

# NH-20001 AFJROTC CADET GUIDE



## SALEM HIGH SCHOOL SALEM, NH (SY 2011-2012)

Cadet: \_\_\_\_\_ Flight: \_\_\_\_\_

AFJROTC NH – 20001, SALEM HIGH SCHOOL

*AFJROTC Training Material*

## **AIR FORCE JROTC MISSION, GOAL & OBJECTIVES**

### **MISSION**

The mission of the AFJROTC program is to “Develop Citizens of Character serving their Community and Nation.

### **GOAL**

The program goal is to instill values of citizenship, service to the U.S., personal responsibility and to provide high school students with a sense of accomplishment.

### **OBJECTIVES**

The students should develop the following skills:

- An appreciation of the basic elements and requirements of national security.
- Respect for and understanding of the need for a constituted authority in a democratic society.
- Patriotism and an understanding of personal obligation to contribute to national security.
- Habits of orderliness and precision.
- High degree of personal honor, self-reliance, and leadership.
- Knowledge of fundamental aerospace doctrine.
- Basic military Customs, Courtesies, and Protocol.
- Military Drill and Ceremonies.
- Knowledge of and appreciation for the traditions of the Air Force.

### **INSTRUCTOR STAFF**

#### **Senior Aerospace Science Instructor (SASI)**

Maj David W. Anderson, USAF (Retired)

#### **Aerospace Science Instructor (ASI)**

CMSgt Thomas J. Puzzo, USAF (Retired)

#### **SY 2011-2012 Command Staff**

**Group Commander:** C/LtCol Joseph Sweeney

**Deputy Group Commander:** C/LtCol Nicholas Lang

**Command Chief:** C/CMSgt James J. Fox

**Operations Squadron Commander:** C/Maj Kerry Brown

**Support Squadron Commander:** C/Maj Matthew Withrow

**Deputy Support Squadron Commander:** C/Maj Justin Lozowski

**Direct Reporting Agencies Coordinator:** C/Maj Christopher Pascal

**Inspector General:** C/Capt Taylor Specht

## INTRODUCTION

The purpose of this Cadet Guide is to provide the cadet with the information that they need to become a successful and contributing member of the cadet corps. This guide contains basic information concerning the structure of the program, academic, behavioral, and grooming standards and other guidelines that each cadet is expected to know. You are responsible for keeping this guide current with any changes or additions and to bringing it to class whenever required.

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## CHAPTER 1

### General Information

1.1. **AFJROTC Curriculum:** AFJROTC is designed as a four-year program but a student can enroll for one to four years (with a fifth year option) in the program. Each course is divided into two parts; Aerospace Science and Leadership Education. The Aerospace Science course provides an introduction to the historical, scientific, and technical aspects of aerospace. Leadership Education provides experiences to develop discipline, responsibility, communications skills, and citizenship. Cadets learn the fundamentals to prepare them to assume leadership responsibilities within the cadet corps, school, and local community. Leadership also includes wearing the uniform, engaging in Air Force customs and courtesies, participating in drill and ceremonies, giving and receiving instructions, and acting as leaders and members of an organization. The practical activities associated with a corps organization include drill teams, awards, dinners, military balls, and field trips to local bases, airports, and industries.

1.1.1 **AS100– Aviation History/Citizenship, Character, and Air Force Tradition.** This course covers the heritage of flight, development of air power toward military aerospace and finally contemporary aviation. Students learn about the history of AFJROTC, customs and courtesies, personal behavior, citizenship, and government.

1.1.2 **AS200– Science of Flight/Communication, Awareness, and Leadership.** This course will explore the aerospace environment, human requirements of flight, and the principals of aircraft flight. Students will learn leadership concepts including effective communication and understanding individual and group behavior.

1.1.3 **AS300 – Exploration of Space/Life Skills and Career Opportunities.** This course will investigate space programs, technology and manned space flight. Students will learn about job searching, career opportunities, and financial management.

1.1.4. **AS400 – Management/Principles of Management.** This course is designed as a management course and covers policy and organization of the Air Force. Students also learn about management styles and decisions. Cadets taking this course will ‘manage the cadet corps.’ \*Cadets require Instructors approval to take this course.

1.1.5. **AS500 – Honors Ground School.** This course is an official Federal Aviation Approved course that prepares students for the written portion of the private pilot certificate. Students will generally be awarded at least one orientation flight in a Cessna 172 from Lawrence Airport if the SASI is a certified flight instructor. Currently in the process of re-creating this program.

1.1.6. **AS220: Global Awareness.** This course is designed to enhance the cadets’ understanding of different cultures, geopolitical issues, the knowledge of U.S. interests around the world, and interpret the context of current as well as historical events.

1.1.7. **AS410: Survival.** This course will provide the training, skills, and attitude needed to successfully perform basic tasks required for survival.

1.1.8. **Drill/PT.** This is an additional Quarter course focusing on Drill and Physical Training utilizing the HQ AFJROTC Wellness Program. Cadets receive one-half PE credit and must also be enrolled in another full JROTC course in either semester.

1.2. **AFJROTC Instructors:** Instructors for the AFJROTC program are approved by the Air Force. They are retired Air Force personnel who are certified by the Air Force and hired by the Salem School District to provide the AFJROTC instruction. One instructor is the Senior Aerospace Science Instructor (SASI), a retired officer, and the other is the Aerospace Science Instructor (ASI), a retired non-commissioned officer. Each has over 20 years of military service, with at least 15 years of that on active duty, to their country. The instructors are members of the school faculty who enforce the policies and regulations of the school.

### 1.3. **Benefits of the AFJROTC program:**

1.3.1. Participation in the program **does not in any way obligate or commit anyone to service in the military.**

1.3.2. Cadets who exercise self-discipline and personal responsibility in the learning process can gain significant benefit from participation in the program as follows:

1.3.2.1. Cadets are eligible for academic, leadership, and service awards and ribbons that can be worn on the uniform as evidence of achievement.

1.3.2.2. Cadets can earn promotion in rank and responsibility. This is not automatic and involves working to one's ability and putting forth the extra effort that may be necessary to perform in the leadership positions associated with higher rank.

1.3.2.3. One elective course credit is earned for each term of AFJROTC that is successfully completed.

1.3.2.4. A Certificate of Training is awarded for successful completion of two years of AFJROTC.

1.3.2.5. A Certificate of Completion is awarded for successful completion of three or four years of AFJROTC.

1.3.2.6. A student presenting evidence of successful completion of at least two years of JROTC (Certificate of Training/Certificate of Completion) under any Military Department is entitled to advance promotion to the grade of no less than E-2 upon initial enlistment in an Active or Reserve component of a Military Service. At the discretion of the Military Departments, students may be awarded the grade of E-3 for successful completion of at least three years of JROTC.

1.3.2.7. Those students who complete two years of the program and receive a Certificate of Training may, upon request, have one semester of college level Air Force ROTC (AFROTC) General Military Course (GMC) waived. Students who complete three or four years of AFJROTC and receive a Certificate of Completion may, upon request, have a full year of GMC waived.

1.3.2.8. With a minimum of a Certificate of Training, and a GPA of 2.5, students may be qualified for increased consideration in the annual nationwide competition for Senior ROTC scholarships. (For more information, see Instructor staff).

1.3.2.9. The four fundamental JROTC courses (AS-1 through AS-4) are eligible for two elective college credits in Leadership through Adams State College. Global and Cultural Studies is eligible for 3 college credits. See the SASI or ASI for more information on this outstanding opportunity.

1.4. **Grades:** Aerospace Science and Leadership Education grades will be combined and weighted as follows: Tests/quizzes/projects 30%; Homework 15%; Uniform 30%; PT 15%; Participation 10%; the semester Final Exam will count 20% of the semester grade. There will be one to two **mandatory** out-of-school activities per semester that will **count as a test grade** (i.e. Veterans Day ceremony, Holiday Parade, Memorial Day Parades). All other activities are considered extra-curricular and are not graded. Each cadet should also actively participate in classroom discussion. These are opportunities for Extra Credit throughout the semester as well.

1.5. **Cadet Honor Code:** *"A Cadet will not lie, cheat, or steal nor tolerate among them, anyone who does. A Cadet will not disgrace themselves, the AFJROTC unit, the school, or the Flag of the United States of America."*

These are simple words to live by. A cadet must be HONEST in both word and deed. A cadet must do their own work and assist others in a sense of cooperation to meet the corps goals. Trustworthiness throughout life is not only noble but also necessary for the welfare and continued existence of a civilized society. The code requires self-control and a conscious effort not to always take the easy route. The reward of long-term success requires hard work. Eventually, living by the code will become an ingrained habit and part of the cadets' total lifestyle. The honor code stresses that lying, cheating, and stealing is not tolerated and that honor is a noble, moral standard that is the essence of not only the Corps, but also of society.

1.6. **General Expectations:** AFJROTC is a course that emphasizes self-discipline and personal responsibility. All cadets are expected to meet certain standards in order to be successful in the program.

1.6.1. Academic orientation incorporates aspects of both social studies and science. The Leadership Education phase of the AFJROTC program has, along with the academic aspect, Drill and Ceremony that requires a high degree of self-discipline and teamwork. The course will include homework, reading, writing, and public speaking. Cadets are expected to be prepared for class and turn in assignments on time.

1.6.2. The instructors believe strongly in group and individual promptness, preparedness, participation, personal responsibility, and courtesy to others.

1.6.3. Academic grades are earned in both Aerospace Science and Leadership Education. A combined grade is given for the marking period. There are quizzes, tests, homework, uniform inspections, drill evaluations, and a final exam. Additionally, written and oral exercises are an important part of the program and are included in the grading process.

1.6.4. The cadet leadership (Flight Commander and Sergeant) in each flight (class) is responsible for taking attendance and reporting and dismissing the flight. They are also responsible for some activities during the class. They ensure the flights act in an appropriate manner. They are selected from among the cadets in the flight and are usually more experienced cadets. Each cadet must preserve the integrity of this leadership process by cooperating and adhering to established procedures and standards.

1.6.5. **Cadet behavior and grooming standards must be maintained at a high level. Each cadet should be a positive representative of the unit in the school and community. UNIFORM WEAR IS MANDATORY FOR RETURNING CADETS.**

1.6.6. Strict timetables and deadlines are generally established. Failure to meet deadlines will affect eligibility for field trips, promotion, and awards consideration.

1.6.7. As a young person you will be challenged by the rather high standards expected of you. However, when you consider these standards, they do not differ significantly from any other successful team or group. The success of the group or team is dependent on the participation and accomplishment of each cadet individually.

1.6.8. Negative behavior resulting in visits to the Dean, detention, suspension, or any behavior reflecting poorly on AFJROTC, Salem High School, or the United States Air Force will result in immediate disciplinary action. The SASI and ASI will determine action taken on a case-by-case basis. Action may include, but is not limited to, demotion in rank, suspension from drill teams, suspension from field trips, or elimination from JROTC. Respect yourself and respect others. Success will come to those who adhere to the Core Values of Integrity First, Service before Self, and Excellence in all We Do.

## CHAPTER 2

### Cadet Corps

2.1. **Unit Designation:** The unit designator for Salem High School AFJROTC is NH-20001. This indicates that it was the first unit to be established in New Hampshire for the 2000 school year.

