

TX-20093



Air Force Junior ROTC

Cadet “Blue Book”

CHAPTER 1

POLICIES AND PROCEDURES

1. General

A. Admission of Students: The student must be enrolled in high school and a citizen or national of the United States and approved by the Senior Aerospace Science Instructor (SASI). Student may also be an alien admitted for permanent or temporary residence.

B. Disenrollment: As a rule, the principal, and councilors in coordination with SASI determines disenrollment from AFJROTC. Disenrollment should be a last resort with substantiated documentation and corrective counseling accomplished. A cadet may be disenrolled for:

1. Failure to maintain acceptable standards
2. Inaptitude or indifference to training
3. Discipline reasons
4. Undesirable character traits
5. Failure to remain enrolled in school
6. Individual request
7. Any other reason deemed appropriate by the SASI or the principal.

C. Transfers: Students transferring from Army, Navy, Marine Corps, Coast Guard, or other AFJROTC programs are authorized full credit for training received. Transfer of rank held in other service program is determined by the SASI.

D. Personal Grooming Standards: In accordance with AFI 36-2903, cadets (**M-Male, F-Female**) will observe the following rules with respect to personal grooming:

1. Beards (M) will not be worn except for health reasons when authorized by the SASI on the advice of a medical doctor. If the SASI authorizes, cadets will keep facial hair trimmed not to exceed 1/4 inch in length. Individuals granted a shaving waiver will not shave any facial hair. The SASI and ASI will monitor progress in treatment to control these waivers.

2. Cosmetics (F) will be conservative and in good taste.

3. Hair, Overall Standard (M&F):

a. Will be clean, well groomed and neat. If dyed, will look natural.

b. Will not contain excessive amount of grooming aids. Hair will not touch eyebrows when groomed or protrude below the front band of properly worn headgear.

EXCEPTION: hair may be visible in front of female's flight cap.

4. Hair Style (M):

a. Will have a tapered appearance on both sides and back, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the individual's hair so that it conforms to the shape of the head, curving inward to the termination point. Block cut permitted with tapered appearance.

b. Will not be worn in an extreme or fad style or in such a way that exceeds length or bulk standards or violates safety requirements. Will not touch the ears. Will not

exceed 1 1/4 inches in bulk, regardless of length and not exceed 1/4 inch at the termination point. Will not contain or have any visible foreign items attached to it.

c. If dyed, the hair must retain a natural appearance. Natural fading of the hair is acceptable. Cadets have one day to return hair to its normal and natural color, or be assessed a level one warning. **Flight commanders are held responsible for the enforcement of this policy.**

d. Non-standard hairstyles are not allowed. No cadet is permitted to shave his head nor required to have a high and tight haircut.

5. Hair Style (F):

a. Will be styled to present a professional appearance. Plain and conservative pins, combs, headband, and barrettes similar to the individual's hair color permitted to keep hair in place.

b. Will not be worn in an extreme fad or violate safety requirements. Will not extend in length on all sides below invisible line drawn parallel to the ground at the bottom of the shirt collar at the back of the neck. Will not exceed 3 inches in bulk or prevent proper wear of headgear. Will not include hair ornaments such as ribbons or jeweled pins.

c. Non-standard hairstyles are not allowed. The following hairstyles are not appropriate when in uniform; punk, ponytails, "corn rows", corkscrew, or "ding-a-long" curls by the face. Ponytails will be authorized in PT uniform only.

6. Hairnets (M & F) will be worn as required for safety. Made of cotton or a synthetic material; be of a conservative, solid color similar to the individual's hair color, be strong enough to support and control hair; and contain no metal fasteners.

7. Mustache (M): Will not exceed the corner of the cadet's mouth.

8. Sideburns (M): Will be neatly trimmed and tapered in the same manner as the haircut; will be straight and have even width (not flared) and end in a clean-shaven horizontal line; and will not exceed below the lowest part of the exterior ear opening. (This does not apply to individuals having shaving waivers.)

9. Wigs and Hairpieces (M&F): Will conform to the same standards required for natural hair, be of good quality, and fit properly; will not exceed limits stated for natural hair; and male cadets are allowed wigs and hairpieces only to cover baldness or disfiguration. Other male cadets do not wear wigs or hairpieces.

10. Nail Polish (F): Will be conservative in color, in good taste, and will not contain any ornamentation.

E. General Rules of Conduct:

1. Cadets are responsible for knowing and observing the rules of conduct contained in the "Blue Book" and special official notices posted in the AFJROTC classroom. Wylie East High School JROTC cadet is considered to be enrolled in TX-20093 on 7 days a week and 24 hours a day basis.

2. Physical hazing, undo familiarization, and fraternization are not allowed. See Chapter 6 (Customs and Traditions).

3. Cadets will always be in full compliance with the WISD tenet use policy.

a. Cadets will not:

1.) Conduct themselves in a manner, which would bring discredit to the United States Air Force, Wylie East High School, or the Corps of Cadets.

- 2.) Act as agents for commercial or political concerns of any kind.
 - 3.) Be out of correct uniform of the day, wholly or partially at any time, on or off campus.
 - 4.) Gamble or possess gambling equipment. (Dice, poker chips, etc.)
 - 5.) Show disrespect for authority, both staff/faculty and cadet leaders.
 - 6.) Use profane, abusive or vulgar language.
 - 7.) Neglect good grooming standards as prescribed above.
 - 8.) Borrow or lend money, articles of clothing or equipment.
 - 9.) Walk on grass or in unauthorized areas on campus, except when policing area.
 - 10.) Engage in sale of articles to other cadets/students, except during school-sponsored sales.
 - 11.) Chew gum in public while in uniform, either on or off campus.
 - 12.) Possess pornographic material of any type.
 - 13.) Possess, purchase, consume, or receive any cigarettes or tobacco products.
- b. Cadets are responsible for all State and Federal property issued or assigned to them, including uniforms, books, and equipment. In case of loss of such property or damage thereof, the cadet is individually responsible and accountable.

F. Conduct in the AFJROTC Wing Area:

1. Cadets will conduct themselves in an orderly manner at all times when in the AFJROTC Wing Area and surrounding area. Cadets will:
 - a. Upon entering the AFJROTC wing remove headgear.
 - b. Not make unnecessary noise by shouting or yelling. .
 - c. Not play radios, stereo equipment, etc., at a volume which can be heard from outside the closed doors of the reception area.
 - d. Not run or horseplay in the JROTC facilities.
2. "Quiet Hours" will be observed in the AFJROTC Wing area when academic classes are in session.
3. All lights, radios, TVs and other electrical appliances will be turned off when the AFJROTC Building is closed for the day.

G. Conduct in the AFJROTC Classroom:

1. Procedures:

- a. Upon entering the AFJROTC classroom cadets will neatly arrange their personal belongings along the back or east wall of the classroom. Only books and materials required for AFJROTC class will be allowed at desk.
- b. Cadets will walk to their desk, and stand at attention next to their assigned desks. Coats or jackets will be hung on the back of the chair or on class coat racks.
- c. The Flight Commander present in every class is the class leader and will sit at the front of the classroom to the instructor's right. The Flight Sergeant will be the assistant class leader and will sit next to the Flight Commander. The assistant class leader is responsible for taking attendance (validated by the Instructor) and serves as the class leader in his or her absence.
- d. At the bell signaling the beginning of the period, the class leader orders,

"**Class, Attention,**" next to their seat. Then attendance will be taken next the class leader orders, "**Class, join me in the Pledge.**"

e. At the completion of the pledge, the class will take their seats when ordered and run through announcements. The class will come to at attention for the Aerospace Science Instructor to enter the classroom. When the Instructor enters, the class leader will announce, "**Sir, class ready for instruction.**"

f. At the announcement by the flight commander the Instructor will greet the class and direct the cadets to take their seats. At the order "Seats," all cadets will again take their places and prepare for class.

g. When the Instructor has completed his presentation or the bell rings, he will direct, "**Flight Commander, take charge.**"

h. At the order "Take charge," the class leader will order, "**Class, attention.**"

i. At the order "attention," all cadets will rise to attention and remain at attention until the Instructor has departed the classroom and the class leader orders, "**Dismissed.**"

j. At the order, "**Dismissed,**" all cadets may prepare to change classes. Cadets are not authorized to leave the AFJROTC wing until dismissed by the flight commander.

2. General Conduct:

a. Cadets will display and practice good manners and deportment in the AFJROTC classroom at all times.

b. Cadets will conduct themselves in a military and professional manner while attending class. Uniforms will be clean with shoes polished at all times.

c. Cadets will remain uncovered (headgear) at all times in academic buildings.

d. On Uniform/Inspection day, no civilian clothing, PT, or other uniform than the prescribed uniform of the day is permitted in the AFJROTC classroom, unless otherwise directed by the Instructor.

e. Unless authorized by the Instructor, cadets, other than those assigned, will not enter the AFJROTC classroom during a scheduled class.

f. Unnecessary noise or loitering is prohibited in academic buildings. .

g. Books or personal belongings will not be left about the wing for longer than 24 hours.

h. The Flight Commander present in every class is the class leader for the other cadets present. If the instructor is absent; the class leader will ensure that the other cadets adhere to rules of conduct as outlined in this chapter. If the instructor does not appear within five minutes, the flight commander will notify the SASI OR ASI.

i. Cadets will not run in the classroom, take food or beverages into the classroom, stand and visit other cadets, or walk around during class without specific authorization by the Instructor or flight commander.

