“Centurions”

CADET GUIDE

Academy Online High School
Air Academy
Aspen Valley
Discovery Canyon Campus
Liberty
Pine Creek
Rampart
The Classical Academy College Pathways

August 2019
Forward

This “Cadet Guide” was developed to familiarize you with District 20 Air Force Junior Reserve Officer Training Corps (AFJROTC) requirements and policies. It will enable you to maintain the high standards necessary to ensure you become an effective member of the cadet corps.

Our ultimate goal is to provide each cadet with the necessary tools to become the best citizen possible. This objective can only be achieved through the daily efforts of every cadet enrolled in AFJROTC at Air Academy High School. You can do your part to improve our unit and cadet corps by learning the contents of this guide, adhering to the rules and procedures we’ve established, and putting forth your best effort every day.

Your achievements and accomplishments in AFJROTC and your development as a leader and responsible citizen will depend on you and the spirit in which you abide by the provisions in this guide.

Keep a positive outlook – attitude is everything!

Colonel Robert Huber (USAF, Retired)
Senior Aerospace Science Instructor

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# Table of Contents

Section 1: MISSION, GOAL, OBJECTIVES and CORE VALUES ............................................. 4
  ____ Cadet Oath ............................................................................................................. 4

Section 2: UNIT OPERATIONS ...................................................................................... 5

Section 3: CURRICULUM & CLASSROOM MANAGEMENT ............................................. 6
  ____ Curriculum Plan .................................................................................................... 7
  ____ Classroom Management ...................................................................................... 8
  ____ Cadet Honor Code ............................................................................................... 11

Section 4: SPECIAL PROGRAMS AND ACTIVITIES ..................................................... 12
  ____ Curriculum In Action (CIA) .................................................................................. 12
  ____ Visits to Air Force Installations .......................................................................... 12
  ____ Cadet Flight Programs .......................................................................................... 12
  ____ Awareness Presentation Team (APT) .................................................................... 12
  ____ Cadet Leadership Course .................................................................................... 12
  ____ Cadet Color Guard .............................................................................................. 14
  ____ Cadet Saber Team ............................................................................................... 14
  ____ Physical Training and Wellness Program ................................................................ 14
  ____ Co-Curricular and Extra-Curricular Activities ...................................................... 14
  ____ Cadet Drill Team ................................................................................................... 14
  ____ Kitty Hawk Air Society ....................................................................................... 14
  ____ Cadet CyberPatriot Team .................................................................................... 14
  ____ Cadet Model Rocketry ......................................................................................... 14

Section 5: ENLISTMENT AND COMMISSIONING OPPORTUNITIES ............................. 166
  ____ Advanced Enlistment ......................................................................................... 166
  ____ ROTC .................................................................................................................... 16
  ____ Service Academy Nominations ......................................................................... 16

Section 6: UNIT ORGANIZATION AND POSITION ROTATION .................................... 17
  ____ Unit Organizational Chart ................................................................................... 17
  ____ Chain of Command and Cadet Authority ............................................................ 19
  ____ Cadet Position Rotation ....................................................................................... 20

Section 7: CADET MANAGEMENT ................................................................................ 20
  ____ Cadet Classification and Cadet Rank Assignment ................................................ 20
  ____ Cadet Recognition and Awards ......................................................................... 221

Section 8: CADET STANDARDS OF CONDUCT .......................................................... 265
  ____ Customs and Courtesies ..................................................................................... 276
  ____ Uniform Wear ....................................................................................................... 287
  ____ Personal Appearance Standards ......................................................................... 309

Annex 1: DRILL TEAM ................................................................................................... 343
Annex 2: FLAG RAISING, LOWERING & FOLDING ..................................................... 354
Annex 3: AFJROTC DRILL COMMAND SEQUENCE ................................................ 398
Annex 4: UNIT MANNING DOCUMENT (UMD) ............................................................ 40
  ____ Cadet Job Descriptions ....................................................................................... 40
Annex 5: AFJROTC UNIFORM GUIDE ....................................................................... 44
Annex 6: AFJROTC and AIR FORCE RANK ................................................................. 49
Section 1: MISSION, GOAL and CORE VALUES

Mission: The mission of Air Force Junior Reserve Officers Training Corps (AFJROTC) is to “Develop citizens of character, dedicated to serving their nation and community.”

Goal: The goal of the AFJROTC program is to instill in high school cadets the values of: citizenship, service to the United States, personal responsibility, and a sense of accomplishment.

Objectives: The objectives of AFJROTC are to educate and train high school cadets in citizenship; promote community service; instill responsibility, character, and self-discipline; and provide instruction in the fundamentals of air and space science.

Core Values

INTEGRITY FIRST
The willingness to do the right thing even when no one is looking

SERVICE BEFORE SELF
Professional duties take precedence over personal desires

EXCELLENCE IN ALL WE DO
A sustained passion for continuous improvement

Cadet Oath

"I pledge that I will serve faithfully in the Junior ROTC Program, and that I will participate actively, respect my classmates and instructors, wear my uniform properly, and advance my education and training, to prepare myself to be of service to my nation, community and unit."
Section 2: UNIT OPERATIONS

Organization
The Academy School District 20 AFJROTC unit at Air Academy High School has been designated “Colorado 20021” (CO-20021). The cadet corps is organized as a wing. The students of each block period comprise a flight (e.g. JROTC1, Blue 1 period will be “A Flight”). An organizational chart is depicted in Section 6 of this guide. Duty positions are characterized as either command positions or functional positions. Job descriptions are found along with the Unit Manning Document (UMD) at Annex 4 of this guide.

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

Eligibility
Our program is offered to all District 20 high school students (9-12 grade). District 20 provides transportation to and from Air Academy High School for all cadets who live in the school district. Cadets traveling to Air Academy High School to attend AFJROTC are scheduled for either the morning block 1 or 5 (0745 – 0905) or the afternoon block 4 or 8 (1325 – 1445) to facilitate transportation.

Transfers
Transfer students and students coming from other JROTC programs (Army, Navy, Marine, etc.) will be evaluated on a case-by-case basis for placement in AFJROTC.

Cadet Contracts
All cadets will complete a Cadet Agreement which outlines the uniform and equipment financial responsibilities that are a part of enrollment in AFJROTC. Cadets will also complete the Cadet Health/Wellness Program Consent Form with Health Screening Questionnaire in order to participate in any Physical Training activities.

Reserve Cadet A Reserve Cadet is a cadet who cannot enroll in AFJROTC courses within the school and is in the AFJROTC program for the sole purpose of participating in co-curricular (after school) activities. To qualify as a Reserve Cadet, a student has completed the entire AFJROTC Academic Program at the school and cannot continue without duplicating curriculum courses. Reserve Cadets may participate in all AFJROTC activities. Time in reserve status does not count towards the Certificate of Completion. Reserve Cadets may retain their uniform for the entire academic year.
Section 3: CURRICULUM & CLASSROOM MANAGEMENT

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

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

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

Cadet Wellness and Physical Training (PT)
The AFJROTC 4 program also includes a Wellness and PT program. The purpose of the PT/Wellness Program is to provide a standardized, facility variations minded curriculum offering substantial individual health improvements. The objective is to motivate cadets to lead healthy, active lifestyles. PT/Wellness provides leadership opportunities, builds esprit de corps, and increases cadet confidence. This will make up about 20% of the AFJROTC 4 curriculum. AFJROTC1-3 cadets will take the Presidential Fitness Challenge twice per year and may participate in an optional personal fitness program, optional sports days, and competitive fitness teams.

Course Completion Certificates
Passing grades in every credit-granting period of AFJROTC constitutes successful completion of the AFJROTC Academic Program.

- **Certificate of Training:** All cadets will be awarded a *Certificate of Training* for successful completion of 2 academic program years of AFJROTC.