2.2. **Organization of the Cadet Corps:** The cadet corps is organized as a military Group. A group consists of two or more squadrons; a squadron consists of two or more flights. Flights (classes) are designated alphabetically based on the number of classes. Group staff meetings are held periodically so that the activities of the group can be planned, organized, and coordinated.

2.3. **Cadet Rank:** A significant part of the AFJROTC program is the recognition of cadets for their seniority and mission accomplishment. The military tradition of giving its members officer and airman rank is followed in AFJROTC by the use of permanent and temporary rank system. The rank insignia is a device worn on the

uniform that identifies cadets who, because of their experience or excellence, have earned additional recognition and respect. (See Attachment 1)

2.3.1. Cadets earn their permanent rank based on their successful completion of each Aerospace Science Course:

- Cadet Airman (1<sup>st</sup> Course)
- Cadet Airman First Class (2<sup>nd</sup> Course)
- Cadet Senior Airman (3<sup>rd</sup> Course)
- Cadet Staff Sergeant (4<sup>th</sup> Course)
- Cadet Technical Sergeant (5<sup>th</sup> Course)

This is an instructor awarded promotion and each cadet is expected to earn it by showing progress in the AFJROTC program. Retention of permanent rank is contingent upon continued satisfactory performance as determined by the SASI and ASI.

2.3.2. Cadets may also have a temporary rank based on an assigned position. The use of this temporary rank is intended to serve as an administrative vehicle for the rotation of responsibilities. There is a maximum number of temporary cadet rank authorizations, based on the size of the organization. This maximum is illustrated in the Unit Manning Document (UMD) (Figure 2.3) The UMD shows the positions and indicates the highest rank and the maximum number of cadets permitted to hold that position and rank. Rank at entry to assigned positions is in accordance with the matrix below. Cadets holding leadership positions will be provided with expectations and periodic feedback to determine retention in the position and fitness for promotion. A promotion/cadet rank matrix is on page 14.

2.3.3. Additional promotion opportunities are available to cadets who apply themselves and reflect positively on JROTC and Salem High School; this is known as **the Early Promotion Program**. Each quarter, cadets will be evaluated for promotion of one stripe up to the rank of C/TSgt. Under this program, a cadet may not be promoted more than three times in a school year. This is in addition to the permanent promotions occurring with the completion of each class. In order to earn and keep the quarterly promotion, the cadet must meet the following criteria:

- Minimum grade of B in current JROTC class
- 46 or higher average on uniform inspections
- Meet minimum fund raising goal
- Minimum 70% average on monthly testing
- No unexcused absences from Unit Meetings/Unit Formations
- No more than two demerits
- No SHS class failures during the quarter/semester ended
- No suspensions/ detentions during the quarter of eligibility
- Three hours of community service per quarter
- Be actively involved in at least one extracurricular activity such as:
  - AFJROTC Drill Teams
  - SHS Band (outside of class)
  - JV or Varsity Sports
  - Active membership in one of the School Leadership positions or SHS Clubs
  - Boy Scouts, Girl Scouts, Civil Air Patrol, Police Explorers, etc.
  - Other similar organizations will be considered on a case-by-case basis

**Figure 2.3: Unit Manning Document****AFJROTC NH-20001 – Cadet Group Authorization**

<b>Position</b>	<b>Title</b>	<b>Max Rank</b>	<b>Auth</b>
Group Commander	Commander	C/Colonel	1
	Deputy Commander	C/Colonel	1
	Command Chief or	C/CMSgt	1 or
	Senior Enlisted Advisor	C/SMSgt	1
Inspector General	Inspector General	C/Lt Col	1
	Deputy IG	C/Lt Col	1
Support Squadron	Commander	C/Lt Col	1
Information Management	Chief	C/Capt	1
	NCO	C/TSgt	1
	Webmaster		1
Logistics	Chief	C/Capt	1
	NCO	C/TSgt	1
Personnel	Chief	C/Capt	1
	NCO	C/TSgt	1
Financial Management	Chief	C/Capt	1
	NCO	C/TSgt	1
Public Affairs	Chief	C/Capt	1
	NCO	C/TSgt	1

<b>Position</b>	<b>Title</b>	<b>Max Rank</b>	<b>Auth</b>
Operations Squadron	Commander	C/Lt Col	1
	Director of Operations	C/Capt	1
Flight	Flight Commander	C/Capt	8
	Flight NCO	C/MSgt	8



	Element Leader	C/TSgt	24
Drill Team Commander	Drill Team Commander		6
	Drill Team Deputy		6
Color Guard Commander	Color Guard		1
Wellness	Coordinator		1
FlightOps	Coordinator		1
CMP	Coordinator		1
KHAS	Coordinator		1

2.4. **Cadet Staff Positions:** Staff positions are established at each level of command to perform the work of the organization. Additional positions may be created as needed when authorized by the SASI/ASI. Each staff position has a specific job description. Each cadet occupying a position must understand his/her job description and be aware and familiar with responsibilities of the other staff positions. It is important that each cadet understand how the group and flight is to function and how tasks are divided and related to one another. Cadets who hold these positions must perform their duties all year, whether they are currently in a class or not.

## JOB DESCRIPTIONS

**Cadet Corps (Group) Commander/Deputy Commander:** The cadet corps commander is the highest ranking Cadet in the unit and oversees its operation.

- (1) Establish and enforce appearance, discipline, efficiency, training, and conduct standards
- (2) Advise the SASI/ASI on corps operations policies and procedures
- (3) Develop cadet operations and activities calendar
- (4) Recommend cadets for jobs, awards, and promotions
- (5) Manage cadet corps Command Staff
- (6) Publicize cadet activities and accomplishments
- (7) Develop a cadet evaluation and promotion system
- (8) Represent the unit at various functions and activities throughout the community and school
- (9) Ensure all cadets have the opportunity to develop their leadership qualities
- (10) Other duties as assigned by the SASI or ASI

**Cadet Operations Squadron Commander:** Oversees the Unit's Flights and Drill Teams

- (1) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (2) Oversee the flight commanders
- (3) Act as a liaison between the flight and command staff
- (4) Oversee and direct the duties of the Director of Operations with drill teams
- (5) Perform other duties as assigned by the Group Commander

**Cadet Support Squadron Commander:** Oversees the Support Jobs of the Unit

- (1) Supervise Personnel, Information Management, and Logistics services
- (2) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (3) Provide support services to plan and implement corps activities
- (4) Ensure that personnel policies and training goals are accomplished

- (5) Ensure that cadet orders and activity information is prepared and disseminated appropriately
- (5) Ensure that supply procedures are established
- (6) Ensure proper maintenance of administration and personnel files
- (7) Serve on the Cadet Action Board
- (8) Develop plan for computer use and training
- (9) Manage special projects as directed
- (10) Attend group staff meetings
- (11) Other duties as assigned by the Group Commander

**Cadet Command Chief/Senior Enlisted Advisor/First Sergeant:** Is the highest ranking enlisted cadet. Supervises all matters dealing with enlisted cadets.

- (1) Conduct periodic NCO staff meetings for inputs to give to Cadet Group Commander
- (2) Attend group staff meetings and prepare meeting room as directed
- (3) Supervise and train group and flight guides
- (4) Attend Cadet Action Board meetings as directed
- (5) Ensure all flight and squadron flight sergeants carry out their responsibilities
- (6) Establish a first sergeant and senior NCO advisory board
- (7) Serve on promotion boards as directed
- (8) Develop an activity plan/schedule
- (9) Other duties as assigned by the Cadet Group Commander
- (10) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (11) Responsible for the Cadet of the Quarter Recognition Boards
- (12) Establishes which uniform combination will be worn on each uniform day

**Cadet Director of Operations:** Assists Operations Squadron Commander with Drill Teams operations

- (1) Responsible for all aspects of the unit competition drill program
- (2) Schedules drill practices
- (3) Sets standards for all drill teams in coordination with drill team commanders
- (4) Keeps records of drill team member attendance to practices and drill meets
- (5) Other duties as assigned by the Operations Squadron Commander

**Inspector General:** The Inspector General, a Command Staff member, is responsible for inspecting each job position/drill team thoroughly and regularly using an inspection system developed by that cadet in consultation with the SASI/ASI using the previous year's system as a template. The cadet reports the results directly to the ASI and SASI. The Inspector must develop, distribute and update regular suspense lists that show time limit. IG/DIG must check box daily, update suspense lists at least weekly, and provides monthly status briefings to the SASI/ASI and Cadet Command Staff. All this helps to ensure that the Unit runs efficiently and effectively. (If the IG has a Deputy, then the IG must train his/her Deputy to be able to perform the same tasks with minimal supervision) Both IG and Deputy IG must be very detail oriented cadets.

**Deputy Inspector General:** Essentially should be an Inspector General in training, and should be able to assist the IG with any of the tasks above. The Deputy IG, once fully trained, should be able to perform the same tasks as the IG with minimal supervision.

**Cadet Financial Management Chief:** Handles fund raising and unit budget

- (1) Supervise Financial Management of cadets
- (2) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (3) Develop a fund raising plan
- (4) Maintain accurate, descriptive, and up-to-date records of all financial transactions
- (6) Serve as group fund raising special project officer

- (7) Prepare fund expenditure requirements for cadet activities and obtain funds from SASI/ASI
- (8) Present audit reports to commander and staff at group staff meetings
- (9) Publicize cadet scholarship and academy opportunities
- (10) Organize financial information into easily navigable directory
- (11) Other duties as assigned by the Support Squadron Commander

**Cadet Personnel Chief:** Keeps records on cadet ranks, awards, and current cadet role

- (1) Supervise Personnel cadets
- (2) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (3) Maintain and secure personnel records on each cadet
- (5) Prepare, coordinate, publish, and file all cadet special orders
- (6) Maintain flight Cadet of the Quarter boards
- (7) Serve as recorder and advisor to the Cadet Evaluation Board as directed
- (8) Coordinate with Information Management and Logistics to maintain an organized directory of Cadet Information
- (9) Record all community service hours for all Cadets
- (10) Recommend to Cadet Support Commander, personnel policies in areas such as promotions and cadet awards
- (11) Other duties as assigned by the Support Squadron Commander

**Cadet Information Management Chief:** Documents merit/ demerit system records service hours

- (1) Supervise Information Management cadets
- (2) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (3) Authenticate, post, and distribute all special orders
- (4) Develop and maintain an internal distribution system
- (5) Develop, reproduce, and distribute cadet forms
- (6) Maintain, publish and distribute organization chart and Unit Manning Document
- (7) Maintain Cadet Documentation files
- (8) Maintain records of community service hours and events attended for all cadets.
- (9) Manage Merit/Demerit System
- (9) Maintain attendance, write and post minutes for Group staff meetings
- (10) Maintain bulletin boards for the unit. Ensure they are current, neat, and complete
- (11) Reproduce and distribute cadet correspondence and publications
- (12) Other duties as assigned by the Support Squadron Commander