3. Cadet flight commanders will:

a. Be responsible for the supervision and control of new cadet training in their respective classrooms.

b. Be responsible for the conduct of all cadets in their class.

c. Emphasize good posture, etiquette and conduct.

d. Sit in the first desk of the first row to the left of the instructor.

e. Be responsible for policing the classroom and surrounding AFJROTC building area.

f. Supervise new cadet training in the classroom IA W (the instructions) contained in Chapter Six.

g. Not leave the classroom unless the flight sergeant is left to supervise.

4. Cadet training basic rules:

a. All new cadets must be permitted to study in an environment which is conducive to the normal learning process.

b. The questioning of new cadets on "The Promotion and General Knowledge Study Guide," is not authorized during class. Training will be confined to correcting deportment and conduct.

H. Military Courtesy: Saluting

1. When approaching an officer outdoors from a frontal or oblique direction, cadets will salute when arrive at a point approximately six steps from the person to be saluted, or at the closest point of convergence and recognition if they are not walking directly toward the officer.

2. Cadets will look straight ahead, focusing on the officer and saluting.

3. When an officer approaches a group of cadets out-of-doors, it is the duty of the first cadet (*regardless of rank*) who recognizes him to call "Attention." The cadet calling attention then faces the officer and salutes. Cadets who are walking must render the salute without stopping. Cadets are not supposed to be running in uniform, but if in civilian clothing, they must slow down and salute. If both hands are occupied, or if the right arm or hand is injured, the cadet looks toward the officer, nods his/her head and says, "Good morning, sir/ma'am" or "Good afternoon, sir/ma'am" as appropriate. When an officer approaches a unit in ranks, the unit commander commands attention and salutes. Salutes will be rendered as prescribed in AFJROTC Publication V7189 (*Leadership Education I*).

I. Military Courtesy: Entering/leaving offices:

1. A cadet entering the Instructor's office will knock twice on the door, enter when directed, move to within two steps and center on the desk or person. Then holding his hat in his/her left hand, salute, and report. Examples of standard reporting are: "Sir, Cadet Jones, Airman Basic, reporting as directed" or "Sir, Cadet Jones, Airman Basic, requests permission to speak to the Aerospace Science Instructor." Upon being dismissed, cadet salutes, does an about face, and steps off with a full 24-inch step with the left foot.

2. When a senior cadet or member of the staff/faculty enters an office or classroom, the cadet to see him/her calls the room to attention until the senior cadet or member of the staff/faculty seats him/her.

3. In the AF JROTC area, when a member of the staff or faculty addresses a seated cadet, they will rise to the position of attention while responding to the adult.

J. Marriage:

1. Because of the unique environment requiring mandatory formations and full-time dedication, it would be very difficult to fulfill marital responsibilities while enrolled as a cadet. Therefore married students are discouraged from applying to the Junior ROTC program. The Senior Aerospace Science Instructor and the school principal will carefully

evaluate application by any married student and allow or deny enrollment as appropriate.

2. Cadets who are found to have suppressed such information during or subsequent to admission will be considered for immediate disenrollment.

K. Maternity/Paternity:

1. If a female cadet becomes pregnant while enrolled, she may remain in the program as long as she is able to carry out all the duties and responsibilities of a cadet, as set forth in the blue book. Should the election be made to remain, a certificate from a medical doctor, licensed to practice medicine in the State of Texas, must certify that the cadet is physically capable of carrying out all her duties and responsibilities without risk of injury to the cadet or her unborn child. If a satisfactory medical certificate is not provided in a timely manner, the cadet will be considered for disenrollment.

2. If a child is born, the cadet will be considered for disenrollment unless he/she can establish to the satisfaction of the SASI and the school principal that care and support of the child can be accomplished while satisfying all requirements of the AFJROTC program.

3. The SASI and the school principal reserve the right to disenroll or deny re-enrollment to any cadet, depending on the circumstances not listed above, which are unacceptable to the United States Air Force, Wylie East High School, or the TX-20093.

L. Limits: The various "Limits" are described as follows:

1. Limits of the AFJROTC area: Any area within the four walls of the AFJROTC wing

2. Off-Limits: Cadets will observe the following locations as "Off-Limits":

a. The AFJROTC storage room (*unless specifically authorized*).

b. Roofs of buildings at all times.

c. Unoccupied rooms in the AFJROTC building (*unless specifically authorized*).

d. No officer will have more than two guest in the AFJROTC wing at a given time.

e. The Instructor's office unless specifically authorized by the SASI or the ASI.

M. Cadet Corps Structure

1. Organization: The Corps Staff consists of the following positions:

a. Group Commander

b. Deputy Group Commander

f. Operations Squadron Commander

g. Mission Supports Squadron Commander

i. Command Chief Master Sergeant

2. Unit Manning Document:

Function

Position Title

Maximum

Grade

Assistant to the SASI

Cadet Col.

(CC)	Group Commander	Cadet Col.
(DCC)	Vice Group Commander	Cadet Lt. Col.
CCMSGt.	Chief Master Sergeant	Cadet CMSgt.
	Operations Squadron	Cadet Major
	Activities	Cadet Captain
	Moral Welfare Recreation Officer	Cadet Captain
KHAS/CC	Kitty Hawk Commander	Cadet Captain
Inspector General	Standard Evaluation officer	Cadet Captain
Flight Commander	Flight Squadron Commander	Cadet Major
Flight Sergeant	Flight Squadron 1 st Sergeant	Cadet MSgt.
Guidon Bearer	Guidon Bearer	
4 Element Leaders	Element Leader	
	Mission Support Squadron	
MSSq/CC	Mission Support Commander	Cadet Lt. Col.
Information Management	IM Division Chief	Cadet Captain
	IM Officer	Cadet 2 nd Lt.
NCOIC	NCOIC	Cadet MSgt
Personnel	Personnel Division Chief	Cadet Captain
	Personnel Officer	Cadet 2 nd Lt.
NCOIC	NCOIC	Cadet MSgt
Recruiting Staff	Recruiting Division Chief	Cadet Captain
	Recruiting Officer	Cadet 2 nd Lt.
NCOIC	NCOIC	Cadet MSgt.
Data Systems	DS Division Chief	Cadet Captain
	DS Officer	Cadet 2 nd Lt.
NCOIC	NCOIC	Cadet MSgt.
Pubic Affairs	PA Division Chief	Cadet Captain
	PA Officer	Cadet 2 nd Lt.
NCOIC	NCOIC	Cadet SSgt.
NCOIC	NCOIC	Cadet MSgt.
LGSq/CC	Logistics Squadron Commander	Cadet Major
Supply	Supply Division Chief	Cadet Captain
	Supply Officer	Cadet 2 nd Lt.
NCOIC	NCOIC	Cadet MSgt.
HG/CC	Honor Guard Commander	Cadet Captain
Drill team OIC	Drill Team Commander	Cadet Captain
NCOIC	NCOIC	Cadet SSgt
Color Guard OIC	Color Guard Commander	Cadet Captain
NCOIC	NCOIC	Cadet SSgt.
Physical Fitness OIC	Physical Training Commander	Cadet Captain
NCOIC	NCOIC	Cadet SSgt.

N. Cadet Rank: Permanent Grade

1. All cadets will have a permanent grade commensurate with the number of years of AFJROTC satisfactorily completed and will receive this permanent grade the second semester of each year, providing they have made satisfactory progress that year.

2. The retention of permanent grades in the Corps of Cadets is contingent upon satisfactory

3. Once Officer or NCO status has been held for two or more years, that cadet will remain in Officer/NCO status for the remainder of time spent in the program.

4. Exceptions of permanent grade status are authorized at the discretion of the SASI.

5. Permanent grades are as follows:

a. 1st year- Cadet Airman (C/Amn)

b. 2nd year- Cadet Airman First Class (C/A1C)

c. 3rd year- Cadet Senior Airman (C/SRA)

d. 4th year-Cadet Staff Sergeant (C/SSgt)

O. Cadet Rank: Temporary Grade:

1. Cadets may also have a temporary grade based upon a specific assigned position.

2. The use of a temporary-permanent grade patten11 is intended to serve as an administrative vehicle for rotation of responsibility and to avoid gross imbalances in upgrade structure

3. Cadet serving in a temporary grade in a command and staff position may revert to their permanent grade upon completion of these duties with the exception of graduating seniors. At the discretion of the SASI, graduating seniors may retain the highest rank to which they have been promoted, regardless of the course level.

4. The maximum temporary grade for specific assigned positions are listed in the Unit Manning Document.

5. Cadet Grades: Cadets should not confuse cadet grades with United States Air Force Grades. The word “cadet” must be part of any written reference to a specific cadet rank.

P. Promotions and Reductions:

1. Promotions Criteria: Promotions are determined by demonstrated leadership ability, based on previous leadership positions and duty performance; academics, based on Aerospace Science grades and WEHS GPA; and TX-20093 AFJROTC Excellence Discrepancy Reports, based on merits and demerits received, and on a promotion test.

For cadets to be considered for promotion to MSgt or higher, they must have a current "B" or better in AS, and/or a cumulative GPA of 2.5 or better; plus the cadet should have completed a summer leadership school.