- **Certificate of Completion:** *AFJROTC Certificate of Completion* will be awarded to all cadets for successful completion of 3 or 4 academic program years of AFJROTC. **Note:** Cadets may be awarded certificates even if they do not graduate from high school since the certificate is based only on AFJROTC performance.
Curriculum Plan

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

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**AFJROTC Aerospace Science/Leadership Education I (AS100, LE100)**

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

**AFJROTC Aerospace Science/Leadership Education II (AS200, LE200)**

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

**AFJROTC Aerospace Science/Leadership Education III (AS300, LE300)**

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

**AFJROTC Aerospace Science/Leadership Education IV (AS400, LE400)**

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

Note: Course syllabi can be found on the AAHS AFJROTC web page.
Classroom Management

<table>
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<tr>
<th>Classroom Startup Procedures:</th>
<th>Command</th>
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<tr>
<td>1. At approximately <strong>one minute</strong> before class is scheduled to begin, the Flight Sgt will direct all cadets to stand next to their desk at the position of “Parade Rest.” The Flight CC will be at the front of the room. The Flight Sgt will be positioned near the door.</td>
<td>“FALL IN, (pause) come to attention… Parade Rest”</td>
</tr>
<tr>
<td>2. At the class start time, the Flight Sgt will <strong>close the classroom door</strong> and the Flight Commander will call the room to attention.</td>
<td>“Flight, Attention”</td>
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<tr>
<td>3. The Flight CC will instruct the flight to turn towards the US Flag.</td>
<td>“Please Face the Flag”</td>
</tr>
<tr>
<td>4. Flight CC will then give the command to place your hand over your heart (or remain at the position of attention if in uniform).</td>
<td>“Present Arms”</td>
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<td>5. The class will recite the Pledge of Allegiance</td>
<td>none</td>
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<tr>
<td>6. After the Pledge is complete, the Flight CC gives the command for the cadets to return to (or remain at) the position of attention.</td>
<td>“Order Arms”</td>
</tr>
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<td>7. Flight CC directs the flight to face the front.</td>
<td>“Please face forward”</td>
</tr>
<tr>
<td>8. Flight CC then gives the command to take roll. The Flight Sgt will record the Roll on the attendance record.</td>
<td>“Attention to Roll Call, Report”</td>
</tr>
<tr>
<td>9. Each Element Leader (in order) will salute and report the attendance for the cadets in their respective elements (hold the salute while making the report). The Flight CC acknowledges each Element Leader with a Hand Salute. Once the Flt CC drops the salute, the Element Leader drops theirs and the next Element Leader reports.</td>
<td>“Sir/Ma’am, ___ Element, all present, Sir/Ma’am” or… “Sir/Ma’am, ___ Element, (#) person(s) absent, Cadet/name absent, Sir/Ma’am.”</td>
</tr>
<tr>
<td>10. After roll call the Flight CC will direct the class to take their seats and will then make any announcements (as required). Flight Sgt reports the Roll Call to the SASI/ASI in the instructor office. This is known as Flight Time and is limited to 5-10 minutes after class start time.</td>
<td>“At Ease, take your seats”</td>
</tr>
<tr>
<td>11. When the Flt CC is finished with announcements and/or the SASI/ASI is ready to enter the classroom, the Flt CC will ready the flight for class to begin – cadets will have their books, notebook, “Devices”, and pen/pencil out and ready and all other items put away.</td>
<td>“Flight, prepare for class”</td>
</tr>
<tr>
<td>12. When the flight is ready, the Flt CC will call the room to attention.</td>
<td>“Flight, Attention”</td>
</tr>
<tr>
<td>13. The Flight CC will salute and report to the SASI/ASI.</td>
<td>“Sir/Sergeant, the class is ready”</td>
</tr>
<tr>
<td>14. The SASI/ASI will return the salute and have the class take their seats.</td>
<td>“At Ease, take your seats”</td>
</tr>
</tbody>
</table>

Note: Procedures may be slightly modified for the first day of class.
### Classroom Dismissal Procedures:

<table>
<thead>
<tr>
<th>Command</th>
<th>Classroom Dismissal Procedures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Flight, prepare for dismissal”</td>
<td>1. About <strong>two minutes</strong> before the end of the period, the SASI/ASI will direct the Flt to prepare for dismissal.</td>
</tr>
<tr>
<td>“Flight Sergeant, dismiss the flight”</td>
<td>2. The cadets will cease class work and put books and classroom materials away. The Flight Sergeant is responsible for making sure the room is in order (desks are straight, trash picked up, etc.) Element leaders ensure the cadets in their element police their areas.</td>
</tr>
<tr>
<td>“Room, Attention”</td>
<td>3. At the official end of the class period, the Flt CC will direct the Flt Sgt to dismiss the class. They exchange salutes, Flt CC departs first.</td>
</tr>
<tr>
<td>“Dismissed”</td>
<td>4. As the Flt CC departs, the Flight Sergeant will call the class to attention.</td>
</tr>
<tr>
<td></td>
<td>5. After the Flt CC has left the room, the Flt Sgt will give the order to dismiss the class.</td>
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### Classroom Late Entry (Tardy) Procedures:

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<tr>
<th>Command</th>
<th>Classroom Late Entry (Tardy) Procedures:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knock once at the classroom door</td>
<td>1. If you arrive after the beginning of class startup (door is closed), you must not enter until given permission. Wait at the door, knock once and remain at the position of attention. Avoid interrupting the Pledge. If you are with a group of other cadets, form up in a single file line in the hallway and one cadet will initiate the late entry procedure for the group.</td>
</tr>
<tr>
<td>“Flight Sgt, please go to the door”</td>
<td>2. The Flt CC or the SASI/ASI will direct the Flt Sgt to answer the door. The Flight Sgt will ask the cadet for their note/tardy slip or excuse and will update the attendance record.</td>
</tr>
<tr>
<td>“Cadet/Name requests permission to join the class, Sir/Ma’am”</td>
<td>3. The Tardy Cadet will report directly to the Flt CC or SASI/ASI, assume the position of attention (books/bag in left hand/arm), render a salute and request permission to join the class.</td>
</tr>
<tr>
<td>“Granted, take your seat(s)”</td>
<td>4. The Flt CC or SASI/ASI will return the salute and direct the cadet to take their seat.</td>
</tr>
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**Note:** When the flight returns to class, after leaving during the period, all students should stand at their desk at parade rest. The flight commander will then call the flight to attention and have them take their seats.
### Distinguished Visitor (DV) Procedures:

<table>
<thead>
<tr>
<th>Command</th>
<th>BEFORE/AFTER CLASS</th>
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<tr>
<td>“How may I help you, Sir/Ma’am”</td>
<td>1. If a DV comes to the door, the first cadet to notice them will greet the visitor.</td>
</tr>
<tr>
<td>“Sir/Sgt, you have a visitor”</td>
<td>2. Report the DV arrival to the SASI/ASI if they are not in the classroom. Knock once, then report.</td>
</tr>
<tr>
<td>“Thank you, carry on”</td>
<td>3. The greeter will escort/remain with the DV until dismissed by the SASI/ASI.</td>
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### Classroom Expectations

#### Be Prepared
- Get a good night’s sleep on nights before school
- Be on time for class; conduct restroom breaks before class
- Wear your uniform on the prescribed day
- Check whiteboard for assignments and notices

#### Be Courteous
- Be considerate of others and treat them with dignity and respect
- Address instructors by proper title, (i.e. "Colonel" or “Sergeant”)
- Be a good listener and request permission to speak by raising your hand
- Remain in your seat during class and ask permission to get up

#### Be Responsible
- Follow directions the first time
- Raise hand to be recognized before speaking
- Coordinate make-up work and tests with the instructor
- Turn in assignments prior to or on due date

#### Be Respectful
- Sit up straight and keep your feet on the floor
- Remove hats and sunglasses when in class
- Do not use vulgar or obscene language
- Do not engage in horseplay or any other disruptive behavior

Note: It is a sign of respect to stand when a DV enters the room. It is not necessary to call the room to attention, per se, but unless directed otherwise, cadets should stand any time an adult enters the classroom. Greet them and be respectful. It is polite to stand when speaking to someone who is standing, this is just common courtesy.
DO
• Treat all other cadets, students and faculty with dignity and respect at all times
• Be positive – attitude is everything!
• Be a good leader and a good follower
• Request permission to speak/answer a question by raising your hand

DO NOT
• Chew gum in the classroom
• Use electronic devices during class (unless it is being used for academic purposes)
• Sit on tables, desktops, or backs of chairs (Think SAFETY)

Hall Passes: Cadets should use restrooms between classes to avoid disruptions during class time. However, it is more important to be on time. If you need to go out during class, you will need to sign out a hall pass. Sign the log with your name and the time out. Complete the log when you return. Cadets returning on a hall pass do not have to follow the late entry procedure. Just enter quietly, return the pass, sign in and take your seat.

Off Limits Areas: Cadets accessing or attempting to access off limits areas of the classroom without permission will be subject to disciplinary action. Cadets will not access these areas/items without permission and direct instructor supervision:
• Instructor Office, desk, computers and personal belongings
• Supply Room and any locked cabinets
• Television, computers, and white boards
• Personal items belonging to other cadets
• If it is not yours, ask first or else leave it alone!

Cadet Honor Code

A cadet will not lie, cheat or steal, nor will he/she mislead or deceive anyone as to known facts. A cadet will be truthful, trustworthy, honest and forthright in all things.

Every cadet is presumed to be honorable and to possess moral integrity in the fullest sense and will be treated accordingly, unless a cadet proves otherwise by his/her words or actions.