**Cadet Logistics Chief:** Records and maintains cadet uniforms and unit supplies

- (1) Supervise Logistics Cadets
- (2) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (3) Recommend supply policies and procedures to the ASI
- (4) Recommend and post cadet supply operations hours for uniform support
- (5) Provide personnel during supply operation hours
- (6) Periodically inventory ribbons and slide bars to ensure that adequate supplies are on hand (Monthly)
- (7) Assist ASI in uniform, book, and equipment supply inventories and other accountability actions as required
- (8) Maintain a neat and efficient cadet supply area
- (9) Provide logistic support to cadet staff for cadet activities
- (10) Forward supply requirements to ASI to support cadet unit operations
- (11) Attend group staff meetings
- (12) Other duties as assigned by the Squadron Support Commander

**Cadet Public Affairs Chief:** Handles inside and outside publications on or about the unit.

- (1) Supervise Public Affairs cadets
- (2) Develop and activity plan that will improve cadet morale

- (3) Write and publish a periodic cadet newsletter once a month
- (4) Maintain group scrapbooks
- (5) Publicize items about cadets in unit, school, and local or national news media
- (6) Provide group photographic services
- (7) Other duties as assigned by the Support Squadron Commander

**Cadet Group Historian:** Records cadet events

- (1) Record and recover historical information and data pertaining to the units activities
- (2) Document historical information on the unit's activities on computer/electronic medium
- (3) Perform other duties as assigned by the Cadet Public Affairs Chief
- (4) Take and collect pictures of all cadet activities
- (5) Other duties as assigned by the Support Squadron Commander

**Cadet Flight Commander:**

- (1) Command flight in classroom and in formation
- (2) Supervise flight cadets and write evaluations on their performance, conduct, and leadership and promotion potential
- (3) Provide drill and ceremonies training to flight cadets
- (4) Report attendance to instructor
- (5) Ensure compliance with classroom rules and procedures
- (6) Enforce cadet conduct and discipline during class and formal formations
- (7) Recommend improvements to flight conduct and operations to SASI/ASI
- (8) Inspect flight personnel when in uniform, as directed
- (9) Develop an activity plan/schedule
- (10) Recommend Cadets for Cadet of the Semester
- (11) Other duties as assigned by the Operations Squadron Commander

**Cadet Flight Sergeants:**

- (1) Assume command of the flight in the absence of the Flight Commander
- (2) Assist Flight Commander with flight conduct and discipline
- (3) Take attendance from Element Leaders, report to Flight Commander
- (4) Train element leaders and flight guide on proper drill and ceremonies
- (5) Assist Flight Commander in teaching drill and ceremonies
- (6) Prepare flight for inspection and accomplish inspection records
- (7) Other duties as assigned by the Flight Commander

**Cadet Element Leaders:**

- (1) Assume duties of flight sergeant in their absence
- (2) Supervise element personnel
- (3) Report attendance to flight sergeant
- (4) Maintain cleanliness of area occupied by element in class
- (5) Train element personnel
- (6) Assign alternate person from element to act their absence
- (6) Other duties as assigned by the Flight Commander

**Cadet Color Guard Commander:**

- (1) Enforce appearance, discipline, efficiency, training, and other conduct standards
- (2) Coordinate with appropriate school or community personnel on scheduled activities
- (3) Present the national, state, and school flags at school and community events

- (4) Recruit qualified color guard personnel
- (5) Train of team personnel on basic color guard drill and ceremonies
- (6) Train of flight personnel on flag security detail in accordance with established procedures

**Direct Reporting Agencies Coordinator:** Oversees and help manage DRA.

- (1) Have DRAs set goals.
- (2) Coordinate DRA Meetings
- (3) Helps schedule events
- (4) Report DRA Statuses to Command Staff
- (5) Any other tasks assigned by the Group Commander

**Flight Operations:** Track remote controlled and full scale flying operations.

- (1) Coordinates all aspects of the model and C-172 flight programs
- (2) Documents and reports on all flight activities
- (3) Develops training plans for the model airplane program
- (4) Maintains equipment associated with the model airplane program
- (5) Any other tasks as directed by the DRA Coordinator

**Kitty Hawk Air Society Coordinator (KHAS):**

- (1) Manages the KHAS program
- (2) Coordinates with the KHAS advisor on new membership
- (3) Chairs all KHAS meetings
- (4) Any other tasks as directed by the DRA Coordinator

**Civilian Marksmanship Program (CMP) Coordinator:**

*Due to the nature of this program, and the guidelines placed on it by the School Board, the Coordinator works hand-in-hand with both Instructors. The Coordinator will manage all aspects of the program with the stipulation that anytime air rifles are out of the safe and in use, an instructor will always be present.*

- (1) Develops training plans for the CMP
- (2) Assists instructors in training cadet
- (3) Assists instructors in managing the program
- (4) Any other tasks as directed by the DRA Coordinator

**Wellness Director:** Handles physical training operations

- (1) Responsible for all Wellness training for the unit
- (2) Coordinates and issues Wellness training plans
- (3) Records all cadet Wellness data and updates WINGS
- (4) Any other tasks as directed by the DRA Coordinator

**Unit Recruiter:** Manage recruiting efforts and missions.

- (1) Establish criteria for recruiting booths
- (2) Coordinate Recruiting Missions
- (3) Establish advertisements for Unit
- (4) Contact and meet with incoming Cadets
- (5) Any other tasks as directed by the DRA Coordinator

**Cyber Officer:** Maintains website and computers in classroom.

- (1) Maintain Website
- (2) Maintain computer lab in back of classroom with the ASI
- (3) Attend weekly staff meetings

(4) Any other tasks as directed by the DRA Coordinator

## 2.5 Reserve Cadets

Cadets not enrolled in a JROTC course in the current semester, but enrolled within the academic year and want to be involved in JROTC cadet activities in their off semesters can request reserve status. Cadets who have completed four semesters of JROTC and do not have a JROTC class scheduled during the current academic year may also request reserve status. Cadets requesting reserve status will be issued a uniform and must comply with uniform wear days, comply with the Cadet Guide and all unit policies and procedures. Reserve cadets will see the Block 1 Flight Commander or Flight Sergeant for a uniform inspection on uniform day at 0720.

Position		Fresh	Soph			Junior				Senior			
Current Course >	1	2	1	2	3	1	2	3	4	1	2	3	4
Group CC								C/Maj	C/Maj			C/Maj	C/LtCol
Group CD								C/Maj	C/Maj			C/Maj	C/LtCol
IG								C/Maj	C/Maj			C/Maj	C/LtCol
Deputy IG								C/Capt	C/Capt			C/Maj	C/Maj
SEA/Command Chief					C/MSgt			C/SMSgt	C/SMSgt			C/SMSgt	C/CMSgt
1 <sup>st</sup> Sgt					C/MSgt			C/MSgt	C/MSgt			C/SMSgt	C/SMSgt
Sqdn CC								C/Capt	C/Capt			C/Maj	C/Maj
Coordinator				C/2Lt	C/1Lt	C/2Lt	C/1Lt	C/1Lt	C/Capt	C/1Lt	C/1Lt	C/Capt	C/Capt\Maj
Director of Ops							C/1Lt	C/Capt	C/Capt			C/Capt	C/Maj
OIC/Chief				C/MSgt	C/2Lt		C/2Lt	C/1Lt	C/1Lt	C/2Lt	C/1Lt	C/Capt	C/Capt
NCOIC	C/SrA	C/SrA	C/SrA	C/SSgt	C/TSgt		C/TSgt	C/TSgt	C/TSgt	C/TSgt	C/TSgt	C/TSgt	C/MSgt
Web/Historian	C/A1C	C/A1C	C/A1C	C/SrA	C/SSgt		C/SSgt	C/SSgt	C/SSgt		C/SSgt	C/SSgt	C/TSgt
Flt/Drill CC				C/MSgt	C/2Lt		C/2Lt	C/1Lt	C/1Lt	C/2Lt	C/1Lt	C/Capt	C/Capt
Flt Sgt/Dep Drill	C/A1C	C/SrA	C/SrA	C/SSgt	C/TSgt	C/SSgt	C/TSgt	C/TSgt	C/TSgt	C/SSgt	C/TSgt	C/TSgt	C/MSgt
Element Leader	C/Amn	C/A1C	C/Amn	C/A1C	C/SrA	C/SrA	C/SrA	C/SSgt	C/SSgt	C/SrA	C/SSgt	C/SSgt	C/TSgt

## Promotion Matrix

\*\*\* A cadet's rank, when holding multiple job positions, may be subject to change.

## CHAPTER 3

### AFJROTC Uniform and Standards

3.1. **Air Force Uniform.** The Air Force uniform is the symbol of a proud and honorable service. You are issued the same uniform as active duty Air Force men and women with the exception of rank, ribbons, badges and patches. Instructors and upper class cadets will make every effort to ensure that cadets at all levels wear the uniform properly. First year cadets do not have to wear the uniform if they do not want to. While in uniform, you must strive to present a neat, clean, and well-groomed appearance. You represent the unit and the school, wear it proudly and correctly!

3.2. **Uniform Issue:** You will be issued a properly fitted uniform that will be signed for, kept clean and in good repair, and turned in on request. Except for nametags, ribbons, shoes and socks, all items remain the property of the Air Force. You will sign for the uniform you are issued. Your signature indicates that you have received the items shown, in the sizes shown, and that you agree to care for the uniform properly and will pay for any replacement costs should you lose or intentionally damage it. The value of the uniform issued to you averages about \$300. (Figure 3.2) PT gear will be issued. Bring PT gear to school every Friday with appropriate footwear.

3.3. **Wear of the Uniform:** As part of the class, you are required to wear the uniform one day per week. All cadets wear the uniform on the day specified as Uniform Day. Wednesday is uniform day. The uniform may also be required on other days due to special occasions, such as visitors or activities. On the scheduled uniform day, each cadet will be inspected and graded on their appearance and points are deducted for discrepancies. Inspections are worth 50 points and count for 30 % of the overall grade. Merit points may be awarded for cadets who put forth a little extra effort to look sharp in their uniform (highly polished shoes, starched and pressed uniform, fresh haircuts). Proper placement of items on the uniform is shown in Attachment 1.

3.3.1. The uniform will be worn the entire school day, from first bell to dismissal. Any cadet who decides to change out of their uniform will receive a zero for that week's uniform grade and be subject to the penalties as if he/she did not wear the uniform at all. Penalties for violating uniform wear criteria follow:

- First Violation – teacher detention first Thursday following violation from 2:20 to 3:20 pm (failure to attend teacher detention will result in referral to dean for detention).
- Second Violation – same as above plus 30 day probationary status – prohibited from optional JROTC activities
- Third – parent/teacher/dean conference to determine further action

3.3.2. If you are absent from school or if school is cancelled on uniform day, you are responsible for making it up the very next day that you are in school.

3.3.3. Cadets do not mix civilian clothes with the military uniform. It is also not permissible to wear the uniform while participating in any kind of demonstration or protest and you may not hitchhike or pass out political literature.

3.3.4. Wearing of key rings, beepers/pagers, cell phones, earphones or headsets like those used with portable CD player or radio **is not permitted in uniform.**

3.3.5. Public Display of Affection (PDA) (holding hands, hugging, kissing) in the Junior ROTC Room or in uniform is not considered proper conduct.