2. Promotion Procedures:

a. Whenever sufficient vacancies occur within the officer and NCO structure of the Corps of Cadets, the SASI will direct the initiation of a promotion test.

b. Officers will recommend cadets for promotion.

c. The Command Staff will process recommendations promotions to Airmen through Technical Sergeant. Recommendations will be sublimated to the ASI who will

review the qualifications of each candidate for promotion prior to submission to the SASI for approval.

d. A Promotion Board will also process promotion to Master Sergeant and above. Promotion boards will consist of the Command Staff. The Personnel Officer will serve as recorder.

e. The Promotion Board will forward its Order of Merit List (OML) recommendations to the ASI, who will review and forward to the SASI for approval. The SASI may remove a cadet from the OML for cause.

f. Cadets will not be placed in positions of acting Staff Sergeants and above without the prior approval of the ASI.

3. Reductions: Demotions in grade are based on inability to perform efficiently and/or failure to maintain required academic, military and disciplinary standards.

a. Academics: Cadet Master Sergeants and above without a current 4-pt GPA of 2.5 or greater at the end of the 1.5 semester, or who do not maintain promotion standards at the end of each grading period, will be demoted one or more grades. A cadet with a 4-pt GPA of less than 2.0 will be demoted to his/her permanent grade.

b. Discipline: See DISCIPLINARY POLICIES, (This chapter).

c. Military: Any cadet who receives a failing grade in Leadership Education or Aerospace Science may be reduced one or more grades.

d. Efficiency: Any cadet who fails to perform the duties of his/her position in an efficient manner may be demoted one or more grades.

Q. Formations:

1. Formations will be held in accordance with published Operation Orders.

2. A cadet will be reported late for a formation if not in ranks prior to one minute before scheduled time.

3. A cadet will be reported absent from a formation if not in ranks at the scheduled time.

4. A cadet excused from ranks or duty by the school nurse, a counselor or a faculty member will report to their flight chain of command (i.e. element leader, flight sergeant, and then flight commander).

5. A cadet will not leave any activity or formation without gaining approval of their element leader or higher authority.

R. Flag Detail: OPR is Color Guard OIC.

1. Each cadet will be allowed the opportunity to perform duty as a member of the flag detail.

3. Detailed instructions for the flag detail are published separately. See FLAG DETAIL, this chapter.

4. A cadet excused from ranks or duty by the school nurse, counselor, or a faculty member will report to their flight chain of command (i.e. element leader, flight sergeant, flight commander)

5. A cadet will leave in the activity or formation without getting approval of their element leader or higher authority.

S. AFJROTC; Study Hall: OPR is Director of Academics

1. AFJROTC Study Hall (ASH) will be conducted in the AFJROTC classroom on school days
2. Cadets may attend ASH on a voluntary basis to receive assistance or to have a place to study before daily classes begin.
3. The Aerospace Science Instructors and qualified cadets will offer academic assistance during ASH.

T. Rifles, Firearms, and Other Weapons: OPR is Color Guard Ole.**1. Cadets will:**

- a. Sign for issued rifles on the Weapons Control Log.
- b. Neither lend nor borrow rifles to/from other cadets or students.
- c. Be responsible for the care and safeguarding of the rifles at all times.
- d. Immediately report missing rifles to the SASI's Office.
- e. Case or otherwise secure rifles prior to removal from that AFJROTC building for transportation.
- f. Not openly display rifles when transporting them.

2. Rifle issue and receipt for storage:

- a. Only the following individuals, by position, may issue rifles or receive rifles for storage:
 - 1) Instructors
 - 2) Corps Commander
 - 3) Deputy Corps Commander
 - 4) Operations Squadron Commander
 - 5) Honor Guard Commander
 - 6) Drill commanders
- b. It is the issuing officer's responsibility to ensure each rifle is properly signed out on the Weapons Control Log. When Weapons are turned in, the issuing officer will annotate the SF Form 702 as required by AFROTC Instruction 23-1. The rifle rack will be locked at all times except during issue and receipt of rifles. Discrepancies must be reported to the instructor immediately
- c. In accordance with Air Force ROTC Instruction 36-16, instruction in the use of firearms is not a part of any phase of the AFJROTC curriculum. The possibility of accidents, theft, or seizure of firearms overrides any potential gain from their use by AFJROTC cadets. AFJROTC units will not sponsor rifle teams or other organizations whose activities include the use of operable weapons (including air rifles and pistols). Storage of operable firearms by AFJROTC is prohibited.
- d. Cadets found in violation of the procedures concerning rifles and other weapons are subject to being disciplined under the Serious Offense portion of the "Blue Book" found in this chapter.

U. Instructor Offices: The Instructor's offices are open from 0730 to 1700 on school days during the school year and 0730 to 1630 weekdays during the month of June.

II. DISCIPLINARY POLICIES

A. Serious Offenses

1. A cadet will be considered for disenrollment if not in compliance with the WISD Discipline Management Plan as published in the current Wylie Student Handbook.

2. A cadet will be considered for disenrollment if found guilty of any of the following serious offense:

a. Possession, use or traffic of illicit drugs, narcotics, and marijuana.

b. Possession of drug abuse paraphernalia, hypodermic needles, marijuana pipes, "roach clips," etc. c Sexual misconduct.

3. A cadet may be subject to disenrollment, suspension or lesser penalties if found guilty of any of the following serious offenses:

a. Possession, purchase, consumption, or receipt of cigarettes or tobacco products. *

b. Fraternalization (public display of affection) between a cadet and any other cadet or student when in uniform at any time (Definition in Chapter 6, Customs and Traditions).

c. Disgraceful or refractory conduct (includes sexual harassment.) *

d. Suicidal or self-mutilating behavior.

e. Physical hazing of a cadet (Definition in Chapter 6, Customs and Traditions). *

f. Physical assault of another cadet. *

g. Lying, cheating, or stealing.

h. Excessive absences.

i. Refractory disobedience or disrespect to a member of WEHS staff or faculty.

j. Unauthorized possession of a firearm or other lethal weapon. *

k. Possession or exploding of fireworks, smoke bombs or explosives.

l. Unauthorized possession of a key to school district property.

m. Tampering with door locks.

n. Tampering with vending machines.

o. Indecent exposure.

p. Excessive warnings or violation of disciplinary probation.

q. Manifest indifference to, or inability to adjust to regimen of the TX-20093

AFJROTC.

(*Must be reported to the police.)

4. **TX-20093 Alcohol Abuse Policy:** Any cadet involved with alcohol, either possession or consumption during the school year will be.

a. Assessed a level 3 warning

b. Reduced in rank to airman for a minimum of 90 days. During that period of time, behavior will be closely monitored.

f. If the assessment indicates that the cadet in question is physically dependent upon alcohol, he/she will be referred for treatment.

g. If the alcohol involved cadet has less than ninety days, but more than 30 days left to graduate, he/she may complete the AFJROTC curriculum with no rank or any other privileges. The assessment and family consultations will be completed.

h. Cadets committing alcohol offenses with less than 30 days remaining in the spring semester will be suspended for the balance of the semester. They may be allowed to attend the following semester, but must complete all aspects of the intervention program upon return.

i. Cadets involved in a serious alcohol related offense such as DWI, may be immediately disenrolled, even for a first offender. These cadets will be referred to a disciplinary board, which will review the incident and provide the ASI with a recommendation for appropriate disciplinary action.

j. A second alcohol related offense within the same academic year will result in immediate disenrollment. These cadets will not be allowed to return to AFJROTC.

B. Sexual Harassment Policy

1. Philosophy: The United States Air Force has an ethical obligation to the Corps of Cadets, school staff, faculty and employees, to provide an environment that is free of sexual harassment. Sexual harassment is unacceptable behavior, will not be tolerated or condoned, and may be a violation of the law.

2. Definition: For general purposes, sexual harassment is defined as:

a. Unwelcome or unwanted sexual advances or conduct be it verbal, visual, or physical in nature.

b. When submission to or rejection of this conduct is used as a basis for decisions affecting a cadet's standing, reputation, evaluation, position, or promotion.

c. When unwelcome sexual conduct interferes or creates an intimidating, hostile, or offensive working or learning environment for cadets, staff, or faculty.

d. Examples of sexual harassment include, but are not limited to:

1) Direct or implied demands for sexual favors in exchange for preferential treatment.

2) Sexual flirtations or propositions.

3) Any sexual teasing, joking, touching, pinching, leering, whistling, or brushing against another's body.

4) Verbal abuse of a sexual nature such as commenting about an individual's body, sexual prowess, or deficiencies.

5) Using the telephone to comment about sexual prowess or deficiencies.

6) Displaying objects or pictures that are sexual in nature.

7) Offensive language or gestures.

8) Assault or forced sexual acts.

e. Sexual harassment is unacceptable behavior on or off campus and will not be tolerated.

3. Incidents Involving Sexual Harassment:

a. Informal complaint: Any cadet who believes he/she is being sexually harassed regardless of who the offender is (Cadet of equal rank, Cadet leadership, staff, faculty or employees) should firmly address the offender, stating that this behavior is offensive and unacceptable. This confrontation allows for informal resolution.

b. Formal Complaint: If a cadet feels he/she has been sexually harassed or is currently being harassed and he/she is subordinate or direct confrontation is ineffective or is unlikely given the circumstances, the cadet should immediately without hesitation, report the incident to the SASI.