A cadet should neither permit nor accept anything which is not just, right or true. He/she must do the right thing because it is right, not because of fear of punishment or peer pressure.

NEVER SURRENDER YOUR HONOR!
Section 4: SPECIAL PROGRAMS AND ACTIVITIES

There are several voluntary cadet extracurricular activities which supplement aerospace and leadership experiences. Additionally, these activities bring cadets together with common interests, build esprit de corps, are ways to create lasting friendships, and guarantee a good time to those who get involved. Involvement teaches responsibility, teamwork, and cooperation. It also is a positive, visible way to publicize to the community the values at work that we teach to our cadets.

Safety and Instructor Supervision

When conducting any AFJROTC activity, inside or outside of normal school hours, on or off school property, the program must comply with (and document when applicable) all school district safety, risk management, and supervision rules and policies. Cadets must be under direct instructor supervision during all AFJROTC activities.

Award of Ribbons and Badges for Participation

Participation in Special Programs and Activities by cadets is acknowledged with various special ribbons and badges for wear on the cadet uniform. See the Air Force Junior ROTC Consolidated Operational Supplement for further details.

Curriculum In Action (CIA)

CIA is a term used to describe school-sponsored activities (field trips) that directly support or serve as an extension of the AFJROTC curriculum. They are sponsored and approved using the same procedures as any other class/organization in the high school by the appropriate school authority. Maximum participation is highly encouraged.

Visits to Air Force Installations

Groups of AFJROTC cadets, under the supervision and control of an AFJROTC instructor, are authorized to take part in visits to Air Force installations to enhance the AFJROTC program. Visits serve as motivational activities for cadets and provide practical experiences complementing theoretical knowledge supplied in the AFJROTC curriculum.

Cadet Flight Programs

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

Awareness Presentation Team (APT)

APT is an academic endeavor designed to provide positive role models for elementary and middle school students. It also provides a practical application of the skills learned in the leadership education portion of the AFJROTC curriculum.

- An APT team is composed of cadets selected by the AFJROTC instructor based on their demeanor, verbal abilities, and professional appearance. The teams are responsible for selecting topics, conducting research, writing, and presenting the
material. The AFJROTC instructor must coordinate the topic/content with the elementary/middle school principal.

- Team members should not be considered or advertised as experts. They should be prepared to deliver brief presentations on a topic of current interest that can include, but is not limited to, high school dropouts, anti-bullying or drug use/abuse. All APT presentations must be cleared and approved by the high school principal.

**Cadet Leadership Course (CLC)**

This week long summer program offers cadets an opportunity to refine their leadership and communications skills in a tightly controlled and monitored training environment. Cadets will live, eat meals, and attend class on-campus at the Air Force Academy Prep School campus. Training slots are limited.

**Cadet Color Guard**

This elite cadet group presents and posts the United States Flag, the Colorado State Flag, the Air Force Flag, and our school and unit colors. Typically, these teams perform at school functions, unit functions, and community events. This highly visible activity provides an opportunity for cadets to learn to respect and properly present national and state flags.

**Cadet Saber Team**

This elite cadet group provides Saber arches for special events such as the Military Ball and Veterans Day ceremonies. This highly visible activity provides an opportunity for cadets to learn discipline and build pride and camaraderie. Interested cadets are selected for training by the Saber Team Commander and must be in good standing academically and behaviorally.

**Physical Training Activities**

AFJROTC instructors will ensure any program implementation is done with cadet safety as the primary consideration.

- Ensure cadets are adequately hydrated and have on site clean drinking water.
- For ambient air temperatures above 78 degrees Fahrenheit, determine the heat category (flag condition) using the AFROTC Thermal Stress Calculator which is posted on Wings. Once the flag condition is determined, carefully follow the work/rest and water intake recommendations in AETCI 48-101. If the Thermal Stress Calculator indicates a Red or Black Flag condition, use extreme caution.
- A first aid kit will be available as well as a cell phone for two-way communication for emergencies.
Co-Curricular and Extra-Curricular Activities

Cadet Drill Team
This team performs in local and area wide drill competitions and demonstrations. Participation requires an extra commitment from cadets since they will spend many hours learning the manual of arms, perfecting teamwork, practicing standardized movements, developing “free-style” movements, and taking care of their uniform.

Kitty Hawk Air Society (KHAS)
KHAS is the academic honor society of AFJROTC. Its purpose is to promote high academic standards and achievement. KHAS also develops leadership abilities, recognizes academic excellence, and furthers members’ knowledge of the Air Force role in aerospace. In order to be admitted, an instructor will review your eligibility. The minimum is a 3.5 cumulative GPA and an “A” in JROTC. (Limited to approximately the top 20% of cadets.)

Model Rocketry
Model rocketry is the designing, building, and flying of rockets that are made of paper, plastic, balsa wood, or any other lightweight material. A model rocketry program can provide an exciting introduction for cadets to concepts of aerospace engineering and design and the basic concepts of flight and space. It can motivate cadets to attain a greater knowledge of aerospace studies and arouse interest in aerospace careers.

CyberPatriot
CyberPatriot is a National Youth Cyber Education Program. It was conceived by the Air Force Association (AFA) to inspire high school students toward careers in cybersecurity or other science, technology, engineering, and mathematics (STEM) disciplines critical to our nation's future. In the rounds of competition, teams are given a set of virtual images that represent operating systems and are tasked with finding cybersecurity vulnerabilities within the images and hardening the system while maintaining critical services. Team are able to compete and state, regional, and national levels.

StellarXplorers
StellarXplorers is a program to inspire and attract high school students to pursue science, technology, engineering and mathematics (STEM) education and careers. The program provides a hands-on, space design challenge involving all aspects of space systems development and operation with a spacecraft and payload focus.
Community Service

In an effort to produce well-informed and helpful citizens, AFJROTC encourages its cadets to get involved in their local communities. This aspect of AFJROTC is one of the most rewarding and fun. The number, type, and size of cadet service projects are limited only by their imagination. (Counts for 10% of class grade)

Military Ball

One of the highlight events of the year is the Military Ball. Cadets look forward to and thoroughly enjoy this event. Dress is semi-formal. It is a formal sit-down dinner followed by a dance, usually held at the Air Force Academy Officers’ Club.

Awards Night

The end of year awards night is held in late April or early May, and cadets are presented with AFJROTC and National Awards. Cadets are recognized for their achievements for the year.

Other

Air Force Birthday Picnic, Veteran’s Day Parade, Holiday Party, Field Day/BBQ, Fundraising, and more!
Section 5: ENLISTMENT AND COMMISSIONING OPPORTUNITIES

Advanced Enlistment

In accordance with DODI 1205.13, JROTC cadets may be eligible for enlistment at a higher grade. For specifics, refer to Table 2.1 of Air Force Recruiting Service Instruction (AFRSI) 36-2001, Recruiting Procedures for the Air Force.

ROTC

A student completing at least two years of JROTC may be entitled to credit in the Senior ROTC program. See AFROTCI 36-2011, Administration of Senior Air Force ROTC Cadets, for specifics. ROTC scholarships are Senior ROTC controlled. Inquiries on scholarship eligibility, availability, and other scholarship-related issues should be made to HQ AFROTC/RRUC, 551 E Maxwell Blvd, Maxwell AFB AL, 36112.

Service Academy Nominations

Title 10 USC sets aside up to 20 nominations per Service Academy for “honor graduates of honor schools.”

- HQ AFOATS/JROS will send a list of the AFJROTC Distinguished Unit Award winners to all three Service Academies.
- Cadets who are not from Distinguished Unit Award winners must complete the application process for the desired Service Academy. When the cadet(s) receives notification from the academy that they are a potential candidate, the unit will forward at least one favorable response to HQ AFOATS/JROS no later than 1 Oct of each year. HQ AFOATS/JROS will identify the unit to the Service Academies, who will then forward nomination packages to these units.
- The Service Academies will forward packages to these units so they may nominate students for consideration.
- Cadets are highly encouraged to pursue other nomination sources to increase their chances of nomination.
Section 6: UNIT ORGANIZATION AND POSITION ROTATION

Unit Organizational Chart
CO-20021 is organized as a Cadet Wing with three groups (Training, Operations and Support). See UMD (Annex 4) for complete details and Job Descriptions.

Chain of Command and Cadet Authority

The chain of command starts at the lowest level and works its way up. If possible, cadets should first try to resolve issues and problems at the lowest level of leadership.

Dedicated Cadet Officers and NCOs are the key to an effective and efficient corps. They provide the leadership necessary in any successful organization. Cadets in management positions will ensure that all subordinates are given written job descriptions that inform them of their exact duties. Ensure they are informed about activities within their area of responsibility. This requires considerable effort on the supervisor’s part. It will require consistent feedback on expectations, performance progress toward meeting established goals and fulfilling assigned duties.