3.4. **Care of the Uniform:** The uniform is to be kept neat, clean, and in good repair. Shoes must be shined and metallic devices such as belt buckle or badges should be maintained with the proper luster. Coats, jackets, trousers/slacks, flight caps, and ties/tabs must be **DRY CLEANED ONLY**. Shirts should be laundered

after each wear. Do not put military creases in shirts – only the sleeve of the shirt will have a crease in it. Take special care to ensure that the collar and cuffs of the shirt is pre-treated with a commercial product if necessary. When the uniform is turned in at the end of the school year, it must be returned in the same condition as it was issued. **It must be dry cleaned and turned in (with proof of cleaning still attached), usually in the form of a receipt and cleaning bag.**

**3.5. Grooming Standards:** Cadets are expected to observe high standards of personal health and hygiene. Although cadets wear the uniform only one day each week, you should know that even in civilian clothes, your neatness and cleanliness reflect not only on you, but your family, friends, and organizations you belong to, such as AFJROTC.

3.5.1. Males will be clean-shaven. Mustaches are allowed but may not extend beyond the outer edges of the lip. Hair must be neat, clean and trimmed and have a tapered appearance on the sides and back. It will not touch the collar or the ears and cannot exceed 1 ¼ inches in bulk (thickness). Sideburns may be worn but will be straight, not flared, and will not extend below the bottom of the ear opening.

3.5.2. Females will ensure their hair is neat and clean and styled to present a professional image. It cannot extend below the bottom edge of the shirt collar and hairpins or barrettes, if used, must be of similar color to the hair.

3.5.3. Unnatural hair color/style is not allowed in uniform.

**3.6. Uniform Standards:** When the uniform is worn, it must be worn correctly. The following apply whenever the uniform is worn:

3.6.1. Shoes will be laced, tied, and shined at all times. Be sure to check the heels and sides for cleanliness.

3.6.2. Socks will be black. You may wear the black socks that were issued to you or any other black socks.

3.6.3 The blue Service Coat will be worn buttoned at all times. The pockets on the front of the jacket are for decoration only. You may remove your coat in the classroom if it is warm.

3.6.4. The blue pants/slacks will be hemmed in a manner so that there is a slight break in the crease when worn properly. Articles that are carried in the pockets will not be visible. The back button on the pocket is to be buttoned.

3.6.5. The short sleeve shirt may be worn with or without a tie. The long sleeve shirt will always be worn with a tie. Shirts will be tucked in. No bulky items will be placed in the shirt pockets. Male cadets will wear a **plain** (no logo, artwork) white T-shirt with the blue shirts (T-shirts will be issued to male cadets). Females will wear a plain, white bra and may wear a T-shirt.

3.6.6. A belt will be worn with the uniform at all times. The shirt edge, belt buckle, and the fly of the pants/slacks, should be aligned and form what is called a “gig line”. (Attachment 1).

3.6.7. The flight cap is worn with the front crease toward the lower center of the forehead. The cap may be tucked, fully extended, under the belt, on the right side, between the first and second belt loops, with the opening to the rear.

3.6.8. Cadets may wear no more than three rings, a watch, and a conservative bracelet. Female cadets may wear one pair of earrings that meet USAF standards (gold, silver, diamond, white or black pearl spherical, pierced or clip, not to exceed ¼” in diameter). Neck chains, if worn, will not be visible.

3.6.9. Ribbons will be kept clean and worn in the proper order. Criteria for ribbon, badges, and patch award is shown in Attachment 2.

3.6.10. Neckties must be completely untied after each wearing. **Leaving them tied for prolonged periods of time ruins them.**



3.7. **Shoulder Cords.** Cadets are authorized to wear one shoulder cord on the left shoulder. Wear the shoulder cord only on light blue shirt and the service dress coat. The SASI/ASI will designate criteria on who may wear shoulder cords. On the service dress coat, cords should be pinned to the shoulder with the pin hidden beneath the cord. The following colors have been designated for our unit:

- a. Red: Command Staff
- b. White: Color Guard
- c. Light Blue: KHAS
- d. Yellow: Flight Commander
- e. Dark Blue: Flight Sergeant
- f. Blue and White: Cadet of the Semester

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

## AIR FORCE JUNIOR ROTC INSIGNIA

### CADET OFFICER RANK



SECOND  
LIEUTENANT



FIRST  
LIEUTENANT



CAPTAIN



MAJOR



LIEUTENANT  
COLONEL



COLONEL

### CADET AIRMAN RANK



AIRMAN



AIRMAN  
FIRST CLASS



SENIOR  
AIRMAN



STAFF  
SERGEANT



TECHNICAL  
SERGEANT



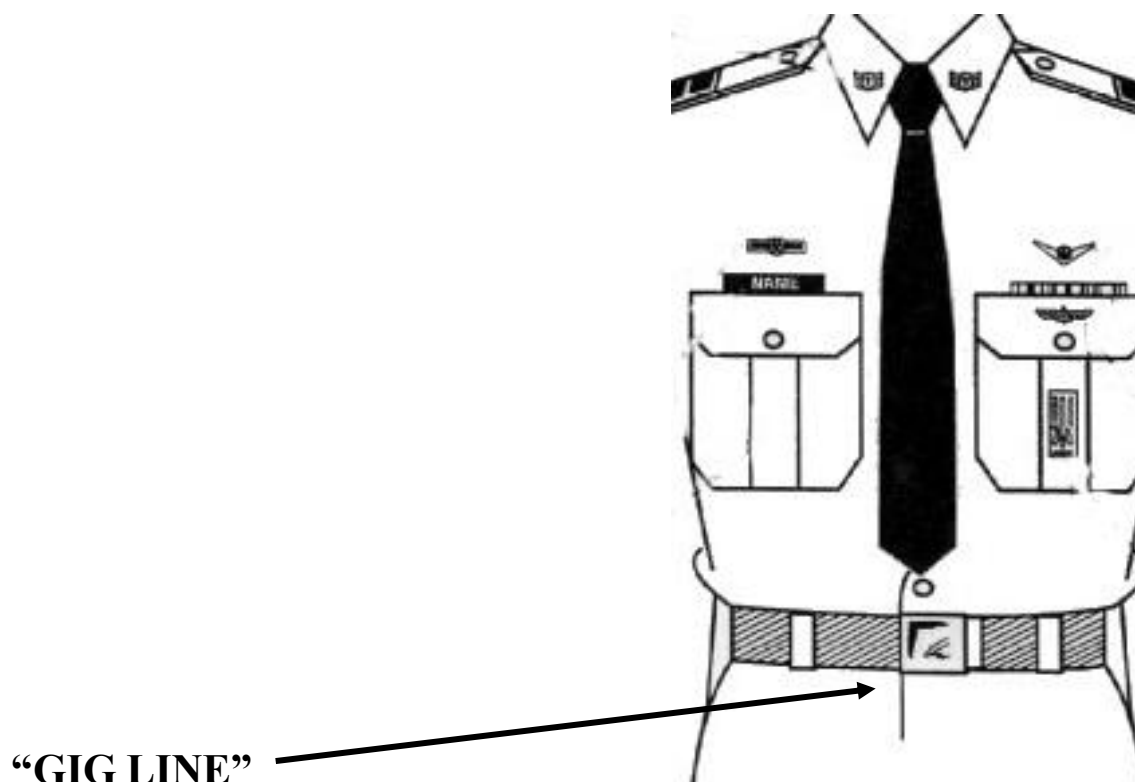
MASTER  
SERGEANT



SENIOR  
MASTER  
SERGEANT

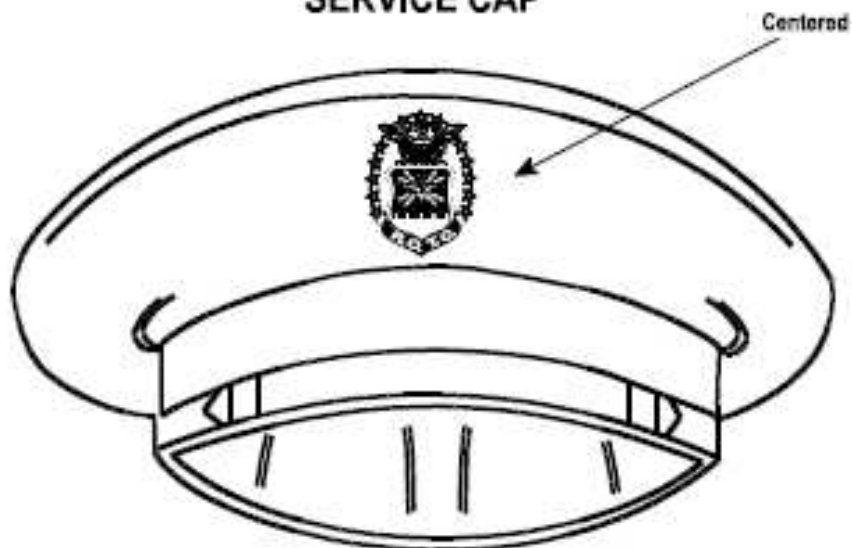
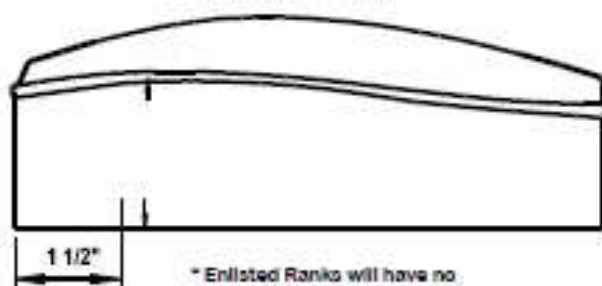


CHIEF  
MASTER  
SERGEANT



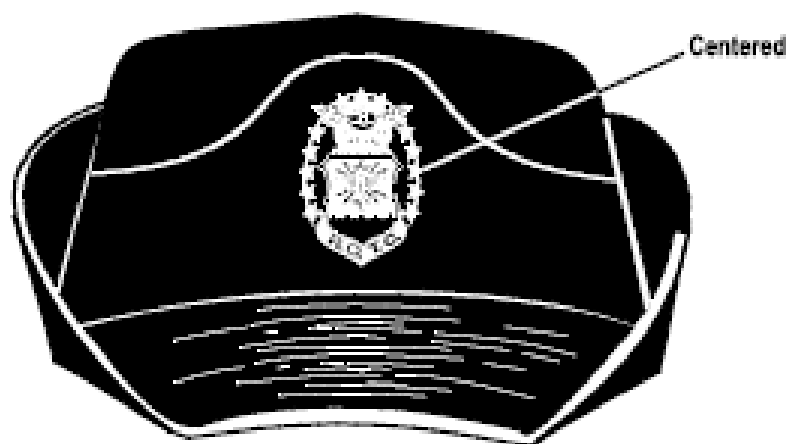
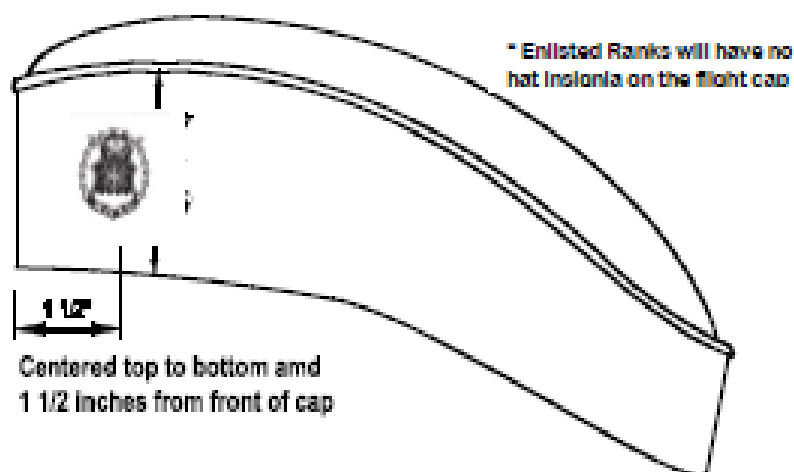
**GIG Line:** The zipper opening of the trousers/slacks must be in line with the belt buckle and shirt opening.