1) The cadet must in writing, accurately document the offensive behavior in order to support allegations. This should include the date, location, frequency, witnesses and details of the harassment. The ASI will forward the report to the SASI who will direct a timely and confidential investigation into the alleged incident(s).

2) Confidentiality is to protect the cadet who is reporting sexual harassment from intimidation, retribution or discrimination from any other cadet who has knowledge of the harassment, and to protect the accused cadet's standing and reputation from being wrongfully accused of sexual harassment.

3) Any cadet found in assisting in coercion, retaliation, or discriminating behavior against a cadet reporting a harassment incident or assisting in an investigation is subject to the same discipline as the harassing cadet. Any violation of this policy is considered a serious offense and will be reported promptly.

4) Processing of Complaints:

c. The SASI will appoint the ASI as the investigation officer to promptly investigate the incident in a confidential manner. The ASI will follow the appropriate procedures to determine the validity of the accusations and the results of the investigation will be given to the ASI.

d. The SASI will carefully evaluate the findings of the investigation and recommendations. If the cadet chooses to go before the principal, the ASI will recommend sanctions to the principal based upon the facts surrounding the incident. The ASI's recommendations may include but are not limited to:

- 1) Disenrollment
- 2) Suspension
- 3) Warnings
- 4) False Finding-no sanctions

C. Excellence Discrepancy Reports:

1. The TX-20093 AFJROTC Excellence Discrepancy Report will be used to document any cadet for breach of discipline, a violation of rules and regulations, or for neglect of duty. The discrepancy report must be processed in a timely manner. Each staff agency has only two days to finalize the report.

2. A weekly delinquency report will be prepared by the Cadet Corps Deputy Commander, as of the close of the duty day, each Friday and posted in the Classroom by 0800 hours the following Monday.

3. Cadets will initial the space provided beside their name. Additional demerits will be written for defacing the Delinquency Report or failure to initial the report.

4. Any discrepancies with the report will be processed through the cadet's chain of command. If the discrepancy is not resolved, report your appeal the same day to the ASI. Except for unexcused class absence, no demerits will be removed after the discrepancy has been posted for two days. Unexcused class absences must be turned in NLT 0800 hours following the absence. All cadets initiating an appeal will observe proper reporting procedures.

5. A Corps Staff representative will remain with the Instructor until appeals have been completed. All cadets will observe proper reporting procedures.

6. All delinquency reports prepared by cadet officers and NCOs will be submitted through the cadet chain of command. Commanders at each level will screen the reports to

ensure they are valid. Care will be exercised to eliminate reports on minor incidents, which may be more appropriately handled by counseling, admonition, reprimand, or additional military instruction. Reports processed through the cadet chain of command will be initialed on the reverse side by the Flight and Squadron Commanders and submitted to the Corps Commander.

D. Warnings: Warnings will be assessed against cadets commensurate with the seriousness of the offense committed. The description for the level of warning required are assessed for the more common offenses are as listed below. *Senior enlisted and cadet officers are expected to set the standards and lead by example. Violations of rules by these cadets are considered more serious than for those of junior ranks and the punishment may be increased.* Warnings for offenses not listed will be determined by the SASI on case-by-case basis.

Level 1 Warning

a) This is the first level warning which is a verbal warning to be received upon a rule being broken or failure/unsatisfactory job performance.

Level 2 Warning

a) Verbal warning this is the second level of warning in which is received for the second instance of breaking the rules. A verbal warning and explanation of what was done wrong must be given

Level 3 Warning

a) This is the final level of warning in which the person will be called before the board to disuse their actions review what further actions should be taken.

E. Honor Status: Awarded to cadets who attain a 2.25 overall GPA, a “B” in Aerospace Science, wear the uniform every Wednesday, and have no outstanding demerits at the end of a grading period.

F. Disciplinary Warnings, Actions And Boards:

1. Warnings: Any time a cadet accumulates 3 Warnings she/she will be placed on disciplinary probation. A cadet may also be placed on disciplinary probation for committing a “serious offense”. A cadet who has been disenrolled and is permitted to reenroll will be on probation for the entire first semester after he/she returns.

NOTE

A cadet is subject to disenrollment if the cadet does not take appropriate corrective actions, or he/she violates the conditions of probation

2. Disciplinary Review Board: This board will consist of the TX-20093 Command Staff. A cadet may be disenrolled or denied reenrollment to AFJROTC for committing serious offense (as stated in the WISD student handbook) receiving a level 3 warning, or failing to conduct him/herself in accordance with probation for any semester of an academic year.

3. Disenrollment: A cadet disenrolled as a result of a Discipline Review Board's decision will not be able to reenroll or receive any favorable status from the Corps of Cadets.

4. Suspension: A cadet suspended may apply for reenrollment to the SASI upon the expiration of his/her suspension. A suspended cadet must sit out one full semester before reapplying for readmission, unless the cadet was suspended under the Alcohol Policy.

5. Cadet Honor Board: A cadet accused of committing an honor offense may be directed to appear before Cadet Honor Board, consisting of the TX-20093 Command Staff and the Command Chief Master. The Cadet Honor Board will conduct a thorough review of the case and recommend appropriate action]. (See Chapter 3).

6. Appeal: A cadet suspended or disenrolled by the SASI for committing an honor violation has the right to an appeal to the high school principal, whose decision is final.

F. Punishments: Cadets are subject to the following types of punishment: I.
Admonition (oral)

1. Reprimand (written)
2. Warnings
3. Deprivation of privileges
4. Reduction or suspension of rank
5. Probation
6. Suspension
7. Disenrollment

G. Demotion for failure to meet standards

1. Cadet Officers and NCOs earning 3 warnings to be placed in warning or probationary status and reduced one or more grades.

CHAPTER 2 UNIFORM AND INSIGNIA

I. GENERAL INFORMATION

A. Introduction: The Corps of Cadets in Air Force ROTC is a unified organization. The appearance of the military uniform and the manner in which it is worn are significant indicators of individual pride, unit discipline, morale, and spirit-de-corps. Cadets are expected to have correct posture and maintain their personal appearance in a meticulous manner. Cadets are responsible for meeting and maintaining the highest possible standards.

B. Scope: This chapter establishes policies, procedures, and standards governing the wear of AFJROTC cadet uniforms. It complies with Air Force Instruction 36-2903, Dress and *Personal Appearance of Air Force Personnel*.

C. Responsibilities:

1. The instructors are the proponents for uniform policy. Proposed changes should be addressed to the SASI.
2. The Cadet Group Commander is responsible to the SASI for compliance with these regulations.

D. Cadet Uniforms

1. **All cadets will be issued the uniform during the first two weeks of the academic year.**
2. Cadets will not mix items of uniform with civilian clothes or items of uniform common to the US Air Force unless specifically directed or authorized within these regulations.

NOTE

All cadets will wear AFJROTC insignia and will not mix military awards with Cadet awards. Cadets may wear badges earned with other awards earned.

3. Cadets are responsible for ensuring the serviceability and fit of all uniforms. Cadets are responsible for having uniforms altered, or if necessary, replaced.
4. Cadet clothing *or* articles of uniform will not be torn and must be clean and free of non-prescribed markings.
5. Cadets will not alter clothing to accommodate fashion. Female cadets wearing service slacks will have no flare at the bottom of the slack's legs.
6. Cadets will ensure acceptable standards of personal hygiene through proper maintenance, cleaning and wear of underwear, socks, and other personal items.
7. Female cadets will wear a brassiere.
8. Female cadets will wear hose with the uniform skirt. The hose will be commercial, sheer; nylon in neutral, dark brown, black or off black, *or* dark blue shades that compliment the uniform and individuals skin tone.
9. Patterned hose will not be worn.

10. Cadets will not carry bulging items in shirt or trouser pockets (pencils, pens, notebooks etc.) Cadets will not wear sunglasses in formations *or* when participating in parades and other ceremonies, unless prescribed by a physician.

E. Clothing/Accessory Standards: In accordance with AFI 36-2903, cadets will observe the following rules with respect to clothing and accessories when in uniform:

1. **Clothing** will be neat, pressed, proper fit, in good condition, zipped, snapped, *or* buttoned.
2. **Footwear** will be shined, in good repair.
3. **Watch** will be conservative.
4. **Bracelet** will be conservative, no wider than one inch, and not present safety hazard.
5. **Rings** will be a maximum of three at any time.
6. **Earrings** (Female cadets only):
 - a. Will be small spherical, conservative diamond, gold, white pearl, or silver pierced or clip.
 - b. Will fit tightly without extending below the earlobe. (EXCEPTION: connecting band on clip earrings)
 - c. Will be only one earring per ear.
 - d. MALE CADETS DO NOT WEAR EARRINGS.
7. **Eyeglasses and sunglasses:**
 - a. Will be free of ornamentation on frames/lenses.
 - b. Will be conservative, clear, slightly tinted, or photosensitive lenses indoors.
 - c. Will be conservative lenses and frames (faddish styles and minored lenses prohibited).
 - d. Sunglasses will not be worn in formation.
 - e. Will not be worn around the neck.
8. **Necklaces** will be concealed under collar or undershirt.
9. **Pencils and pens** will be concealed (EXCEPTION: when carried in compartment of the left BDU pocket.)
10. **Beeper and cellular phone** will be clipped to waistband, purse or carried in left hand; prohibited unless required to perform duties.
11. **Headphones and earphones** will be prohibited unless required to perform duties.
12. **Umbrella** will be plain, black or dark blue, carried in left hand.
13. **Briefcase, gym bag, and backpack** will be carried in left hand. (EXCEPTION: cadets wear backpack using both straps when riding two-wheeled vehicles or using crutches).
14. **Religious head covering:** SASI may approve plain, dark blue, or black religious head covering for indoor use. Requests for religious covering, which is not concealed under the headgear, will be processed according to Table 2.8 of AFI 36-2903.
15. **Safety items, rain suit, snowmobile suits** will be worn as required while riding or operating two-wheeled vehicles.