Cadets have limited authority over junior ranking cadets within command relationships and over all cadets under their supervision during functional relationships/activities. Cadet managers are authorized to give direction to cadets who are junior in rank. Cadet Officers and NCOs do not have authority to change seating arrangements, leadership positions, excuse other cadets from classes or formations, or to change any existing orders, directives, or regulations.

ALL cadets are responsible to politely advise other cadets if they are out of uniform or displaying unacceptable conduct. If the conduct is not corrected, the discrepancy should be reported up the chain of command. All cadets are obligated to be respectful of other cadets, regardless of rank or position. We look after our own!

Cadet Officers

- Have normally shown their potential as cadet NCOs
- Serve as role models for other cadets
- Must exercise both leadership and followership skills
- Must remember that authority and responsibilities are limited to corps activities
- Promote cadet ideals and standards and will not accept other cadets violating AFIROTC rules, regulations or established procedures

Cadet NCOs

- Assist the cadet officers to which they have been assigned
- Must serve as role models for the rest of the cadet corps
- Must address rule violations as they occur
- Must remember that authority and responsibilities are limited to corps activities
• Are responsible for the appearance and discipline of their flight members

**Cadet Position Rotation**

Positions will be rotated each semester to ensure all individuals have the opportunity to demonstrate their leadership abilities.

These positions are assigned based on each cadet’s leadership potential and ability, experience, and corps participation. The needs of the corps may warrant a cadet being placed in a position for which he or she did not apply.

Cadets in leadership and functional positions must maintain at least a “B” average in their aerospace science courses and an overall “C” school grade point average (2.0), with no course failures. Cadets who are unable to meet these standards may be removed from the position. This is not to be seen as a punitive measure, but an opportunity for the cadet to focus on maintaining overall academic achievement.

**Position Selection Criteria**

The following factors are considered when selecting cadets for leadership positions:

• Will the Wing activities improve with the cadet holding this position?
• Will the position improve the cadet’s leadership potential?
• What has the cadet done for the school overall? Grades/citizenship
• Performance in other positions and level of previous position/rank held
• Recommendation by JROTC Cadet Staff based on past performance
• SASI/ASI recommendations based on personal observations in and out of class

**Promotion and Position Assignment Orders**

The Personnel Officer will publish and distribute promotion orders and job assignment orders. Position assignment and grade change amendments to correct errors and to assign and change jobs will be published as required.
Section 7: CADET MANAGEMENT

Cadet Classification and Cadet Rank Assignment

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

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

- **AFJROTC Cadets:** Cadets have a permanent (minimum) rank determined by the years of AFJROTC successfully completed. Permanent ranks are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Midterm</th>
<th>EOS</th>
<th>Midterm</th>
<th>EOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>Amn (FQ)</td>
<td>A1C (FQ)</td>
<td>SrA (10% eligible)</td>
<td>SrA (50% eligible)</td>
</tr>
<tr>
<td></td>
<td>(FQ=Fully Qualified)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2nd</td>
<td>SrA (75% eligible)</td>
<td>SrA (100% elig)</td>
<td>SSgt (70% elig)</td>
<td>SSgt (100% elig)</td>
</tr>
<tr>
<td></td>
<td>SrA (100% elig)</td>
<td>SrA (100% elig)</td>
<td>SSgt (70% elig)</td>
<td>SSgt (100% elig)</td>
</tr>
<tr>
<td></td>
<td>SrA (25% elig)</td>
<td>SSgt (25% elig)</td>
<td></td>
<td>TSgt (25% elig)</td>
</tr>
<tr>
<td>3rd</td>
<td>TSgt (75% elig)</td>
<td>MSGt (50% elig)</td>
<td>SMSgt (6 elig)</td>
<td>CMSgt (3 elig)</td>
</tr>
<tr>
<td></td>
<td>TSgt (100% elig)</td>
<td>MSGt (50% elig)</td>
<td>SMSgt (6 elig)</td>
<td>CMSgt (3 elig)</td>
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<tr>
<td></td>
<td>TSgt (100% elig)</td>
<td>MSGt (50% elig)</td>
<td>SMSgt (6 elig)</td>
<td>CMSgt (3 elig)</td>
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<tr>
<td></td>
<td></td>
<td>MSGt (75% elig)</td>
<td>CMSgt (3 elig)</td>
<td>MSGt (100% elig)</td>
</tr>
<tr>
<td>4th</td>
<td>1LT (FQ)</td>
<td>Capt (FQ)</td>
<td>Major (60% elig)</td>
<td>Lt Col (60% elig)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Major (100% elig)</td>
<td>Major (100% elig)</td>
</tr>
</tbody>
</table>

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

A cadet promotion board will be held each quarter to consider cadets for advancement in cadet rank. The board will be comprised of the Cadet Wing Commander and Deputy Commander, Group Commanders, Squadron Commanders, and the Cadet Wing Superintendent. The Chief, Cadet Personnel will serve as the administrator of the board. The SASI and ASI will serve as advisors to the board. Eligibility for promotion will be as follows:
Disenrollment

Disenrollment from AFJROTC is recommended by the AFJROTC instructor and approved by the principal. Disenrollment should be a last resort, preceded by substantiated documentation and corrective counseling, to maintain the morale and discipline of the unit. A cadet 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 principal and the SASI

Cadet Recognition and Awards

Most awards are based upon both scholastic and leadership accomplishments. Participation in AFJROTC co-curricular programs and activities is also helpful. The best way to earn an award is to do the best you can do in all phases of AFJROTC and give your best effort in the unit.

Cadet of the Quarter

Each quarter one cadet from each AFJROTC 1 and AFJROTC 2 flight will be recognized as "Cadet of the Quarter." Selection is based on overall performance during the quarter--academics, involvement in extracurricular activities, appearance, etc. The Cadet of the Quarter will wear a distinctive cord on their uniform.

Academic ACE AWARD

Cadets who receive five (5) or more "A's" for the semester are identified as "Aces" within AFJROTC. Their names will be displayed.

Outstanding Flight Award & Ribbon

This award is presented at the end of each semester and recognizes the top flight in AFJROTC 1 and AFJROTC 2 that works as a team to excel in AFJROTC academics, uniform wear, personal appearance, attendance, involvement in extracurricular activities, and drill competition. Each cadet in the flight is presented the Outstanding Flight Ribbon and the flight guidon is adorned with the honor flight streamer. Honor Flight selection is based on the following:

Quarterly Flight Uniform Grade, Quarterly Drill Evaluation, Quarterly Physical Fitness Competition, Major Social Event participation, Quarterly Community Service hours logged

Certificate of Recognition

The AFJROTC Form 308, AFJROTC Certificate of Recognition, is used to recognize AFJROTC cadets and organizations (units) for outstanding support and achievement. The SASI presents this certificate.
AFJROTC and Nationally Sponsored Awards

The Cadet Awards and Decorations Program fosters morale, incentive, esprit-de-corps, and recognizes the achievements of AFJROTC Cadets. Presentations are normally made at the Award Night Ceremonies; however, at the discretion of the SASI, presentations may be made at other appropriate times during the school year.

Authorized ribbons will be worn in order of precedence as displayed on the AFJROTC ribbon chart. The ribbons are numbered and arranged in order of importance from left to right, top to bottom. Criteria for awards are published in the Air Force Junior ROTC Operational Supplement (Chapter 7).

Criteria for select AFJROTC Awards and Ribbons:

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

Leadership Ribbon. Awarded for outstanding performance in a position of leadership as an AFJROTC cadet. Ensures recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance.

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. Presented for a single or sustained performance of a superior nature. Presented in recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.

Cadet Leadership Course (CLC) Ribbon. Awarded for completion of an approved leadership school program of at least 5 days in duration. For each additional CLC completion an additional bronze star will be awarded. Silver Star will be awarded for outstanding performance or leadership ability at a CLC instead of the Bronze Star, limited to 10% of the class.

Special Teams Competition Ribbon: Awarded to team members for placing first, second or third place in an Air Force or Joint Service competition (drill, orienteering, etc.)

Drill Team Ribbon: Awarded annually for distinguished participation in at least 3 drill team competitions in an academic year. An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

Color Guard Ribbon: Awarded annually for distinguished participation in at least 5 color guard events in an academic year. An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

Saber Team Ribbon: Awarded annually for distinguished participation in at least 3 saber team events. An oak leaf cluster should be added to this ribbon for each year of qualifying membership beginning with the second year.

Orienteering Ribbon. Awarded to team members for completing unit training and competing in at least two Colorado School Orienteering League competitions.

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 unit.