## Attachment 6-3 Cadet Male Headgear

**CADET MALE HEADGEAR****SERVICE CAP****FLIGHT CAP**

\* Enlisted Ranks will have no  
hat insignia on the flight cap  
centered top to bottom and  
1 1/2 inches from front of cap

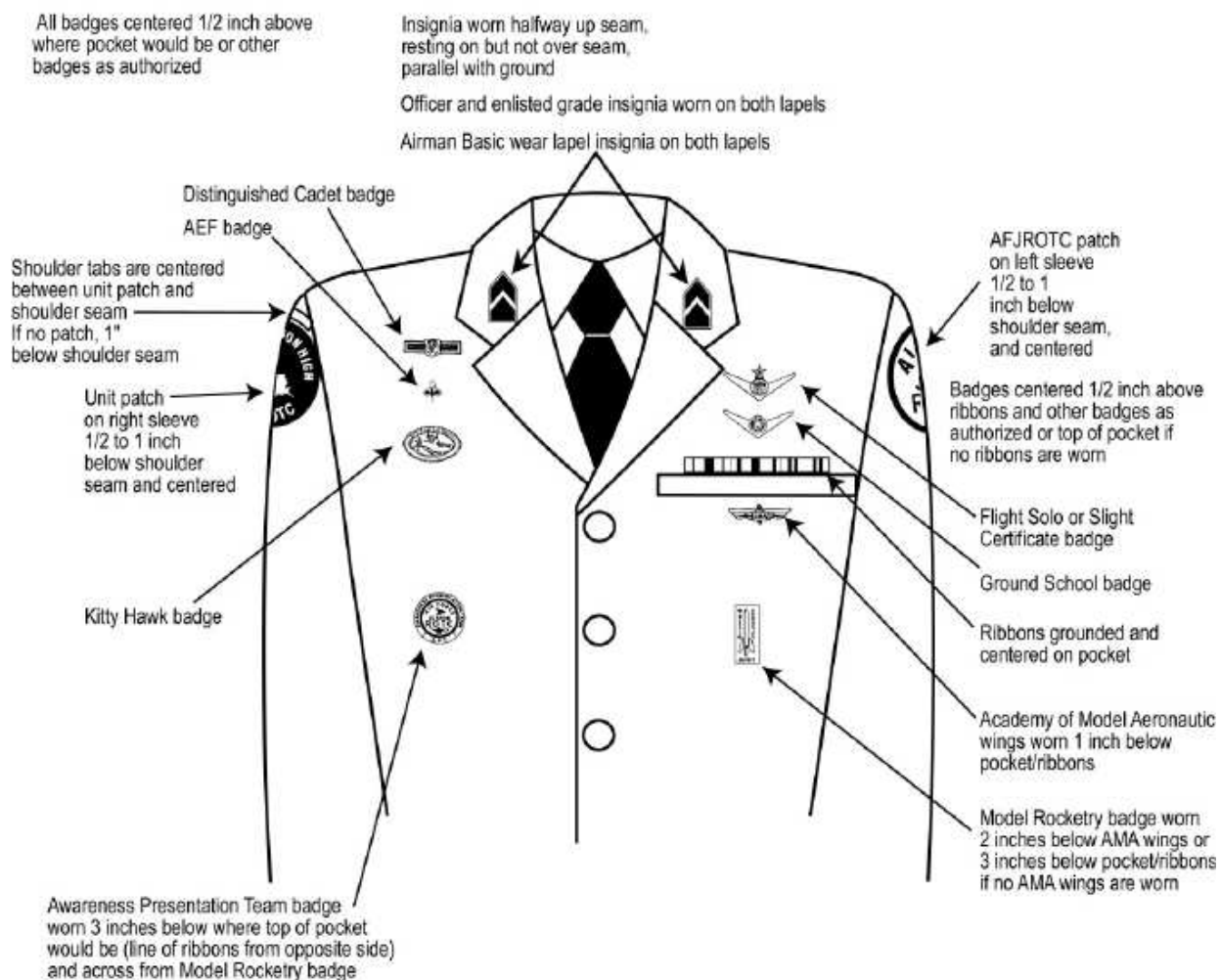
Officers wear hat insignia with stars

**Attachment 6-4 Cadet Female Headgear****CADET FEMALE HEADGEAR****SERVICE CAP****FLIGHT CAP**

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

Officers wear hat insignia with stars

## CADET MALE 1620 SERVICE DRESS



No name tag is authorized on 1620 Service Dress Coat

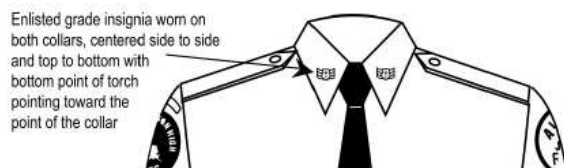
When the service coat is worn, the tie will be worn with the shirt. The outside pockets are decoration only and no items are to be put in them. Items may be placed in the inside pockets.

Medals are to be placed under the left breast pocket or ribbons. Consecutive rows are positioned so the medallion is visible.

### CADET MALE BLUE SHIRT (OFFICER)



### CADET MALE BLUE SHIRT (ENLISTED)



### CADET MALE BLUE SHIRT (AIRMAN BASIC)

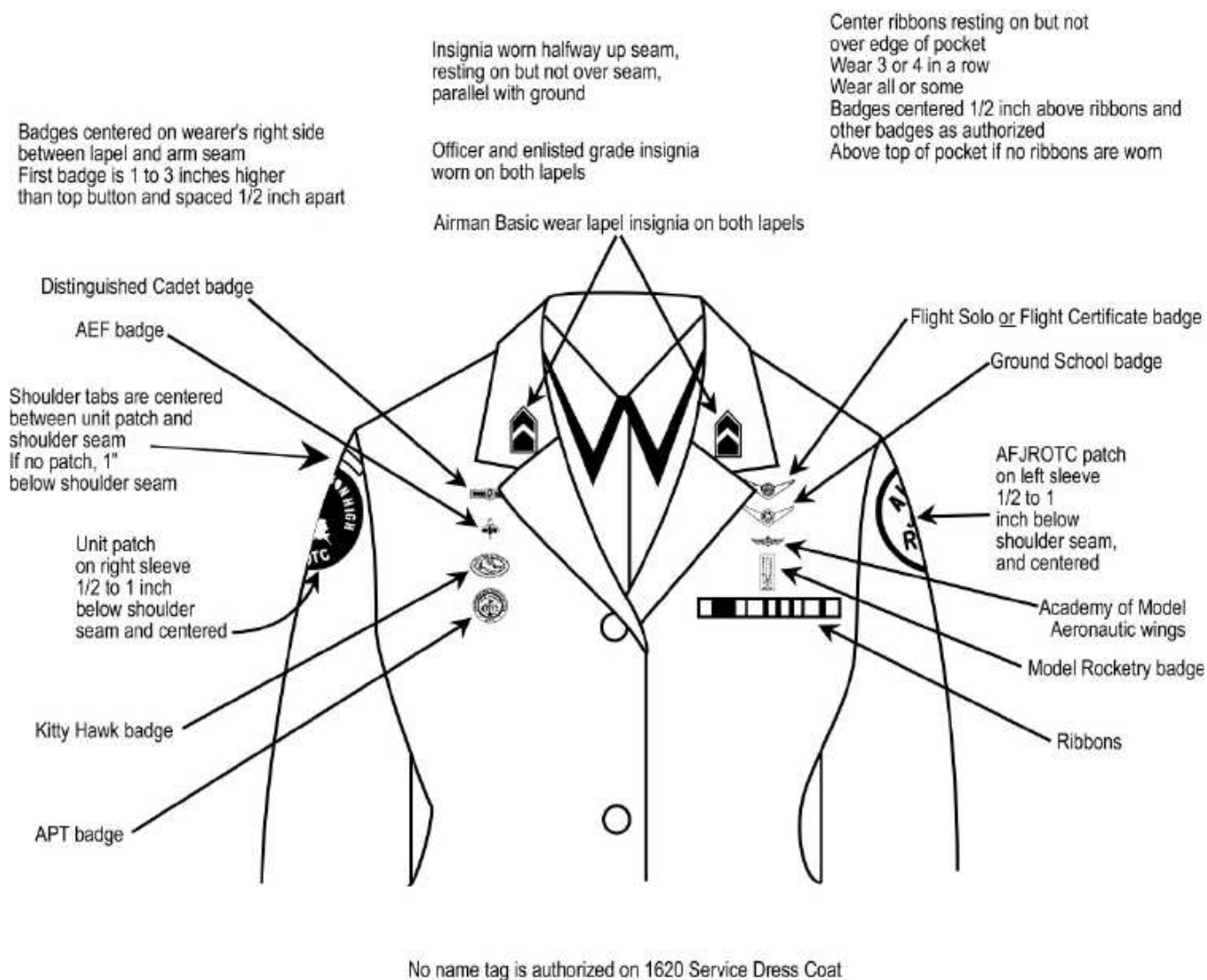


Airman Basic have no insignia of any kind on the collar

Refer to 1620 Service Dress Coat for badge placement with the following additions:  
 Name tag is authorized grounded and centered over wearer's right pocket  
 Other badges over wearer's right pocket are centered 1/2 inch above name tag (or pocket if name tag is absent)  
 APT or Model Rocketry badges are centered on the lower pockets on the appropriate sides

Long sleeve shirts are always worn with a tie. Short sleeve shirts may be worn with a tie or open collar, with the first button undone. Shirts will be pressed and only sleeves will be creased.

## CADET FEMALE 1620 SERVICE DRESS



When the service coat is worn, the tie will be worn with the shirt. The outside pockets are decoration only and no items are to be put in them. Items may be placed in the inside pockets.