F. U. S. Air Force Clothing and Equipment

1. Each cadet enrolled in the AFJROTC program is issued items of clothing and equipment from the TX 20093 AFJROTC supply room. These articles are property of the U.S. Air Force.

2. Air Force property is on loan to the individual and must be accounted for and maintained by the cadet. Loss or damage of this property through negligence or willful acts will result in a cash collection from the cadet.

3. Items that are rendered unserviceable or destroyed through fair-wear-and-tear may be turned in for replacement without charge. Damaged articles must be turned in.

4. At no time should the cadet dispose of government property. It should be taken to the supply room where the ASI will determine if the damage resulted from negligence or fair-wear-and-tear.

5. A current price list of all issued items is available from the SASL

G. Wear of Civilian Clothing

1. During all AFJROTC classes and activities when the uniform is not required, cadets will wear civilian clothing, which presents a clean, neat appearance and is in full compliance with the WISD Student Handbook. As a general rule, if a cadet's civilian clothing is in questionable compliance with the WISD Student Handbook, it does not meet TX-20093 dress standards and must be changed immediately.

2. Mixing of uniform and civilian items of clothing is not authorized.

II. POLICIES: WEAR OF THE UNIFORM

A. Except as authorized, AFJROTC cadets will wear the standard service uniform prescribed for active duty personal in Air Force Instruction 36-2903, *Dress and Personal Appearance of Air Force Personal*. The fitting standards, wearing instructions, and personal grooming standards also prescribed in AFI 36-2903 are applicable. Cadets must wear the prescribed AFJROTC uniform at least an average of one day per week. It is the cadet's responsibility to maintain all uniform items in a clean and orderly condition during the school year and prior to turn in.

1. Unless otherwise directed, TX-20093 AFJROTC cadets will wear the uniform each Wednesday throughout the school year. Cadets will be graded on their wear and maintenance of the uniform. This grade will become part of the Leadership Education grade. A cadet not wearing the uniform on a scheduled inspection day will receive a grade of fifty (50) pending the uniform inspection on the make up date. See Chapter 4, Academic and Scholarship Policies. The highest grade possible for a cadet wearing the uniform on a make-up day is eighty (70) except for excused absences. *There are no exceptions to this policy.*

2. Female cadets are exempt from this requirement when a pregnancy progresses to a point when it is not possible to wear the standard blouse or skirt. Wear of the AIR FORCE maternity clothing is authorized and encouraged however, this is not a Table of Allowance (TA) item and purchase must be made from school or private funds. ..

3. Uniform items designated for one particular sex will not be issued or worn by members of the opposite sex, except as authorized by AFROTCI 36-9.

NOTE

When a cadet fails to wear the uniform for the first time, he/she will be formally counseled by the ASI and the parents will be notified. The second time cadet fails to wear the uniform, he/she will be formally counseled by the ASI, issued a Letter of Reprimand, with a level 1 warning and parent will be notified. The third time a cadet fails to wear the uniform, he/she will be considered for elimination from the Aerospace Science program for failure to maintain acceptable standards and inaptitude or indifference to training.

Optional items such as service caps and Airman Battle uniform (ABUs) are not Air Force-issue items. Cadets must receive authorization from the ASI before purchasing optional uniform items. The ASI may purchase optional items for cadets from civilian sources or from government clothing sales stores as a cash sale. Cadet officers may wear service caps with plain visors and others designated by the ASI. The service cap insignia is illustrated in attachment 1 of AFROTCI36-9.

a. Cadets may not wear United States Air Force Commissioned Officer sleeve braid, nor officer silver thread on flight caps.

b. With the approval of HQ AFROTC/DOJ, color guards, honor guards, saber teams, and drill teams may wear additional uniform items, insignia, and devices, or design and wear a distinctive yet conservative uniform of military style. Greater latitude is permitted in the design of open competition drill team uniforms where the intent is to allow maximum flexibility and freedom of movement in executing complex drill routines. Units using this style uniform would normally be expected to have their regulation uniform or a second, more conservative, military style uniform for the inspection and regulation drill requirements found in most drill meets. Ascots are authorized for wear at the discretion of the ASI. Except for shoulder cords, these items or uniforms are worn only when performing duty as a member of a specialized group. HQ AFROTC provides only items listed in AFROTCI23-1.

c. AFJROTC cadets at military institutions will wear the distinctive uniform required by the institution for special occasions of ceremonies.

d. The ABU configuration (attachment 5, AFROTCI 36-9) will follow AFI 36-2903 with the following exceptions:

1) Footwear must be appropriate for the activity. Safety is the major consideration. For example, wears athletic shoes if it is primarily a physical event or boots if walking through heavy foliage.

2) Wear ABU caps or unit baseball caps.

3) No metal or plastic insignia may be worn on the uniform. (Exception: the miniature rank insignia may be worn on the ABU cap or baseball cap without emblems or writing.) The US Air Force tape (blue or subdued) may not be worn on the uniforms.

4) ABUs are authorized for field activities (such as summer leadership school, survival training, orienteering, confidence courses, etc.). They are not authorized for scheduled uniform days or drill team uniforms.

e. Female cadets are authorized to wear the male lightweight jacket.

B. Unauthorized Wear of the Uniform

1. Members of organized sponsor groups of AFJROTC authorize no item of the US Air Force uniform for wear. Cadet auxiliary societies may not create a special

uniform, which includes any item of the U.S. Air Force uniform. This includes school faculty and sponsors other than the SASI or ASIs.

2. The uniform 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 student demonstrations, at partisan political activities or functions, for crowd control, while hitchhiking, or in any other inappropriate activity. AFJROTC cadets may wear the cadet uniform while acting as ushers, parking lot attendants, runners, etc., at the discretion of the SASI/ ASI when these events are JROTC activities. Under no circumstances will any instructor or member of the unit forcibly remove a uniformed cadet under these circumstances.

C. Insignia, Badges, and Patches: In accordance with the preface to TA 016, AFROTCI 36-9 establishes the authorization for badges and insignia to be worn and procured by AFJROTC units. HQ AFROTC will furnish all items identified in AFJROTCI 36-9, with the exception of:

1. Additional color guard and drill team items not listed in AF JROTCI 23 -1.
2. Approved school shoulder patches or shoulder cords.
3. The Kitty Hawk Air Society (KHAS) badge.
4. The Aerospace Education Foundation Academic Cadet Award badge.
5. The service cap insignia (both with or without stars).
6. The Academy of Model Aeronautics silver wings.

D. Nametags: Nametags are authorized and required for wear with all uniforms. Use the standard Air Force blue, clutch-design tag. The name tag may be either an engraved nametag or a blank tag with the cadet's name affixed by means of plastic embossing tape. Different colors of embossing tape may be used to distinguish aerospace science year-levels of cadets. When worn, wear them as shown in attachments 6 through 12 of AFROTCI 36-9. Two-line nametags are authorized for cadets that hold specific corps positions. The cadet's last name will appear on the first line and corps position, such as commander, deputy commander, color guard, drill team, etc., will appear on the second line. The wear of multiple nametags is prohibited.

E. AFJROTC Shoulder Patch: Wear of the AFJROTC official shoulder patch is mandatory on all outer garments except the raincoat, overcoat, and all weather coats. Cadets enrolled in Civil Air Patrol (CAP) and AFJROTC who use the same uniform for both activities may wear the CAP wing patch on the right shoulder and the AFJROTC patch on the left shoulder with the AFJROTC shoulder patch taking precedence.

F. School Shoulder Patch: The ASI will approve and prescribe the wear of the school shoulder patch. If the ASI approves the wear of school patches, all cadets will be required to wear them. The overall dimensions of the school patch must not exceed 3-inches by 3 v,-inches for rectangle and 3-inches in diameter for round patches. The AFJROTC emblem is for the exclusive use of the AFJROTC and should not be altered or included in the design of school shoulder patches. Two shoulder patches may be worn on all outer garments except the raincoat, overcoat, and all weather coats. Wear the

AFJROTC patch on the left and the school patch on the right sleeve 1 inch below the outer shoulder seam (see attachments 5 through 10 of the AFROTCI 36-9).

G. Flight Badges: Any AFJROTC cadet who has qualified in an approved flight-training program may wear Flight badges.

1. Ground School Badge: Any AFJROTC cadet who is enrolled in or has completed the Honors Ground School or passed the Federal Aviation Administration (FAA) examination may wear the Ground School Badge.

2. Flight Solo Badge: Any AFJROTC cadet whose logbook or student pilot certificate has been endorsed for solo flight by a certified flight instructor for either a powered or non-powered aircraft may wear the Flight Solo Badge.