Academic Ribbon: Awarded for academic excellence as signified by attaining an overall grade point average of at least “B” for one academic term (semester), in addition to an “A” average in AFJROTC.

Health and Wellness Ribbon. Awarded for participation in the unit health and wellness physical fitness program. All cadets who participate weekly in the unit’s wellness program may receive the Health and Wellness Ribbon. Cadets may miss no more than 2 weeks of participation in a semester to qualify. Subsequent yearly award of the Health and Wellness Ribbon will be denoted by the addition of a Bronze Oak Leaf cluster to the ribbon for each additional year of award. Cadets who score in the Physical Fitness Test’s 75-84% will receive a Bronze Star device; 85-95% will receive a Silver Star device; and 96-100% will receive a Gold Star device. These cadets, if already wearing the ribbon with oak leaf cluster(s), will receive and wear an additional Health and Wellness Ribbon with the highest-level Star Device(s) affixed. Duplicate awards of the Bronze, Silver or Gold percentile will be denoted by the addition of another star on this ribbon. Should a cadet subsequently score in a higher percentile, only the star representing the higher percentile will be worn. In no case will a cadet mix different color stars, or star(s) and oak leaf cluster(s) on the same ribbon.

Aerospace Education Foundation Badge: 3.3 GPA cumulative (juniors and seniors only) and no grade less than a C on the transcript

Activities Ribbon: Awarded at the discretion of the SASI for active participation (not just attendance) in extracurricular activity events not covered by some other ribbon or award, such as Academic Knowledge Bowl teams, Cyber Patriot, and StellarXplorers.

Attendance Ribbon: Awarded to cadets with no more than (3) excused absences and no unexcused absences during the school year.

Good Conduct Ribbon: Awarded to cadets with no detentions or suspensions of any kind, no adverse reports from other staff or faculty during the year. Cadets may also not have more than 5 unexcused absences from school for the year to qualify for this award.

Dress and Appearance Ribbon: Awarded for wearing uniform on all designated uniform days and conforming to AFJROTC dress and appearance standards during the semester (90% or higher semester uniform grade).

Longevity Ribbon. Awarded for successful completion of each AFJROTC school year.

Bataan Death March Memorial Hike Ribbon. Awarded to honor and remember the sacrifices of the victims and survivors of World War II’s Bataan Death March. Cadets who fully complete the 14-mile hike are authorized to wear the ribbon.
**Patriotic Flag Ribbon.** Awarded for participation in non-color guard events specifically designed to honor our nation’s flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. In order to receive this award, cadets must have participated in a minimum of 5 flag events.
Section 8: CADET STANDARDS OF CONDUCT

Importance of Standards

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

Cadets are expected to display proper self-discipline at all times in the classroom and off campus. Cadet behavior, particularly when in uniform, reflects upon the individual, their parents, their school, the AFJROTC program, and ultimately the Air Force.

Teachers form opinions about the AFJROTC program based on the actions of the cadets they observe. The good reputation our unit enjoys with the school is based in part on the overall outstanding conduct of our cadets. Teachers have come to expect the best from cadets enrolled in the AFJROTC program.

Inappropriate Behavior

Inappropriate behavior, in or out of uniform, is prohibited while participating in AFJROTC activities. This behavior includes, but is not limited to, consuming alcohol, drug abuse, tobacco/vapor pen use, horseplay, public display of affection, fighting, disparaging remarks, foul language, insubordination, disrespect, verbal threats, and physical attacks.

Disciplinary Action

Poor classroom behavior or non-compliance with standards will impact the leadership grade. Cadets who fail to maintain the standards of good conduct and behavior may be relieved from leadership positions, demoted to a lower grade, deprived of participating in certain AFJROTC activities and under the worst circumstances removed from the AFJROTC program.

Disciplinary action may include verbal warning, written warning and assignment of punitive action (extra assignments, assigned community service projects, etc.), office referral/detention, or elimination from AFJROTC for the most severe breaches in discipline. An incident does not have to be repeated in order to be considered severe. The punishment will be determined by the SASI/ASI.

Hazing

Hazing is strictly forbidden. It is defined as the practice of directing someone of lesser rank to perform a humiliating act which entails the surrender of dignity and self-respect or a hazardous act which exposes one to physical danger or bodily harm.

Requiring cadets to perform push-ups or any other physical activity as punishment is also forbidden. These activities may only be performed as part of a unit’s regular physical training/wellness program.

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

JROTC cadets will practice many customs that may be new to them. Some customs originated with the Army, while others were developed in the Air Force as a result of new circumstances. Your support and active observance of these customs will ensure you 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 for the chain of command and build the foundation for the self-discipline that is important and necessary in times of crisis. The following customs and courtesies are specific examples that are unique to the military.

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 good habit that will bring you many benefits such as mutual respect.

Etiquette

The practice of saying “please” and “thank you” goes along with courtesy. Cadets will always be respectful to each other, their classmates, and all school officials, especially when wearing the uniform or other items that identify them as AFJROTC cadets.

Cadets will present themselves as Ladies and Gentlemen at all times.

Saluting

The salute is a traditional greeting between military personnel. It is a way of saying hello while showing respect. Cadets must salute all commissioned officers and cadet officers while outdoors. Salutes are also rendered indoors when reporting. The salute can only be dropped after the person you are saluting returns the salute. Remember where you are, there are lots of military in our area. Show them the respect they deserve. When in doubt, it is always better to salute.

With a few exceptions (ie. The President of the United States) do not salute civilians or school officials. Be sure to render some appropriate greeting such as a hand shake, and stand whenever you are being addressed by an adult, especially if they approach you to shake your hand in greeting.

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.
Reporting IN/OUT of Instructor Office

It is important that cadets observe proper reporting procedures when reporting to the instructors’ office. Cadets will follow the following procedures:

**When conducting routine business** (returning paperwork, asking a question etc…)
- Knock on the office door once and wait for permission to enter.

**When directed to report:**
- Knock on the office door once and wait for permission to enter.
- Enter and stand at the instructor's desk
- Assume the position of attention and render a hand salute
- Report in stating "Cadet (last name), reporting as ordered"
- Wait for the instructor to return your salute and then drop yours
- When all business is finished, the instructor will state, “Dismissed”
- Come to attention, render a salute and state, “Thank you, sir/sergeant”
- Wait for the instructor to return your salute and exit the office

Military and AFJROTC Protocol

Appropriate ways to address or refer to the SASI and ASI:
- SASI: “Sir” or “Colonel” or “Colonel Huber”
- ASI: “Sergeant” or “(Senior) Master Sergeant (Archuleta) Reyes” or just “Sergeant Archuleta/Reyes”
- Cadets will not address instructors or any teachers/coaches by first names!

Cadets will address or refer to each other in class and while in uniform:
- A superior: Cadet/rank and last name… or “Sir/Ma’am” for cadet officers
- A subordinate or equal rank: Cadet/last name or cadet rank/last name.
- Avoid calling subordinates just by their rank; it can appear demeaning especially in certain disciplinary situations (i.e. “pulling rank”). Don’t pull rank.

Uniform Wear Policy

The Director of AFJROTC prescribes the uniform, uniform devices, and the manner of wear for AFJROTC cadets. AFJROTC cadets will comply with the personal appearance and grooming standards prescribed in AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel* and the *Air Force Junior ROTC Guide* (See Annex 5).

The uniforms cadets are issued are the same worn by active-duty Air Force personnel, with a few exceptions. The uniform is the property of the United States Air Force and is provided to you on a loan basis. You are responsible for keeping it properly cleaned and in
good repair. At the school year’s end, or when directed by the AFJROTC instructor, you must return all items issued or make payment for items missing, damaged, or destroyed.

Cadets will meet dress standards as outlined in Air Force Instruction 36-2903, *Air Force Junior ROTC Operational Supplement*, and this Cadet Guide.

**Appearance and Grooming.** When a cadet wears the uniform, he/she is responsible for presenting a neat, clean, and professional military image. Appearance and grooming standards help cadets present the image of disciplined cadets who can be relied upon to do the job they are called on to do. A professional military image has no room for the extreme, the unusual, or the faddish. The standards for wearing the uniform consist of five elements: neatness, cleanliness, safety, uniformity and military image. The first four are absolute, objective criteria for the efficiency, health, and well-being of the force. The fifth standard, military image is also very important, military appearance is subjective, but necessary. People, both military and civilian, draw conclusions as to the military effectiveness of the Air Force by how they perceive those in uniform.