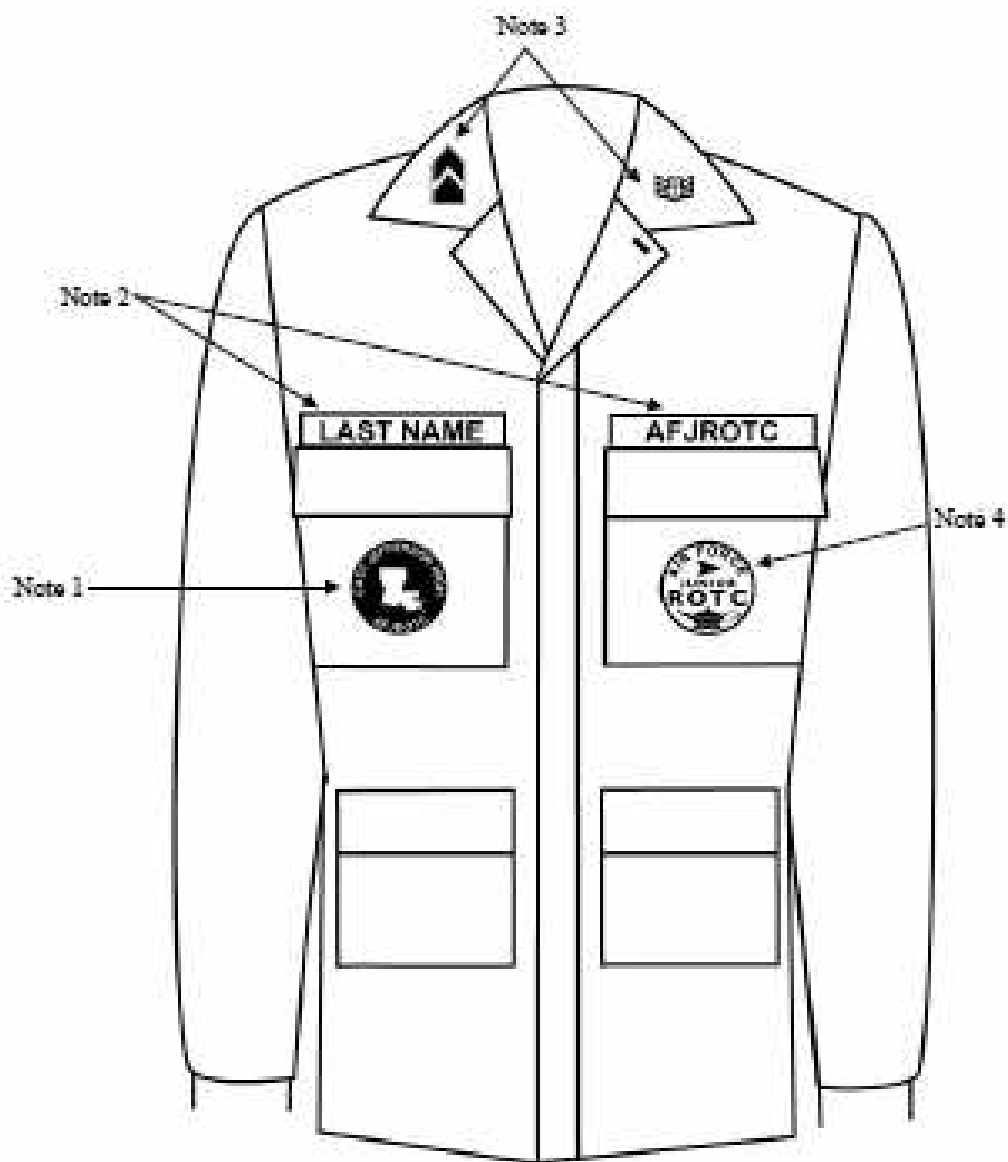
Medals are to be placed under the ribbons. Consecutive rows are positioned so the medallion is visible.

Long sleeve shirts are always worn with a tie tab. Short sleeve shirts may be worn with a tie tab or open collar, with the first button undone. Shirts will be pressed and only sleeves will be creased.



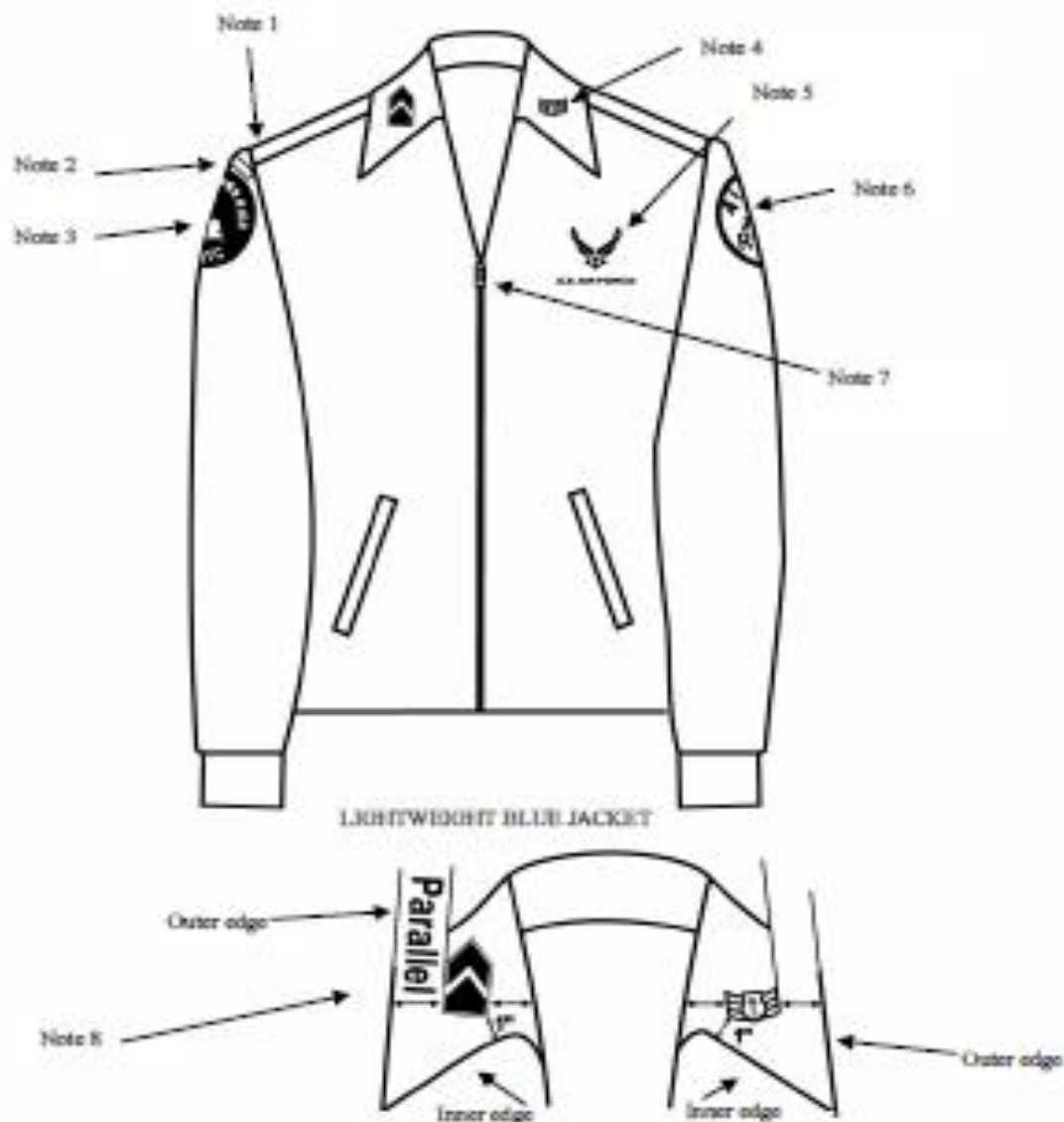
## Attachment 6-5 Cadet BDU

# **CADET BATTLE DRESS UNIFORM (BDU) Male and Female**



1. Unit patch worn on right pocket and centered.
2. Tapes grounded and centered on pockets.
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.

## Attachment 6-6 Cadet Lightweight Blue Jacket

**CADET LIGHTWEIGHT BLUE JACKET**

1. (Officers only) When placing rank on epaulet instead of collar, use standard size metal rank, center on epaulet 5/8 in from shoulder seam.
2. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1" below shoulder seam.
3. Unit patch on right sleeve 1/2 to 1 inch below shoulder seam and centered.
4. Grade insignia (officer and enlisted) is worn on both left and right collar. Airman Basic have no collar insignia.
5. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
6. AFJROTC patch on left sleeve 1/2 to 1 inch below shoulder seam and centered.
7. Jacket will be closed to at least the halfway point.
8. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.

## CHAPTER 4

### Customs, Courtesies and Behavior

4.1. **Courtesy:** Military courtesy in the cadet corps is the mutual respect held among cadets. It demands polite and considerate behavior for the people appointed over you, for the people junior to you, and for your peers. It is important to understand the customs and courtesies and apply them not only in the AFJROTC classroom, but also throughout the school and in your dealings with other people.

4.1.1. Saluting. It is customary for cadets in uniform to initiate a salute when approaching a person who is of higher rank (outdoors). Saluting is also done in formal ceremonies and whenever the United States Flag is being raised or lowered or the national anthem is being played. You will be taught the proper way and the appropriate times to salute.

4.1.2. Use of Titles. Civilians are addressed as Mr., Mrs., Miss, and Ms.. Military people are addressed by their rank or Ma'am and Sir. Cadets are addressed by their cadet rank, or Mr. and Miss. The use of Ma'am and Sir is a sign of respect. It is important to treat your elders with respect. The more you use those titles when speaking to your teachers, relatives, and persons in authority, the more automatic it will become. Remember: people will show you the same respect that you show them.

4.1.3. Guest Speakers. Sometimes we are fortunate to have a guest speak to the class. This guest will be treated with the utmost courtesy and respect. The first cadet noticing the guest entering will call the room to attention. Before addressing any questions to the guest for the first time, cadets will identify themselves. Example: "Sir, Cadet Smith, what was your first job in the military?" It is not necessary to identify yourself when asking subsequent questions, however, always address the guest as sir or ma'am.

4.2. **Behavior:** Cadets must be well behaved and in control of their actions. Misbehavior will not be tolerated. Cadets who misbehave attract unfavorable attention and consequences to themselves. Cadets must exhibit more self-discipline, respect, and maturity than what is expected of their non-cadet peers. Those cadets who are unable to maintain the expected behavior, may be subject to appear before the Cadet Action Board.

4.2.1. Classroom Conduct. Cadets must conduct themselves in a professional manner at all times.. To assist cadets in learning the importance of proper conduct, specific procedures and rules apply whenever you are in the AFJROTC classroom.

4.2.1.1. The AFJROTC classroom will operate as a standard military classroom. Specifically, after the second bell rings, the Flight Sergeant will call the room to attention and take the report of attendance from the Element Leaders. The Flight Sergeant will then report to the Flight Commander who will advise the Instructor how many cadets are absent. All other flight members will remain at attention until the report is taken and the class is told to take their seats.

4.2.1.2. When the bell rings at the end of class period, the Flight Sergeant will again call the Flight to attention and when all cadets are ready, the Flight Commander will dismiss the class.

4.2.1.3. The Flight Commander, Flight Sergeant, or senior ranking cadet present will call the classroom to attention when the School Administrative Staff, a JROTC Instructor, or the Cadet Group Commander enters the AFJROTC classroom.

4.2.1.4. Cadets must be standing behind their designated seats when the tardy bell rings. Failure to do so will result in the student being marked as tardy.