3. Flight Certificate Badge: Any AFJROTC cadet who possesses a Recreational Pilots Certificate or higher Federal Aviation Administration rating for either powered or non-powered aircraft may wear the Flight Certification Badge.

H. Shoulder Cords: Cadets are authorized to wear one shoulder cord on the left shoulder. Wear the shoulder cord only on the short or long sleeve light blue shirt and the service dress coat. The ASI will designate criteria. Colors to denote different honors may be used.

I. Wear of Ribbons and Medals

1. Most awards are presented toward the end of the school year at the Dinning Out. Parents are invited and encouraged to attend. Appropriate ceremonies are held at other times throughout the school year during which awards are presented. The Public Affairs Office arranges for proper publicity and photos.

2. Cadets are authorized to wear ribbons earned in other Junior ROTC programs as well as some Civil Air Patrol ribbons, with the approval of the SASI.

3. Regular-Sized Metals and Ribbons: These may be worn simultaneously when authorized locally for formal, semiformal, and special occasions. The routine wear of metals and ribbons is prohibited. No ribbons or medals except those listed below are authorized for wear on the cadet uniform.

4. Medals/Ribbons are worn in the following order of precedence, with the approval of the SASI. Any description not found below can be found in the Air Force Junior ROTC Uniform And Awards Guide:

a. Air Force ROTC Valor Award (Gold): 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.

b. Air Force ROTC Valor Award (Silver): The Silver Valor Award is awarded to a cadet for voluntary act of heroism, which does not meet the risk-of-life requirements of the Gold Valor Award.

c. Cadet Humanitarian Award: Award recognizes humanitarian effort or performance by cadets involving actions above and beyond the call of duty. **d. Air Force Association Award:** This AF A-sponsored award is presented to an outstanding third-year cadet who is in the top 5% of their Aerospace Science class, the top 10% of their academic class, and possesses certain characteristics such as an outstanding personal appearance, high ethical standards, and high levels of initiative, judgment, and self-confidence.

e. Daedalian Award: Presented to a third year cadet who ranks in the upper 10% of their Aerospace Science class, ranks in the upper 20 % of their academic class, indicates the potential and desire to pursue a military career, and demonstrates an understanding and appreciation of patriotism, love of country, and service to the nation.

f. American Legion Scholastic Award: This award is presented to one third or fourth year cadet based on the cadet's overall scholastic achievements. Each cadet must rank in the top 25% of the AS class, rank in the top 10% of their academic class, and actively participate in student activities.

g. American Legion General Military Excellence Award: This award is presented to one third or fourth year cadet based on the cadet's general military excellence. Each cadet must rank in the top 25% of their AFJROTC class, and demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.

h. Daughters of the American Revolution Award: This award is presented to one fourth year cadet that ranks in the top 25% of their AS class, ranks in the top 15% of their high school class, adheres to military discipline, and possesses and understanding of the patriotic importance of ROTC training.

i. American Veterans (AMVETS) Award: This award is presented to any cadet who has an "A" in AS, is passing all classes, and has high personal standards and characteristics contributing to leadership.

j. Reserve Officer Association Award: This award is presented to a fourth year cadet who is in the top 10% of their AS class, and possesses individual characteristics contributing to leadership.

k. Military Order of the World Wars Bronze Medal of Merit: This award is presented to a first year cadet who has excelled militarily and scholastically and has enrolled in the AS Program for the next school year.

l. Military Order of the World Wars General William H. Simpson Award

m. Retired Officer Association Award: This award consists of a medal pendant with ribbon and is presented annually to an outstanding third year cadet who is in good academic standing, is a member of the junior class, and shows potential military leadership.

n. Veterans of Foreign Wars Award: This award is presented to an outstanding third or fourth year cadet who is actively engaged in the AFJROTC program, has a "B" in AFJROTC, and an overall average grad of "C" in all subjects for the previous year.

o. National Sojourners Award: This award is presented to a second or third year cadet who is in the top 25% of their academic class, and contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus.

p. Sons of the American Revolution Award: Presented to a third year cadet who is in the top 10% of their AFJROTC class and the top 50% of their academic class, and exhibits a high degree of leadership, military bearing and all-around excellence in AS studies.

q. Military Order of the Purple Heart: This award is presented to a third year cadet who is in the top 25% of their high school class, and contributes the most to encourage Americanism by participation in extracurricular activities or community projects.

r. Air Force Sergeants Association Award: This award recognizes a third or fourth year cadet who is in the top 25% of their AFJROTC class, and demonstrates outstanding qualities in military leadership, discipline, character, and citizenship.

s. Tuskegee Airmen Award: This award is presented annually to two first year cadets who obtain a “B” or better in their AS class, have good academic standing, Actively participate in cadet corps activities, and participate in at least 50% of all unit service projects.

t. Outstanding Cadet Award: Awarded annually to the outstanding first year, second year, third year, and fourth year cadet. The recipient for each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence.

u. Leadership Ribbon: Awarded 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.

v. Achievement Ribbon: Awarded for 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.

w. Superior Performance Ribbon: Awarded annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a sing or sustained performance, 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.

x. Honor Unit Ribbon

y. Meritorious Unit Ribbon

z. Outstanding Flight Ribbon: Awarded each semester to members of the outstanding flight under criteria determined by the SASI.

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

bb. Summer Leadership School Ribbon (SLS): Awarded for completion of an approved leadership school program of at least 5 days duration.

cc. Co- curricular Activities Leadership Silver Star (on Activities Ribbon): Awarded 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.

dd. Drill Team (on Service Ribbon): Awarded for distinguished participation in at least 6 scheduled drill team events (such as performances or drill meets). This may only be awarded once.

ee. Color Guard Bar (on Service Ribbon): Awarded for distinguished participation in at least 6 scheduled drill team events (such as performances or drill meets). This may only be awarded once.

ff. Saber Team Bar (on Service Ribbon): Awarded for distinguished participation in at least 75% of scheduled saber team events.

ee. Service Ribbon: A awarded for distinctive performance in at least 15 hours of school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization.

ff. Longevity Ribbon: A awarded for completion of each AS year. ii.

gg. Physical Fitness Ribbon: A awarded for sustained participation in locally developed physical fitness program. The SASI awards this ribbon based on locally developed criteria.

jj. Recruiting Ribbon: Awarded for outstanding effort in support of unit recruiting activities. Ribbon may be awarded by recruiting 2 cadets 0 participating in corps recruiting efforts.

kk. Activities Ribbon: A awarded for participation in co curricular competitive activities (drill meets, color guard competitions, parades, rocket meets, academic meets, etc.). The SASI awards this ribbon using locally developed criteria.

ll. Attendance Ribbon: A awarded to cadets with no more than 4 excused absences and no unexcused absences in a semester.

mm. Good Conduct Ribbon: A awarded to cadets with no suspensions on any kind, no adverse reports from other staff or faculty in a semester, and a recommendation by the SASI.

nn. Dress and Appearance Ribbon: A awarded for wearing uniform on all designated uniform days and conforming with all AFJROTC dress and appearance standards. Limit this ribbon to 25% of the cadet corps.

oo. General Carl Spaatz Award (CAP)

pp. Amelia Earhart Award (CAP)

qq. General Billy Mitchell Award (CAP)

rr. General J.F. Curry Achievement Award (CAP)

CHAPTER 3

HONOR MANUAL

I. GENERAL: The Texas-20093 Air Force JROTC adopted The Cadet Honor Code in 2009 by a unanimous vote of the Corps of Cadets. Honor as understood by the cadets is a sense of what is right, just, and true and the desire to live by such standards.

A. Description: Living under the Honor Code and system, a cadet will learn how high standards of honesty build confidence and trust within the Corps. Honor is the basic attribute of good character and citizenship. The cadet Honor Code requires integrity, in both word and deed; there is no question of meeting the standards of the Corps of Cadets. It requires self-discipline and moral courage.

B. Responsibility: The maintenance of these high standards is the responsibility of every cadet. If a cadet is true in thought, word, and deed, there is no question of meeting the standards of the Corps of Cadets. The honor system is not just a set of rules or regulations; it is a way of life.

II. HONOR CODE: The Provisions of the Honor Code are simple and consist of two parts. The first part states: "**A cadet will not lie, cheat, steal or tolerate those who do.**" The second part states: "**Every cadet is obligated to support and enforce the honor system.**"

A. Standard: The Honor Code is a minimum standard required of all cadets. It is the foundation of the standards and values of the Corps of Cadets. The Corps of Cadets is entrusted with the guardianship of the honor code and preservation of the ideals it represents for past, present, and future cadets. It means that your word is your bond, that you seek credit only for what you have accomplished, you respect others and their property; and that you demand the same standards of behavior from others.

B. Purpose: The honor code will build within the individual a keen sense of honor and an intense dedication to live by these standards.

III. TENETS

A. Lie: TO LIE is to make an untrue statement with the intent to deceive or produce a false impression. The statement can be oral, written, or implied by action. A cadet will be completely candid and straightforward in all instances and in all actions.

B. Cheat: TO CHEAT is to attempt or aid in the attempt to gain an unfair advantage over others.

C. Steal: TO STEAL is to knowingly deprive someone of property or a service, temporarily or permanently, without consent.