**Uniform Day**

- AFJROTC requires cadets to wear the uniform at least once a week
- Cadets new to the program will be given ample instructions on how to properly wear the uniform before they are required to wear it for the first time
- Uniform day and specific uniform requirements will be posted
- On uniform day, a complete and correct uniform is to be worn at all times unless an instructor permits a variation. If there is another activity that you feel interferes with this procedure, you must get permission first from the SASI/ASI

**Typical Monthly Uniform Schedule**

- **Week One:** Short Sleeve Blues, open collar
- **Week Two:** Long Sleeve Blues with Tie/Tab
- **Week Three:** Short Sleeve Blues, open collar
  - ABUs (300 and 400 level cadets)
- **Week Four:** Service Dress Uniform

Note: You must remain in proper uniform wear… coats/jackets, when worn, are to be buttoned or zipped, shirts must stay tucked in, hats are to be worn when outside, ties are to be “run up” to the top of the collar, sleeves are to be down, and all buttons to be buttoned.

A “Uniform for the week” memorandum will be posted in the classroom and on the AAHS AFJROTC web page specifying the uniform combination that is to be worn on uniform day each week. The SASI will determine the uniform wear.

**Physical Training (PT) Uniform**

The PT uniform is a multi-purpose uniform. PT T-shirts may be worn out or tucked in. Portions of the PT uniform may not be mixed with any combination of the Air Force uniform. The PT uniform is not a substitute for the weekly uniform day and will only be worn during AFJROTC events.
Uniform Care and Maintenance

The following policies will cover the wear and maintenance of the AFJROTC uniform:

- It is the cadet’s responsibility to maintain all uniform items in a clean and orderly condition during the school year and when the uniform is turned in. Cadets are also obligated to wear the uniform properly and proudly. In doing so, cadets uphold the dignity of the Air Force, their unit, fellow cadets, and themselves.
- Cadets will properly maintain (clean and repair) their uniform items at their own expense. Follow the instructions listed below when cleaning uniforms:
  - Slacks, trousers, skirts, jackets, caps, ties, tabs, cloth rank (all dark blue items) must be DRY-CLEANED; the material may be damaged if washed/dried at home.
  - Blouses, shirts (light blue items) and socks may be machine-washed. Use a laundry stain remover to remove collar and underarm stains.
- Check your uniform on the day that you take it off (not the night before you wear it) to see if it needs special cleaning or repair. If it needs cleaning, get it done RIGHT AWAY! If it needs repair, talk to an instructor as soon as possible.
- Cadets who are learning self-discipline should not use excuses such as, “I forgot,” “My mom didn’t wash it,” “It’s in the cleaners,” etc. Making excuses is inconsistent with the goals of AFJROTC.

Personal Appearance Standards

Jewelry: While in uniform:

- You may wear a wristwatch and rings, but no more than three rings at any one time. You may wear one bracelet if it is neat and conservative (1/2” wide maximum).
- You may not wear ornaments on your head or around your neck.
- Thumb rings are not allowed in uniform.
- Colored bracelets of a cause are also not allowed.
- Earrings: While in uniform:
  - Female cadets may wear earrings if the earrings are conservative and kept within sensible limits. For example, you may wear one small spherical (diamond, gold, black, white pearl, or silver) pierced or clip earring on each earlobe.
  - The earring worn in each earlobe must match. Earrings should fit tightly without extending below the earlobes, unless they are clip earrings.
  - Male cadets may not wear earrings in uniform or when participating in any official AFJROTC activities (whether in uniform or not).
Religious Headgear:

- Religious headgear **may be worn indoors** upon the approval of the SASI, school principal, and HQ AFJROTC
- Religious headgear may be worn **outdoors so long as it is not visible** (i.e. the standard issue Air Force cap must conceal any religious headgear)
- Religious items (other than headgear) **will not be visibly worn** with any AFJROTC uniform unless written permission is granted by the SASI, the school principal, and HQ AFJROTC

Eyeglasses or Sunglasses:

- If you wear glasses, they **must not have any ornaments** on the frames or lenses
- Eyeglass lenses that are **conservative**, clear, slightly tinted, or have photosensitive lenses may be worn in uniform while indoors or while in military formation
- When outdoors and in uniform, sunglasses and eyeglasses must have lenses and frames that are conservative; **faddish or mirrored lenses are prohibited**. **Sunglasses are not allowed** while in a military formation
- Neither eyeglasses nor sunglasses can be worn around the neck or on top of the head while in uniform

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
- **Tattoos**-(Total Force): Effective immediately; there are no size or limitations for authorized tattoos on the chest, back, arms, and legs. Tattoos, brands, and body markings will not be on the hand, neck, face, tongue, lips, and scalp. Hand tattoos are limited to one single-band ring tattoo, on one finger, on one hand.

Body Piercing:

- Cadets participating in official AFJROTC activities (in or out of uniform) are **not allowed** to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might be visible through the uniform)
- Female cadets in uniform; however, are allowed to wear conservative earrings, pierced or clip style, **in their earlobes**
Specific Female Cadet Grooming Guidelines

Hair.
- Your hair should be no longer than the bottom of the collar edge at the back of the neck.
- Your hairstyle must be conservative—no extreme or faddish styles are allowed.
- It should also allow you to wear uniform headgear in

- Hair color/ highlights/frosting (must not be faddish). Examples of natural looking: Blonde/Brunette/Red/Black/Grey. No shaved heads or flat-top hairstyles for women. Micro-braids and cornrows are authorized for women.
- Hair will not touch eyebrows. Hair may be visible in front of women's flight cap. However, long hair will be secured with no loose ends.

Specific Male Cadet Grooming Guidelines

Hair.
- Keep your hair clean, neat, and trimmed. It must not contain large amounts of grooming aids such as creams, oils, and sprays that remain visible in the hair.
- When your hair is groomed, it should not touch your ears or eyebrows, and only the closely cut or shaved hair on the back of your neck should touch the collar.
- Bulk: Your hair should not exceed 1-1/4 inch in bulk regardless of the length. The bulk and length of your hair must not interfere with wearing any Air Force headgear properly, and it must not protrude below the front band of the headgear.
- Your hair must have a tapered appearance on both sides and back, both with and without headgear. A tapered appearance means the shape of the skull, curving inward to the end point. Block cut permitted with tapered appearance. No extreme or faddish hair styles are allowed. Hair should be no longer than ¼ inch at the termination point.
- Your hair may not contain or have attached to it any visible foreign items.
- If you dye your hair, it should look natural and same color.
- You may have sideburns -- they must be straight and of even width (not flared) and end in a clean-shaven horizontal line. They may not extend below the lowest part of the outer ear opening.
Professionalism in Uniform

No Public Displays of Affection: AFJROTC cadets will not engage in public displays of affection such as holding hands, embracing or walking arm in arm while in uniform (or out of uniform when participating in official AFJROTC activities). Public displays of affection also violate District 20 High School policy.

Official Activities Only: Uniforms will only be worn while traveling to or from, or while participating in official AFJROTC activities. Cadets will not wear the uniform while participating in demonstrations, partisan political activities, public speeches, seeking employment, or in any other activities that may bring discredit to the corps of cadets, Air Academy High School, District 20 or the United States Air Force.

Other: Gum chewing, wearing of portable headphones/ear-buds (MP3, iPod, etc.) are prohibited while in uniform. Cadets are also prohibited from using cell phones while walking in uniform. Remember to maintain a professional appearance at all times.

Wear of Ribbons

Cadets will be issued one set of ribbons (when awarded) and an appropriately sized rack. The authorized ribbons will be worn in order of precedence as displayed on the AFJROTC ribbon chart maintained on the cadet bulletin board. Ribbons will be worn on the Service Dress coat and may be worn on the long sleeve shirt with tie/tab combo (as appropriate for uniform of the day).

Note: Please be careful if carrying a backpack/bag over your left shoulder so you don’t inadvertently pull off your ribbons.
Annex 1: DRILL TEAM

Name of Organization: Centurion Drill Team

Faculty Sponsors: SMSgt Archuleta and MSgt Reyes

Purpose and Activities: Promotes teamwork, esprit de corps and discipline. Gives select AFJROTC students an opportunity for an extra-curricular activity.

Qualifications: Students must be currently enrolled in the ASD-20 AFJROTC Program. All students must try out for the team annually. Team members must be in good academic and behavioral standings. Students must maintain a B average (GPA) in AFJROTC and comply with Colorado High School Activities Association (CHSAA) eligibility rules. Because of the nature and visibility of the team, students must not have continued disciplinary issues.

The Centurion Drill Team is an extension of the Drill and Ceremonies (D&C) portion of the AFJROTC curriculum. It is not intended to replace the minimum requirements specified in the course. It takes D&C to a higher/competitive level.

The staff advisors will serve as the Drill Team Coaches. While the team members will be given some autonomy, the team will always be under the supervision of the coaches.