4.2.1.5. Cadets must have pencils/pens, paper and assigned books for each AFJROTC class.

4.2.1.6. Cadets will show respect to their fellow cadets, the instructors, or any visitors by raising their hand when they would like to speak.

4.2.1.7. Cadets will not eat food, snacks, or chew gum in the AFJROTC classroom. Drinks are allowed in the classroom.

4.2.1.8. Cadets will clean up the room prior to the end of class and ensure that all trash is deposited into the trash can. The trash can is **not** a basketball net.

4.2.1.9. Cadets will not sleep or give the appearance of sleeping in class. Cadets who become drowsy will stand up and go to the back of the classroom until they are able to stay awake.

4.2.1.10. Cadets will not leave their seats unless authorized by their instructor (exception: restroom).

4.2.1.11. All academics assignments are to be handed in on time. Late work will be graded down one letter for each day it is late.

4.2.1.12. Any cadet who is absent for a total of 20 academic class days in a semester may be refused AFJROTC certification.

4.2.2. Attitude. Your attitude is a state of mind that affects your thoughts and actions. Be respectful, courteous, pleasant, cooperative, follow instructions, and seek out responsibility. Having a proper attitude is probably the single most important ingredient of a successful cadet.

4.2.3. Hazing. There is absolutely no tolerance for discrimination or harassment of any kind. The policy on hazing is simple – Any type of maltreatment or cruelty toward students or between students is strictly forbidden and must be prevented. Hazing is not acceptable behavior and will not be tolerated in AFJROTC or within the Salem School District.

4.2.4. Merits/Demerits/Warnings. The merit/demerit/warning program is established to recognize outstanding behavior or identify misbehavior. Generally, one merit is issued for outstanding behavior and one demerit issued for rules violations. Demerits will be issued any time a cadet is in breach of the Cadet Guide, Salem High School Handbook, or any behavior reflecting negatively on the Cadet Corps, Salem High School, or the USAF. Warnings may be used for a first minor offense. Extreme circumstances may warrant the issuance of multiple demerits for a single event of gross misbehavior. See the SASI or ASI for guidance during such an occurrence. Merits earned cancel demerits at a ratio of 2:1. Merit and demerit totals will be considered for promotions and selection to leadership positions. Merits/Demerits can only be issued by Flight Commanders and Command Staff personnel but can be recommended by any cadet who witnesses an act or behavior that may warrant a merit/demerit. Merits/Demerits shall be issued to the receiving Cadet and to Information Management.

4.3.5. Cadet Action Board. The board will consist of group staff officers and high ranking cadet NCOs who hear cases involving cadets. These boards may be Recognition Boards or Disciplinary Boards. Boards will be convened at the discretion of the Cadet Corps commander and board members. Cadets appearing before the board will be notified in writing of the date and time. At least one instructor will sit on the board to advise on procedural matters. All recommendations by the board will be in writing and will be forwarded to the SASI for concurrence/disapproval and any action. Specific information on board members, criteria, and possible recommendations can be found in the applicable Unit Operating Instruction.

## CHAPTER 5

### Special Activities and Projects

5.1. **Special Activities:** In addition to the regular curriculum, there are special activities that will assist you in learning good citizenship and experience the esprit de corps of the AFJROTC. Many of the activities enable cadets to earn merit points for the service, future promotion and award consideration.

5.1.1. **Competition Drill Teams.** The drill team is a group of cadets who represent our unit and Salem High School at drill competitions hosted by other schools that have JROTC programs. Practices are normally conducted before and after school and competitions are usually held on a Saturday. These cadets are expected to have a high level of self-discipline, personal responsibility, and appearance, and above all, a commitment to their team. Any cadet may join a drill team.

5.1.2. **Color Guard.** Those who qualify will have the opportunity to carry the US Flag and/or other flags at various parades, ceremonies, or events. They also represent the unit at drill competitions and can win trophies and medals. Color guard members usually practice after school and learn the proper care and display of the flag. The guard members wear special uniform items. Color Guard members represent the school and

community and therefore are required to display a high degree of commitment, discipline, and professionalism. The highest standards of appearance must be maintained at all times.

**5.1.3. Flag Detail.** Each morning, a flag security detail will be responsible for raising the US Flag and the New Hampshire Flag that fly in front of the school. This is a service to the school and provides a way for cadets to demonstrate their patriotism. A detail will also lower the flag at the end of the school day.

**5.1.4. Service Projects.** An important part of growing up is learning to do things for others. That is the purpose of our service projects. Cadets perform a service to the school and/or community by donating some of their time. In doing so, cadets can earn credit toward a service award. Cadets who take on leadership of these activities also are considered for special leadership awards and increased opportunities for promotion. **Each cadet is required to complete 20 hours of community service each semester they are in class.**

**5.1.5. Fund Raising.** Fund raising events will take place to pay for many activities. Cadets are encouraged to participate and help raise money to share the cost of these activities. **Designated Competition Drill Team fundraisers will be Mandatory.**

**5.1.6 Awareness Presentation Team (APT).** We are frequently asked by the elementary and middle schools in the district to present a program/lesson to different classes on many topics to include *Etiquette to the Flag, Citizenship, Patriotism, etc.* This program involves a 4-5 cadet team, designing and presenting these topics. In essence, they become teachers for an hour or two in assisting that class's respective teacher in reinforcing a lesson they are teaching. The cadets participating in an APT are awarded the APT badge.

**5.1.7 Honor Guard.** The Honor Guard is similar in ways to our Color Guard in that they conduct ceremonies involving the United States Flag as well as the POW-MIA Ceremony. They represent the school and community and perform in the local community as well as in the presence of local and stated elected officials and corporate and community leaders. Cadets on this team must meet strict academic standards and are required to display a high degree of commitment, discipline, and professionalism. The highest standards of appearance must be maintained at all times.

## CHAPTER 6

*Note: This portion extracted from AFJROTC Uniform and Awards Guide. Paragraph numbers (2 and 3 series) left intact from original document.*

### 2.2. Badges.

**2.2.1. Ground School Badge.** Awarded for completion of the AFJROTC aviation honors ground school curriculum or completion of another aviation ground school program prescribed by the FAA. Cadets may wear the badge after the first grading period if they received a passing grade. OPR: HQ AFOATS/JROSL.

**2.2.2. Flight Solo Badge.** Awarded to any cadet possessing a solo flight certificate signed by a FAA certified flight instructor for either powered or non-powered aircraft. OPR: HQ AFOATS/JROSL.

**2.2.3. Flight Certificate Badge.** Awarded to any cadet who possesses a valid FAA pilot's certificate for either powered or non-powered aircraft. OPR: HQ AFOATS/JROSL.

**2.2.4. Awareness Presentation Team Badge.** Awarded for participation on an Awareness Presentation Team. Criteria for becoming a member of the team should be published in the Cadet Guide or the Unit Operating Instructions. OPR: HQ AFOATS/JROS.

**2.2.5. Kitty Hawk Air Society Badge.** Awarded to cadets who are members of the Kitty Hawk Air Society. The Kitty Hawk charter should spell out the requirements for entry into the society. OPR: HQ AFOATS/JROS.

**2.2.6. Academy Modeling of Aeronautics (AMA) Wings.** Awarded to cadets who are members of a local AMA chartered model airplane club. Contact the AMA (list of award contacts is located on the Cyber Campus HQ Library under the Cadet Awards folder) to obtain badge for qualifying cadets.

**2.2.7. Distinguished AFJROTC Cadet Badge.** This annual award consists of a certificate and the Distinguished AFJROTC Cadet badge. The award recognizes one outstanding second-year cadet (third-year cadet in a 4-year program) selected at the end of each school year. This allows the recipient to wear the award their final year in the AFJROTC program. The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The recipient must have earned the following awards to be eligible to receive the Distinguished AFJROTC Cadet Badge:

Leadership Ribbon  
 Achievement Ribbon  
 Superior Performance Ribbon  
 Academic Ribbon  
 Service Ribbon  
 Co-curricular Activities Leadership Ribbon

**2.2.8. Aerospace Education Foundation (AEF) Academic Cadet Badge.** Awarded to rising Junior and Senior cadets for academic excellence as signified by attaining an overall 3.3 grade point average with no grade below “C” on their transcript. The individuals must be recommended by the SASI. OPR: HQ AFOATS/JROS.

**2.2.9. Model Rocketry Badge.** Awarded to cadets who have fulfilled model rocketry program requirements. Program requirements are listed in the Model Rocketry Handbook available in the Cyber Campus HQ Library in the Guide and Handbooks folder. OPR: HQ AFOATS/JROSL.

**2.2.10. Other Badges.** 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.

## AWARDS AND DECORATIONS

**3.1. Awards and Decorations.** The Cadet Awards and Decorations Program fosters morale, *esprit de corps*, and recognizes achievements of AFJROTC cadets. Awards sponsored by national organizations are funded by the sponsoring organization and donated through local chapters where available. Only Awards and Decorations approved by HQ AFOATS/JR and listed in this guide may be worn. Units may not create local awards for wear on the uniform.

**3.1.1.** Medals and ribbons may be worn simultaneously for formal, semiformal, and/or special occasions of a limited nature (as specified by the SASI). Place medals on the mounting rack in the proper order of precedence. Medals will not be worn on a routine basis. The top row of medals should be positioned 1/2 inch below bottom row of ribbons.

**3.1.2. Order of Precedence.**

**3.1.2.1. Special Awards.**

1. Gold Valor Award
2. Silver Valor Award
3. Cadet Humanitarian Award
4. Community Service with Excellence Award

**3.1.2.2. National Awards.**

5. Air Force Association Award
6. Daedalian Award
7. American Legion Scholastic Award
8. American Legion General Military Excellence Award
9. Daughters of the American Revolution Award
10. American Veterans Award
11. Reserve Officers Association Award
12. Military Order of World Wars Award
13. Military Officers Association Award
14. Veterans of Foreign Wars Award
15. National Sojourners Award
16. Sons of the American Revolution Award
17. Scottish Rite, Southern Jurisdiction Award
18. Military Order of the Purple Heart Award
19. Air Force Sergeants Association Award
20. Sons of Union Veterans of the Civil War Award
21. Tuskegee Airmen Incorporated Air Force Junior ROTC Cadet Award
22. The Chiefs / Retired Enlisted Association Award

**3.1.2.3. Local Awards.**

23. Outstanding Cadet Ribbon
24. Leadership Ribbon
25. Achievement Ribbon
26. Superior Performance Ribbon
27. Distinguished Unit Award
28. Aerospace and Technology Honors Camp Ribbon (Leadership School Ribbon with H device)
29. Top Performer Award
30. Academic Ribbon
31. Outstanding Flight Award
32. Leadership School Ribbon
33. Drill Competition Ribbon
34. Orienteering Competition Ribbon
35. Co-curricular Activities Leadership Ribbon
36. Drill Team Ribbon
37. Color Guard Ribbon
38. Saber Team Ribbon
39. Service Ribbon
40. Extreme Excellence Challenge (E2C) Ribbon
41. Recruiting Ribbon
42. Activities Ribbon
43. Attendance Ribbon
44. Good Conduct Ribbon
45. Dress and Appearance Ribbon
46. Longevity Ribbon

## NATIONAL AWARDS

### 3.2. Descriptions and Criteria.

**3.2.1. 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.

**3.2.2. 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.

**3.2.3. 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.

**3.2.4. 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. AFJROTC Instructor is the approving official and must print off the certificate of recognition from HQ Library | Certificates and order the ribbon for presentation.