D. Tolerate: **TO TOLERATE** is to overlook or ignore the dishonorable actions of other cadets. The cadet, who should have known that another cadet was in violation of the honor code, can appropriately be charged with toleration. This tenet is the backbone of the code. It is important that each cadet fully understands the spirit behind the toleration clause as well as the obligation it creates. Toleration of another cadet's wrongful actions is not compatible with the honor code, nor consistent with the standards of the Corps of Cadets.

IV. THE CADET HONOR BOARD: The cadet honor board is responsible to the Corps of Cadets for the education, supervision, and administration of the cadet honor code and system. With these come the following:

A. Education of all cadets on the principles, purposes, and practices of the honor code and system.

B. Creation of an environment, which will support the honor code and system through personal example, loyalty, moral courage, integrity, and honor in thought and deed.

C. Development in all cadets of the highest possible sense of personal honor and integrity.

D. Constant monitoring of the code and system. As necessary, the board will revise any part of the tradition and heritage of the code.

E. Sit as members of an honor board hearing to find out the true and relevant facts of a case for an impartial decision.

V. HONOR BOARD HEARINGS: During honor hearings, the board will evaluate all evidence submitted against the accused cadet to determine its validity. This investigation will result in either a True or False bill based on evidence presented and not on the cadet. The Honor Board takes precedence over all extracurricular activities, regardless of what they are or whom the person involved or witness might be to include all board members and witnesses.

A. Composition: The Cadet Honor Board includes members from the AS-I through the AS-IV classes. Members must not be on any form of probation, maintain a GPA of 3.0 or better and be in good standing according to the Blue Book. Members may be removed for cause upon request of three-quarters of the remaining members of the honor board, or by the SASI. Should positions on the board become vacant, the SASI based on recommendations from the honor board will appoint replacements.

B. Committees: From the Honor Board (committee) will become the investigation and defense committee members. The investigation committee will conduct an investigation of a reported honor violation and submit its findings to the ASI through the

Honor Board Chairman. The defense committee will conduct a separate investigation parallel to the investigating committee's investigation. During hearings, both will present evidence and witnesses regarding the case. In the event of a True Bill, the defense committee may present evidence and testimony of extenuation and mitigation based on the facts present.

C. Ex Officio Member: The ASI is an ex officio member of the Honor Board. The purpose of an ex officio member is to give advice and/or direction if any questions or problems arise during all phases of investigation and hearings to include closed sessions.

VI. RISING HONOR BOARD

A. Composition: During February of each year, potential members of the upcoming honor board are nominated and approved by members of each class. Potential members will complete a nomination package, which is then evaluated, as is the individual by the Rising Honor Board (Committee) comprised of five senior members of the Corps and then voted on by the Corps of Cadets. The prioritized list becomes a recommendation to the SASI.

B. Duties: Selected cadets will then sit on all honor board (committee) meetings and hearings to include closed sessions. The cadets will complete honor training with the committee before the end of the current school year.

VII. REPORTING AND PROCESSING HONOR VIOLATIONS

A. Reporting: Any cadet or faculty member who believes an honor violation has occurred should first give the individual an opportunity to explain his/her actions. One should point out the exact action considered improper and request an explanation. If the questioning individual is not satisfied with the response, he or she should so state that fact to the individual and recommend the individual see an honor representative. The questioning individual should also contact an honor representative or the ASI immediately.

1. Self Admission - When a cadet violates the honor code and reports it to an honor representative or other proper authorities because of conscience. This admission is not the result of any outside pressure, or questioning. The individual receiving information will pass that information to the Chairman and/or SASI. Self-admission comes from an internalized sense of integrity since the individual has been honest with him/herself.

2. Self Reporting - When a cadet violates the code, and reports it to an honor representative or other proper authorities because they were confronted by another individual or they know they were caught.

B. Processing: The Honor Board (Committee), acting on behalf of the Corps and with the SASI's approval will investigate alleged violations of the honor code per established procedures.

1. After approval, the investigating and defense committees will conduct an

investigation of the case (both will be of the same class or higher than that of the accused). They will together notify the accused of the specific alleged violation of the honor code, which includes informing the individual of his/her rights.

2. All individuals with knowledge of the circumstances will provide necessary testimony, written and oral (if brought before an honor committee) to the committees. The investigative committee will provide the defense committee with a copy of all written evidence in a timely manner.

3. Both committees will rapidly complete their investigations and submit their findings with recommendations to the Chairman. The Chairman will then forward the package with his/her recommendation to the ASI. The Chairman will recommend one of the following:

- a. The case is dropped due to lack of evidence or hearsay.
- b. The case is dropped as an honor case, but will be handled by the SASI as a disciplinary matter or as he chooses.
- c. The case goes to a full honor board hearing.
- d. The case goes to an honor committee hearing, generally f-or self-admission, self-reporting, or admitted violations (admitted during investigation).

4. The SASI will then notify the parents of the accused of the results of the investigation and his recommendation. If the case goes to an honor board or committee hearing, the accused will receive a written notification as to the specific accusation and the date, time and location of the hearing. The accused must attend the hearing. All witnesses will also receive formal notification as to the date, time and location of the hearing. Based on their separate recommendations, the investigative and defense committees will be prepared for the hearing when they submit their findings to the chairman.

5. All hearings are open based on limited seating. Uniform is B for attending cadets.

C. Full Honor Board (Hearing): An honor hearing will have twelve members with no less than nine members eligible to vote. Each board will have one cadet per flight as a voting member and be of a class equal or higher than the accused cadet.

1. At-large cadets will come from a list submitted by each squadron commander to the Chairman and must meet honor board member qualifications.
2. At the conclusion of the hearing, the chairman will inform the cadet of either a True or False Bill, but not any True Bill recommendations.

D. Honor Committee: An honor committee may be used by the SASI, based on the Chairman's recommendations, for self admitted, self reported, or admitted violations of the honor code. The SASI sits as Chairman for committees. The purpose of the committee is to make a recommendation conceding punishment/sanction and extenuation and mitigation witnesses will appear only if requested by the accused or committee members. The Chairman will vote only in case of ties.

E. General Steps: The general steps used in honor violations are:

1. Alleged honor violation reported to appropriate individual and case initiated by the Chairman.
2. After approval to investigate and parental notification, investigating, and

defense committee begins their respective investigations.

3. Accused notified and informed of rights by both committees.
4. At the end of the investigation, findings and recommendations presented to the Chairman who makes his/her final recommendation to the SASI.
5. SASI approves/disapproves recommendation, informs the accuser's parent(s)/guardian(s) of recommendation, and in the event of hearing, informs the chairman to proceed.
6. Honor hearing set and all parties formally notified.
7. Hearing held, and as appropriate, accused notified as True or False bill.
8. Cadet and parent notified, as appropriate, by SASI of disciplinary action and cadet right to appeal.
9. Parents and cadet notified, of final results.

VIII. RIGHTS OF THE ACCUSED

A. Primary Rights: Any cadet accused of violating the code will have the following rights:

1. Be promptly informed of the specific violation by investigating and defense committees.
2. Have assistance of defense committee or individual of his/her own choosing from the Corps of Cadets.
3. Have a reasonable time in which to prepare a defense.
4. Have an impartial/unbiased investigation and hearing as appropriate.
5. Receive a prompt, fair hearing. The ASI must approve all delays.

B. Additional Rights: At any hearing, the accused cadet will have the following additional rights:

1. Challenge for cause members of the honor board (hearing). Any challenge for cause will be immediately resolved in closed session by the honor board. Challenge for cause can also be made by the investigating committee and can only be made in the event of a definite bias for or against the accused cadet.
2. Call witnesses in one's own behalf during the initial hearing. Additionally, call witnesses for extenuating or mitigating circumstances in the case of a True Bill or honor committee chaired by the SASI.
3. Will not be questioned directly during a hearing unless he/she chooses to act as a witness in his/her own behalf. May also choose to read a prepared statement without follow-up questions or may choose to remain silent without any assumption of guilt.

IX. PUNISHMENTS AND CASE DISPOSITION

A. Disenrollment: When disenrolled, an individual is not allowed to return as a cadet in the Texas 20093 Air Force Junior ROTC. Disenrollment will apply to all repeat/second violations.

B. Suspension: When suspended, the cadet may return after one (1) full semester has

passed.

C. Sanctions: These actions, as a group, take into account the cadet's experience under the code, potential in AFJROTC, extenuating and mitigating circumstances. These actions are:

1. Honor Probation.
2. Reduction in rank and/or removal from position.
3. Removal from activity status.
4. Apology and/or briefing to the Corps to include preparation of a lesson for Corps honor education.
5. Specialized honor training/counseling to include attending all honor boards for the school year.

D. Disposition: Based on honor board (hearing) recommendation, the ASI will decide on the punishment. In the event of disenrollment or suspension, the individual has the right to appeal to the Appeals Board. The high school principal has the right to make the final decision.

E. Appeals Board: This board only determines, as appropriate, if the punishment fits the violation. Voting members consist of the high school principal, SASI, attending ex officio member (ASI), Honor Board Chairman, and three attending Honor Board members. Non-voting members will be the investigating and defense committees.

X. CONCLUSION: Living by the honor code requires straight thinking, respect and honesty dealing with everyone. The code as written represents the minimum standard for all cadets in AFJROTC. This minimum ethical standard supports the cadet goals and spirit every cadet must have of doing what is right, just, and true. When a cadet is true in thought, word, and deed, there is never a question of meeting the standards of the Corps.