Cadets will have the opportunity to earn an activity letter or a certificate. There will be two teams within the Centurion Drill Team – Junior Varsity (JV) and Varsity. Varsity members will have the opportunity to earn a letter and JV members will be able to earn a certificate. To earn a letter or certificate, the student must meet all AFJROTC requirements (uniform wear, community service, parade participation, etc.), attend all drill competitions, not miss more than three practices, and be in good academic and behavioral standings.
Annex 2: FLAG RAISING

FLAG RAISING

All AFJROTC cadets are required to know how to raise and lower the United States flag on the flagpole in front of the school. Below are procedures that were taken from Air Force Manual (AFM) 36-2203 and Army Field Manual (FM) 3-21.5.

Raising

- Normally, a detail consisting of three people is required to raise the flag. However, we will be using five cadets for our procedure. The senior member normally serves as the US Flag Bearer, while the others will serve as Colorado Flag Bearer, US Flag Guard, Colorado Flag Guard, and the Road Guard.

- The detail assembles in the classroom when the US Flag Bearer will give the command “Detail, FALL IN.” At this command, the detail is formed with the Road Guard in the front, followed by the US Flag Guard, the US Flag Bearer, the Colorado Flag Bearer, and the Colorado Flag Guard (See below). As the detail leaves the room, the class should be called to attention.

- The US Flag Bearer gives the command “Forward, MARCH” and marches the detail to the flagpole in a single file line. (Note: Safety takes precedence. Always watch for traffic before entering the street. If there is traffic, the Road Guard should take up the half step or mark time before entering the street.) The Road Guard will branch off and stop the traffic as the rest of the detail passes by. He/She then falls into the back of the formation as the detail clears the street.

- As the US Flag Guard steps onto the concrete pad, he/she will initiate two column lefts to align the detail on the left side of the flagpole. (Note: The Road Guard will make an immediate left flank upon stepping on the pad, march to the end of the pad and execute another left flank and immediately go to mark time. The rest of the detail will then begin to mark time behind the road guard.
The US Flag Bearer then commands “Left Turn, MARCH,” as the left foot strikes the ground (this is a four-count turn to face the flagpole). The US Flag Bearer stops the detail by commanding “Detail, HALT.”

The US Flag Bearer then gives the command “POST.” On this command, the US Flag Guard executes a left face in marching and steps off 45 degrees (towards the flag staff) taking two steps forward, halts, and executes a left face towards the flag staff. The Colorado Flag Guard executes a right face in marching and steps off 45 degrees (towards the flag staff) taking 2 steps forward, halts, and executes a right face towards the flag staff (this is a 5 count move for the guards). The Colorado Flag Guard will release the halyards, ensure they are not tangled and then hand the appropriate halyard to the US Flag Guard.

The US Flag Bearer commands “ATTACH THE FLAGS.” The Flag bearers move forward to connect the flags to the halyard with assistance from left halyard person (Colorado Guard). The right halyard person slightly raises the flag after first eyelet of flag is connected. Flag bearer connects second eyelet and continues to unravel flag. Once unraveled, the right halyard person (US Guard) raises flag just above the head of left halyard person while flag bearer holds end of flag with right hand. The same procedures apply for the Colorado Flag.

Note: Flag Bearers do not release their flags until they are sure the ends of their flags will clear the ground.

US Flag bearer commands “Ready, Step.” All 4 members take one step backwards to final positions. Flag Guards should keep halyards tight in a triangle formation with elbows out from the body, hands chin high with right hand over left.

The US Flag Bearer then commands “Present ARMS.” All team members (Except halyard members) will present arms. The US Guard then briskly raises the flag (hand-over-hand), while the Colorado guard keeps the halyards taught.

When the flags reach the top of flagpole, halyard personnel will return to flag pole (one full step forward) with nod of head from right halyard person and the left halyard person secures halyard.

Halyard personnel present arms once halyard is secure with nod of head from left halyard person.

The US Flag Bearer then commands “Order, ARMS.” At this command, all members of the detail drop their salutes.

The US Flag Bearer then gives the command “POST.” At this directive, the US Flag Guard executes a left face, takes two steps forward, halts, and executes another left face in line with the other team members. The Colorado Guard executes a right face, takes two steps forward, halts, and executes a left face. All other members will execute a left face so that they are facing towards the main entrance of the school (all members execute this movement at the same time).
The US Flag Bearer then gives the command “Column Half Left, MARCH.” The detail then marches off the pad and crosses the street. The Road Guard enters the street and positions himself/herself in the street to stop the traffic as the detail crosses the street. (Note: Safety takes precedence. Always watch for traffic before entering the street.)

Once the detail crosses the street, the Road Guard falls into the back of the formation. The detail automatically begins mark timing under covered area in the front of the school. The US Flag Bearer then commands “Detail, HALT” and “FALL OUT.”
Folding the U.S. Flag

A - Hold the flag waist-high.

B - Fold the lower striped section of the flag over the blue field.

C - The folded edge (the edge nearest the reader in illustration B) is then folded over to meet the open edge.

D - A triangular fold is then started by bringing the striped corner of the folded edge to the open edge.

E - The outer point is then turned inward (parallel with the open edge) to form a second triangle.

F - The triangular folding is continued until the entire length of the flag is folded in this manner.

G - When the flag is completely folded, only the blue field should be visible.
Annex 3: AFJROTC DRILL COMMAND SEQUENCE

<table>
<thead>
<tr>
<th>Flight Commander will report in to signify ready to perform.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Fall in</td>
</tr>
<tr>
<td>2. Open ranks march</td>
</tr>
<tr>
<td>3. Ready front</td>
</tr>
<tr>
<td>5. Present arms</td>
</tr>
<tr>
<td>7. Parade rest</td>
</tr>
<tr>
<td>8. Attention</td>
</tr>
<tr>
<td>9. Left face</td>
</tr>
<tr>
<td>10. About face</td>
</tr>
<tr>
<td>11. Forward march</td>
</tr>
<tr>
<td>12. Right flank march</td>
</tr>
<tr>
<td>13. Left flank march</td>
</tr>
<tr>
<td>14. Column right march</td>
</tr>
<tr>
<td>15. Forward march</td>
</tr>
</tbody>
</table>

The Flight CC will report out to indicate the routine is complete.
Annex 4: UNIT MANNING DOCUMENT (UMD)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Auth Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wing Leadership</strong></td>
<td></td>
</tr>
<tr>
<td>Wing Commander</td>
<td>C/Col*</td>
</tr>
<tr>
<td>Vice Wing Commander</td>
<td>C/Col*</td>
</tr>
<tr>
<td>Wing Superintendent</td>
<td>C/CMSgt*</td>
</tr>
<tr>
<td>Commander’s Action Group</td>
<td>C/2Lt</td>
</tr>
<tr>
<td>Kitty Hawk Air Society</td>
<td>C/2Lt</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>C/2Lt</td>
</tr>
<tr>
<td>Historian</td>
<td>C/2Lt</td>
</tr>
<tr>
<td><strong>Group Leadership</strong></td>
<td></td>
</tr>
<tr>
<td>Group Commander</td>
<td>C/Col*</td>
</tr>
<tr>
<td>Deputy Group Commander</td>
<td>C/Major</td>
</tr>
<tr>
<td>Training Officer</td>
<td>C/2Lt</td>
</tr>
<tr>
<td>Superintendent</td>
<td>C/CMSgt*</td>
</tr>
<tr>
<td><strong>Squadron Leadership</strong></td>
<td></td>
</tr>
<tr>
<td>Squadron Commanders</td>
<td>C/Capt</td>
</tr>
<tr>
<td>Operations Officers</td>
<td>C/2Lt</td>
</tr>
<tr>
<td>First Sergeants</td>
<td>C/SSgt</td>
</tr>
<tr>
<td><strong>Functional Positions</strong>*</td>
<td>C/2Lt</td>
</tr>
<tr>
<td><strong>Flight Leadership</strong></td>
<td></td>
</tr>
<tr>
<td>Flt Commander (7)</td>
<td>White aiguillette</td>
</tr>
<tr>
<td>Flt Sergeant (7)</td>
<td></td>
</tr>
<tr>
<td>Element Leader (4 per flight)</td>
<td></td>
</tr>
<tr>
<td>Guidon Bearer (7)</td>
<td></td>
</tr>
</tbody>
</table>

* These are maximum grades (IAW AFJROTCI 36-2001).

