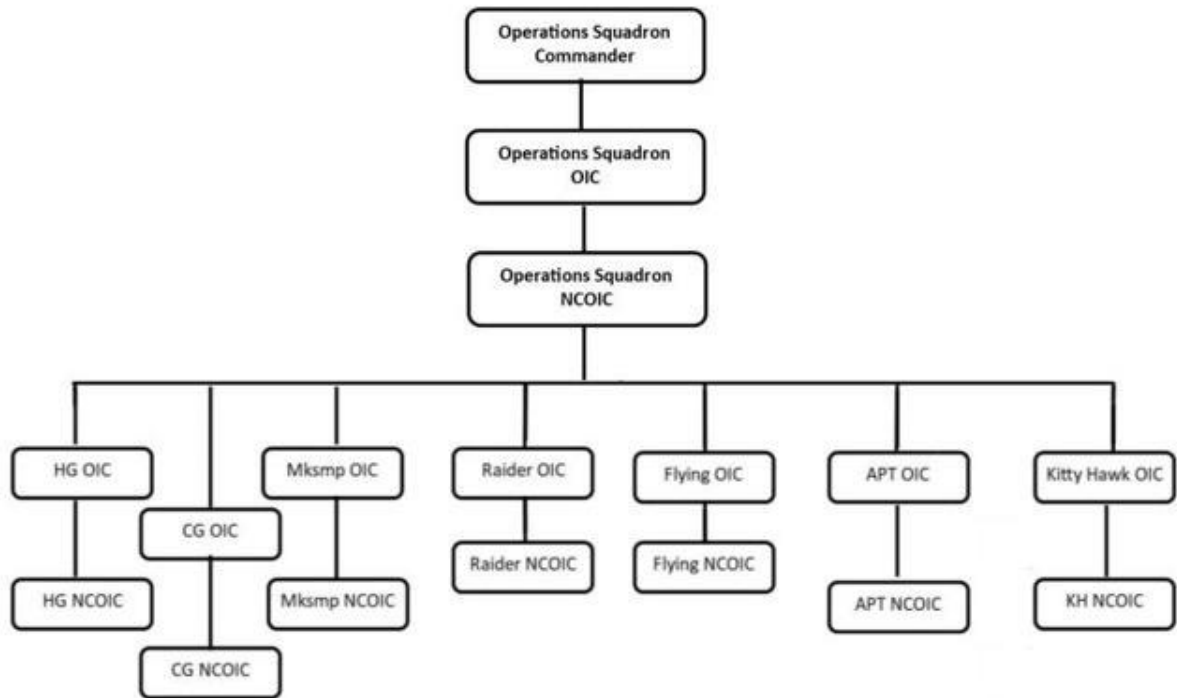
Group Leadership Chart

ORGANIZATIONAL CHARTS – ATTACHMENT 7

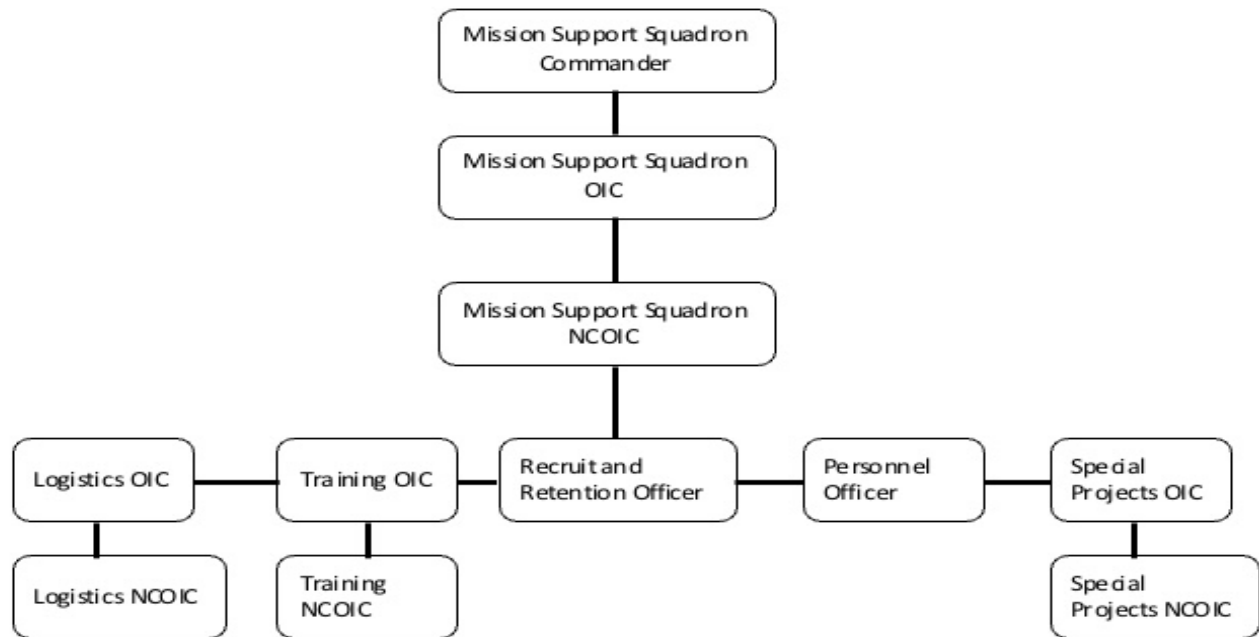


Group Staff Chart

ORGANIZATIONAL CHARTS – ATTACHMENT 7



ORGANIZATIONAL CHARTS – ATTACHMENT 7



Mission Support Squadron