**3.2.5. 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).

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

- 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).
- Growth potential (capacity for responsibility, high productivity, adaptability to change).
- Possess the highest personal and ethical standards and strong positive convictions.
- Rank in the top 5% in their AS class.
- Rank in the top 10% of their academic class.
- Be recommended by the SASI for the Outstanding Cadet Ribbon.

**3.2.6. 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.

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

- Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation.
- Indicate the potential and desire to pursue a military career.
- Rank in the top 10% of their AS class.
- Rank in the top 20% of their school class.



**3.2.7. American Legion Scholastic Award.** This award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a scholastic scroll.

**3.2.7.1.** This award is presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's 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.

**3.2.8. American Legion General Military Excellence Award.** This award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a torch.

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

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

**3.2.9. Daughters of the American Revolution (DAR) Award.** This award consists of a bronze medal and ribbon.

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

**3.2.10. American Veterans (AMVETS) Award.** This award consists of a medal pendant and ribbon.

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

- A positive attitude toward Air Force JROTC programs and service in the Air Force.
- Personal appearance (wearing of the uniform, posture, and grooming).
- 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.

**3.2.11. Reserve Officers Association (ROA) Award.** This award consists of a bronze medal, ribbon, and certificate.

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

- Positive attitude toward the AS curriculum.
- Outstanding personal appearance (wear of the uniform, posture, and grooming).
- Attributes of initiative, judgment, and self-confidence.
- Courtesy (promptness, obedience, and respect).
- Growth potential (capacity for responsibility, high productivity, adaptability to change).

- Demonstrate the highest personal and ethical standards and strong positive convictions.
- Rank in the top 10% of their AS class.

**3.2.12. Military Order of World Wars Award.** This award consists of a bronze medal pendant, certificate, and ribbon.

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

**3.2.13. Military Officers Association of America (MOAA) Award.** This award, formerly known as The Retired Officers Association Award, consists of a medal pendant with ribbon.

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

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

**3.2.14. Veterans of Foreign Wars (VFW) Award.** This award consists of a medal pendant with ribbon.

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

- Have a positive attitude toward AFJROTC.
- Have outstanding military bearing and conduct.
- Possess strong positive personal attributes (such as courtesy, dependability, punctuality, respect, and cooperation).
- Demonstrate patriotism (being a member of the Color Guard or drill team) and actively promote Americanism.
- Demonstrate leadership potential.
- Attain a grade of “B” in AFJROTC with an overall average grade of “C” in all subjects for the previous semester.
- Be active in student activities.
- Not have been previous recipients of this award.

**3.2.15. National Sojourners Award.** This award consists of a ribbon, medal pendant, and certificate.

**3.2.15.1.** 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.

**3.2.16. Sons of the American Revolution (SAR) Award.** This award consists of a bronze medal with ribbon.

**3.2.16.1.** 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.

**3.2.17. Scottish Rite, Southern Jurisdiction Award.** This award consists of a medal, ribbon, and certificate.

**3.2.17.1.** 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 extracurricular activities or community projects.
- Demonstrate academic excellence by being in the top 25% of class.
- Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism.
- Not have been a previous recipient of this award.

**3.2.18. Military Order of the Purple Heart Award.** This award consists of a medal pendant with a ribbon.

**3.2.18.1.** This award annually recognizes an outstanding second- or third-year cadet (third- or fourth-year cadet in a 4-year program) 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.

**3.2.19. Air Force Sergeants Association (AFSA) Award.** This annual award consists of a medal pendant with a ribbon.

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

- Be in the top 25% of the AFJROTC class.
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.
- Not have been a previous recipient of this award.

**3.2.20. Sons of Union Veterans of the Civil War (SUVCW) Award.** This award consists of a medal pendant with a ribbon.

**3.2.20.1.** This award recognizes one deserving cadet annually (may be first, second, third, or fourth year cadet). The recipient must display a high degree of patriotism and have demonstrated a high degree of academic excellence and leadership ability.

**3.2.21. Tuskegee Airmen Incorporated (TAI) Air Force JROTC Cadet Award.** This TAI sponsored award consists of a ribbon and a certificate.

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

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

## LOCAL AWARDS

**3.2.22. The Retired Enlisted Association (TREA) Award.** 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. This award consists of a medal set with ribbon and a certificate from TREA. See Attachment 11 for list of award points of contact. *For Salem High School, this award is awarded as the Chief’s/ Retired Enlisted Association (TREA) Award*

**3.2.23. Outstanding Cadet Ribbon.** Awarded annually at the SASI’s discretion to the outstanding first-year, second-year, third-year, and fourth-year cadet. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence.

**3.2.24. Leadership Ribbon.** Awarded at the SASI’s discretion for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Limit this ribbon to 5 percent of the eligible group to ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance.

**3.2.25. Achievement Ribbon.** Awarded for a significant achievement as deemed appropriate by the SASI. Limit this ribbon to 5 percent of the cadet corps. Individuals may not receive more than one ribbon during a 1-year period.

**3.2.26. Superior Performance Ribbon.** Awarded annually at the SASI’s discretion for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature. Limit this ribbon to 10 percent of the cadet corps to ensure recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.

**3.2.27. Distinguished Unit Award (DUA).** Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. Units have to set and accomplish goals for the year to attain this award. AFJROTC Operations Support will post specific criteria for this award annually in the Cyber Campus HQ Library Distinguished Unit Award folder.

**3.2.27.1.** If DUA is won by unit in multiple years then consecutive awards are denoted by single oak leaf clusters for each additional award.

**3.2.27.2.** If during a Unit Evaluation the JROTC unit receives an “Exceeds Standards” as the overall evaluation and is identified by HQ AFJROTC as a unit “with merit” then unit is authorized the wear of a silver star on ribbon.

**3.2.28. Aerospace and Technology Honors Camp Ribbon.** Awarded for attendance at Honors Camp. This award consists of a Leadership School Ribbon with an “H” device and will be provided by HQ AFJROTC at the Honors Camp site.

**3.2.29. Top Performer Award.** The Cadet Top Performer Award is a Headquarters, AFJROTC award presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). All currently enrolled cadets may be considered. Specific consideration should be given to cadets not previously recognized for superior performance.

**3.2.29.1.** The award will recognize a cadet’s performance in the following key areas: Leadership and job performance: in primary duty and specifically in preparation for the unit’s annual

assessment. Leadership qualities: involvement and positions held in extracurricular activities. Academic performance: nominee must be in good academic standing in all high school course work. Significant self-improvement. Community involvement. Other accomplishments.

**3.2.29.2.** A SASI may nominate candidates to their respective Area Administrator. Area Administrators will present awards to nominees during their visit unless personal observation of the cadet warrants otherwise.

**3.2.29.3.** Ribbons will be available from HQ AFJROTC and distributed to the Area Administrators for presentation. The award consists of a certificate and a ribbon, which may be presented by the Area Administrator during the visit or the SASI if the cadet(s) is unavailable due to class scheduling conflict, etc. The ribbon may be worn for the duration of a cadet's tenure in AFJROTC.

**3.2.30. Academic Ribbon.** Awarded for academic excellence as signified by attaining an overall grade point average of at least "B" for one academic term, in addition to an "A" average in AFJROTC.

**3.2.31. Outstanding Flight Ribbon.** Awarded each academic term to members of the outstanding flight under criteria determined by the SASI.

**3.2.32. Leadership School Ribbon.** Awarded for completion of an approved leadership school program of at least 5 days duration. Add an "H" Device for completion of an Air Force Honors Camp (provided by HQ AFJROTC at camp site). Add a silver star for outstanding performance or leadership ability at a Leadership School. Limit the star to 10 percent of the class. This ribbon may only be earned once.

**3.2.33. Drill Competition Ribbon.** Awarded to drill team members for placing first, second or third place in an Air Force or Joint Service drill meet.

**3.2.34. Orienteering Competition Ribbon.** Awarded to team members for placing first, second or third place in an orienteering meet.

**3.2.35. Co-curricular Activities Leadership Ribbon.** Awarded at the SASI's discretion for leadership in AFJROTC co-curricular activities (such as dining-in chairperson, military ball chairperson, etc.). The recipient must have demonstrated exceptional leadership in achieving objectives through the coordinated efforts of others. This award may be earned a maximum of four times. An oak leaf cluster should be added to this ribbon for each additional award.

**3.2.36. Drill Team Ribbon.** Awarded for distinguished participation in at least 75 percent of all drill team events per academic year, or 10 drill team events in an academic year, whichever is lower. An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

**3.2.37. Color Guard Ribbon.** Awarded for distinguished participation in at least 75 percent of all color guard events per academic year, or 10 color guard events in an academic year, whichever is lower. An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

**3.2.38. Saber Team Ribbon.** Awarded for distinguished participation in at least 75 percent of all saber team events per academic year, or 10 saber team events in an academic year, whichever is lower. An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

**3.2.39. Service Ribbon.** Awarded at the SASI's discretion for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. Participation in Drill Teams, Saber Team or Color Guard does not qualify for the service ribbon.

**3.2.40. Presidential Fitness Ribbon.** Awarded by the SASI for participation in the Presidential physical fitness program. All cadets who participate in the E2C program will receive the Physical Fitness Ribbon. The Bronze Star device will be awarded and worn on the ribbon to any cadet scoring in the 80-89 percentile in the E2C program. If a cadet earns a percentile score of 90-99 they will wear a Silver Star. If they receive a perfect 100 percent they will wear the Gold Star on the ribbon. The percentiles are

computed automatically under E2C Assessment in Cyber Campus. You have to load the initial baseline exercises and then the end of semester/year exercises.

**3.2.41. Recruiting Ribbon.** Awarded for outstanding effort in support of unit recruiting activities. The SASI awards this ribbon based on locally developed criteria, which must be included in the unit Cadet Guide or unit Operating Instructions.

**3.2.42. Activities Ribbon.** Awarded for participation in co-curricular activities other than Drill, Color Guard, and Saber teams. These include, but are not limited to orienteering teams, model rocketry clubs, AFJROTC academic teams, and AFJROTC sports teams. An oak leaf cluster should be added to this ribbon for each year of membership beginning with the second year. The SASI awards this ribbon using locally developed criteria which must be included in the Cadet Guide or unit Operating Instruction.

**3.2.43. Attendance Ribbon.** Awarded to cadets with no more than 4 excused absences and no unexcused absences in an academic term (may also be applied to class tardiness at the SASI's discretion).

**3.2.44. Good Conduct Ribbon.** Awarded to cadets with no suspensions of any kind, no adverse reports from other staff or faculty in an academic term, if approved by the SASI.

**3.2.45. Dress and Appearance Ribbon.** Awarded for wearing uniform on all designated uniform days and conforming to all AFJROTC dress and appearance standards, if approved by the SASI.

**3.2.46. Longevity Ribbon.** Awarded for completion of each AS year.

# UNITED STATES AIR FORCE CORE VALUES