Note: The SASI may approve additional positions on a case-by-case basis to accommodate leadership opportunities for select 3\textsuperscript{rd} year and all 4\textsuperscript{th} year cadets.
Cadet Job Descriptions and Responsibilities

Cadet Wing Commander:
1. Command the wing by effectively leading the group commanders
2. Provide the wing with goals directed toward the AFJROTC mission
3. Supervise all wing activities by delegating authority to group commanders while requiring necessary feedback to retain knowledge of wing activities
4. Communicate and coordinate with the SASI/ASIs

Vice Wing Commander:
1. Serve as commander, in the absence of the wing commander
2. Supervise the cadet wing staff functions
3. Planning and coordinating all wing activities, facilities, and resources
4. Serve as Wing Inspector General

Cadet Group Commander:
1. Command the group by effectively managing the subordinate squadrons
2. Provide the group with goals directed toward the AFJROTC mission
3. Supervise all group activities by delegating authority to group staff while requiring necessary feedback to retain knowledge of group activities

Cadet Wing/Group Superintendent:
1. Advise the Wing/Group Commander on cadet corps problems
2. Serve as the liaison between enlisted cadets and the wing/group staff
3. Ensure all NCO’s, flight sergeants and first sergeants carry out their responsibilities

Cadet Squadron Commanders:
1. Command the squadron by effectively managing the squadron staff
2. Supervise cadet performance, conduct, and promotion potential
3. Inform group commander on the status of the squadron
4. Ensure all Flight Commanders carry out their responsibilities
5. Monitor squadron progress towards accomplishing the stated cadet goals

Cadet Squadron Operations Officer:
1. Assist Squadron Commander in all areas
2. Ensure Cadets are adequately trained in drill and color guard
3. Monitor and supervise squadron functional responsibilities

Cadet Squadron First Sergeant:
1. Make recommendations concerning cadets holding enlisted rank
2. Ensure awards given to enlisted cadets are earned
3. Help squadron commander document awards and ribbons
4. Monitor and contribute to enhancing unit morale and welfare
Cadet Flight Commander:
1. Command flight in the classroom and in drill formations
2. Call roll and report attendance
3. Ensure compliance with classroom rules and procedures
4. Enforce cadet conduct and discipline during class and formal formations

Cadet Flight Sergeant:
1. Control of the flight in the absence of the flight commander
2. Assist flight commander with flight conduct and discipline
3. Prepare flight for inspection and accomplish inspection records
4. Act as classroom door guard and attendance monitor

Cadet Element Leader:
1. Control of element members in classroom and drill formations
2. Report roll call for their element.
3. Maintain cleanliness of area occupied by their element.

Cadet Flight Guidon Bearer:
1. Accomplish duties of Guidon Bearer described in Drill and Ceremonies
2. Lead the direction of march for the flight

Chief of Services:
1. Plans and organizes unit social functions.
2. Provides agendas and budgets up the chain of command for approval.
3. Coordinates with the Chief, Public Affairs to advertise upcoming activities.

Chief of Civil Engineering:
1. Maintain classrooms. Lead facility upgrade projects.

Chief of Community Service:
1. Monitor the performance of the corps towards cadet goals.
2. Develop community service objectives and coordinating service projects
3. Establish documentation procedures for tracking completion of service hours

Chief of Training:
1. Monitor the performance of the corps towards cadet goals
2. Develop training objectives and coordinating activities
3. Ensure all new cadets to the unit are trained on unit policies and procedures.

Chief of Physical Fitness:
1. Monitor the performance of the corps towards cadet goals.
2. Develop athletics objectives and coordinating activities
3. Lead AFJROTC 4 Wellness Program

Chief of Awareness Presentation Team:
1. Monitor the performance of the corps towards cadet goals.
2. Advertise, schedule, and present the program to the community (SASI will be the point of contact with the local schools)
3. Recruit new members for the team
Chief of Supply:
1. Assisting the aerospace science instructors (ASI) in the control, inventory, issue, and turn-in of all Air Force and group property
2. Maintain an inventory of on-hand supplies for the wing
3. Coordinate with flight logistics representatives

Chief of Financial Services:
1. Develop an annual fund raising plan and serve as special project officer
2. Maintain cadet fund transaction records and supporting documentation
3. Preparing funding requirements for cadet activities and obtain funds

Chief of Personnel:
1. Initiate personnel record folders on all cadets
2. Publish Promotion and Position Assignment orders
3. Supervise awards and decorations program
4. Maintain cadet records in “WINGS”

Chief, Commander’s Action Group is responsible for:
1. Develop an activity plan for group special activities and programs
2. Supervise special project POCs during planning and execution
3. Monitor and publicize Unit Goal performance
4. Other duties assigned by Wing CC/CV

Cadet Drill Team, Color Guard, KHAS Commanders are responsible for:
1. Writing instructions/plans covering membership and operations policies
2. Recruiting, organizing and training team members
3. Publicizing organization activities in corps, school, and community publications and news media (with SASI/ASI prior approval)

Chief of Cyber:
1. Maintain unit social media outlets
2. Lead unit Cyber Patriot Team
3. Maintain/support unit technical capabilities

Chief of Information Management:
1. Manage WINGS data entry
2. Supervise NCO use of WINGS
3. Coordinate with Personnel, Supply, Extracurricular Cadet Leaders

Chief of Readiness:
1. Provide first aid support at unit events
2. Establish cadet response capabilities to natural disasters
3. Provide Readiness training opportunities for unit cadets
All Cadets are responsible for:

1. Taking pride in and wearing the uniform correctly
2. Taking an active role in the cadet corps by assisting/participating in corps fundraising, special projects, and other corps activities
3. Reporting/correcting other cadets who violate cadet corps policies
4. Always treating fellow cadets with respect, dignity and honor
5. Looking out for and assisting other cadets when necessary
6. Learning as much as possible about the cadet corps
7. Preparing themselves to assume future leadership positions
8. Continuously striving to improve themselves and the cadet corps
9. Always being a positive representative of the corps through words and actions
Annex 5: AFJROTC UNIFORM GUIDE

1. Awareness Presentation Team (APT) badge: Center on welt pocket 3 inches below the top.
2. Name tag: Center between arm seam and lapel with bottom edge parallel to top of welt pocket.
4. Unit patch: Placed ½ to 1 inch below shoulder seam and centered.
5. Shoulder tabs: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground. *(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)*
9. AFJROTC Patch: Placed ½ to 1 inch below shoulder seam and centered.
CADET FEMALE 1620 SERVICE DRESS

1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center ½ to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground. *(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)*

Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.
1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.

2. Name tag: authorized for wear and is to be grounded and centered over wearer’s right pocket.

3. Unit patch: center ½ to 1 inch below shoulder seam.

4. Shoulder tab: center between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.


8. Grade insignia (officer or enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman 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.
1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 16.
3. Unit patch: center ½ to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 16.
6. Aerospace Education Foundation (AEF) Badge: see note 16.
7. Distinguished Cadet Badge: see note 16.
8. Grade insignia (officer or enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman 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.
10. Flight Solo or Flight Certificate Badge: see note 16.
11. Ground School Badge: see note 16.
1. (Officers only) When placing rank on epaulet instead of collar, use standard size metal rank, center on epaulet 5/8 in from shoulder seam.
2. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1” below shoulder seam.
3. Unit patch on right sleeve ½ to 1 inch below shoulder seam and centered.
4. 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 ½ to 1 inch below shoulder seam and centered.
7. Jacket will be closed to at least the halfway point.
8. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.
Note 3: Cadet rank insignia will be centered on collar and parallel with bottom of the collar.
Annex 6: AFJROTC and AIR FORCE RANK

<table>
<thead>
<tr>
<th>Cadet Title</th>
<th>Cadet Officer</th>
<th>USAF Officer</th>
<th>USAF Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet Second Lieutenant (C/2Lt)</td>
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<td><img src="image" alt="2Lt" /></td>
<td>Second Lieutenant (2Lt)</td>
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<tr>
<td>Cadet First Lieutenant (C/1Lt)</td>
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<td>First Lieutenant (1Lt)</td>
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<td>Captain (C/Capt)</td>
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<td>Captain (Capt)</td>
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<tr>
<td>Major (C/Maj)</td>
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<td>Major (Maj)</td>
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<td>Cadet Title</td>
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<td>USAF Enlisted</td>
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<td>Airman First Class (A1C)</td>
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<td>Cadet Senior Airman (C/SrA)</td>
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<td>Cadet Staff Sergeant (C/SSgt)</td>
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<td>Staff Sergeant (SSgt)</td>
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<td>Cadet Technical Sergeant (C/TSgt)</td>
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<tr>
<td>Cadet Master Sergeant (C/MSgt)</td>
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<tr>
<td>Cadet Senior Master Sgt (C/SMSgt)</td>
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<td>Senior Master Sergeant (SMSgt)</td>
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<tr>
<td>Cadet Chief Master Sgt (C/CMSgt)</td>
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<td>Chief Master Sergeant (CMSgt)</td>
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</tbody>
</table>