Duty... Honor... Achievement. Honorable actions and intentions are the only real criteria for successful living. This is not only an honor code; it is a way of life.

CHAPTER 4

ACADEMICS

I. ACADEMIC POLICIES

A. AFJROTC Curriculum: Air Force Junior ROTC is a four-year program for high school students. Each year the curriculum is divided into two categories: academics and leadership. Academic studies (Aerospace Science) include one year of history, and two years of science. Leadership studies (Leadership Education) include Air Force customs and courtesies, cadet corps activities, study habits, time management, speech, health, leadership and management studies. Each 180-hour course integrates a minimum of 108 hours of Aerospace Science and 72 hours of Leadership Education.

B. Aerospace Science Education: Academics are taught in 4-year sequences. For organizational purposes they are separated from the Leadership Courses. In practice, however, the overlap is considerable. For example, writing and speaking skills are categorized as "Leadership Hours" but can be incorporated into the Aerospace Science courses. Additionally, many of the Aerospace Science topics will be helpful in the Leadership Education classes.

1. Objectives:

- a. An appreciation of the basic elements and requirements for national security.
- b. Respect for and an understanding of the need for constituted authority in a democratic society.
- c. Patriotism and an understanding of personal obligation to contribute toward national security.
- d. Broad-base knowledge of the aerospace age and fundamental aerospace doctrine.
- e. An interest in completing high school and pursuing higher educational goals or skills.
- f. An understanding of the Air Force and military as a possible career path.

2. Courses:

a. Aerospace Science: A Journey Into Aviation History

- 1) Know the historical facts and impacts of the early attempts to fly
- 2) Know the major historical contributors to the development of flight
- 3) Know the contributions of the U.S. Air Force to modern aviation history
- 4) Know the key events of space exploration history

b. Aerospace Science: The Science of Flight

- 1) Know the atmosphere environment.
- 2) Know the basic human requirements of flight.
- 3) Know why Bernoulli's principle and Newton's Laws of Motion are applied to the theory of flight and the operating principles of reciprocating engines, jet engines and rocket engines
- 4) Know the basic elements of navigation, the four basic navigation instruments, and the current methods of navigation.

c. Aerospace Science: The Exploration of Space/Introduction to Astronomy

- 1) Space technology.
- 2) Manned spacecraft.
- 3) Satellites, orbit trajectories.
- 4) International laws for the use of and travel in space.
- 5) Know the history of astronomy.
- 6) Know specific characteristics about Earth.
- 7) Know about the Moon and Solar System
- 8) Know particular characteristics about the planets.

d. Aerospace Science: Global and Cultural Studies

- 1) Know how cultural, geographic and economic factors have shaped Europe.
- 2) Know how religion, resources, conflict, external intervention and other cultural factors have influenced the modern day Middle East.
- 3) Know how religion, institutions, ethnicity, history, population and outside influences have impacted South Asia.
- 4) Know the role cultural traditions, social issues, communism, war and U.S. interests played in shaping East Asia.
- 5) Know how diverse cultures, European colonialism and the slave trade, war, famine and other factors have affected Africa over the centuries.
- 6) Know how cultural diversity, environmental issues, volatile politics and U.S. interests impacted Latin America.

C. Leadership Education: Leadership education is an integral part of each year's instruction. We break down each year's activities into academics and leadership. In practice, however, the overlap is considerable. Additionally, many after-school activities provide the paving ground for newly learned leadership skills. Activities such as drill teams, model rocketry clubs, and the formal cadet corps operations all require officers with considerable responsibilities.

1. Objectives:

- a. Know the AFJROTC mission and organization, customs and courtesies, and the meaning and purpose of standards, discipline, and conduct.
- b. Understand why the elements of effective communication skills are important to the dynamics of individual and group behavior, and a key to effective leadership.
- c. Know the various management theories and the management process and how values and ethics are formed for individuals and the society.
- d. Understand why obtaining a degree or skill after high school is important to having a civilian military career.

2. Courses:

a. Leadership Education I: Many of the 72 hours dedicated to leadership studies relate directly to the academic subject matter with study habits and time management. Additionally, wear of the uniform, Air Force Customs and courtesies, and basic skills are introduced.

b. Leadership Education II: Leadership hours stress communication skills and cadet corps activities. Written reports and speeches compliment academic materials. Cadet corps activities include holding positions of greater responsibility in the planning and execution of corps projects.

c. Leadership Education III: Leadership hours emphasis is on managing others stresses and finances citizenship, and ethics. Third year cadets put these skills into practice by holding key leadership positions in the cadet corps.

d. Leadership Education IV: Leadership hours emphasis is placed on which path to take after high school with information on how to apply for admission to college, how to begin the job search including filling out the job applications, writing the resume, and how to prepare for the job interview. Additionally, the career opportunities in the aerospace industry and the Air Force are covered.

D. Other Leadership Activities

1. Drill and Ceremonies: An integral part of Leadership Education is Drill and Ceremonies in accordance with Air Force Manual 36-2203. The training covers the basic aspects of drill and ceremonies with the following objectives:

a. Know the importance, purpose, and meaning of military drill teams.
b. Know the significance of the United States Flag.
c. Know the positions and movements required of each individual in forming elements, flights, and squadrons and the commands to execute those positions and movements.

d. Know about the drill of the flight and squadron.
e. Know the key factors for a successful drill team.

2. Co curricular Activities: Co curricular activities offer the student an opportunity to participate in a variety of special programs. These programs are developed to involve the student in activities in which he or she has special interest. The extra time devoted to these programs is spent developing a further understanding for the customs, courtesies, and general lifestyle expected in the military. Extra credit can be obtained from these activities. The instructor, will determine the presentation date and material to be used. The co curricular activities currently offered are:

a. The Honor Guard is the group in which the rest of the teams come. They will all train at the same time so if there is not enough on one team at a certain point, that team can use someone on another team.

b. The Color Guard has distinctive uniform items; helmets, berets, rifles, flags, shoulder cords and white belts. The Color Guard presents the Texas, Air Force, and other recognized flags at school, local community and civic and military events.

c. Armed Team (Male, Female, and Mixed): The Wylie East AFJROTC Armed Teams represent the school and the unit at many local functions. Members are selected following evaluations of their desire and performance.

d. Model Club (Rocket and Radio Control Aircraft): Military models are built to allow the cadet to further his/her understanding of modern military weapons. Once the model is completed the builder is offered the opportunity to launch this model.

e. Field Trips: Field trips to local Air Force, Army and Naval bases are offered throughout the academic year. Additional trips are offered to special locations on an as available basis. The purpose of the trips is to educate the cadets about the military. Cadets are selected for these trips based upon their academic and military performance. Parental approval is always obtained before a cadet can participate.

f. Social Activities: An annual Military Ball and Award Ceremony is an example of a special social event. This function is planned and organized by the cadet

staff and allows the corps to recognize the best cadets.

g. Fundraising: Various fundraising events are held to support the above-mentioned activities. All cadets are expected to participate. The Corps Parent Booster Club is also responsible for fundraising.

h. Saber Team: The Wylie East AFJROTC Saber Team will be armed with sabres and serve as escorts for school/community events.

i. Kitty Hawk Air Society (KHAS) is the official AFJROTC honor society. The KHAS, affiliated with the Air Force Association, targets full-time high school students enrolled in AFJROTC, who have a minimum academic grade of "B" in AFJROTC and an overall "c" average without any failing grades during the preceding year. Its main purpose is to:

- 1) Promote high academic standards and excellence.
- 2) Promote self-confidence and initiative.
- 3) Encourage educational development in post-high school years.
- 4) Further the awareness of the Air Force role in aerospace education.

E. Completion of Training: A certificate may be awarded to AFJROTC cadets based upon a total evaluation of their academic and military performance. The certificate can be beneficial to a cadet whether immediate future goals are to enter the military or enter a college ROTC program.

1. The Certificate of Completion is awarded to cadets in good standing who have satisfactorily completed at least six full semesters of the Air Force Junior ROTC program. Cadets must have this certificate in their possession when joining the college ROTC program or upon enlisting in the armed forces to gain benefits.

2. With the **Certificate of Completion** the cadet may be excused from either year of the General Military Course (first year) of the college Air Force ROTC program. This privilege must be arranged with the Professor of Aerospace Science at the time of enrollment in the college or university.

3. If a cadet elects to enlist in one of the branches of the armed forces, the Certificate of Completion may authorize promotion to pay grade E-3. Pay grade E-3 is the third pay grade in all branches of the armed forces and is equivalent to the rank of Airman First Class (two stripes) in the Air Force. This promotion at the time of enlistment provides an immediate monetary benefit. It also makes the cadet senior to their peers and makes them eligible for early future promotions.

“In good standing” in the above paragraph means not only a passing grade in each semester of the Aerospace Science Program, but also satisfactory citizenship as determined by the SASI. Any cadet who has demonstrated serious discipline problems in the Air Force Junior ROTC or school is not considered to be “in good standing.” Also, substantiated incidents of drug abuse or violation of the law involving moral/character deficiencies may revoke a students “good standing” in terms of eligibility for a certificate.

CHAPTER 5

CADET DIVISION CHIEF, OFFICER AND NCO GUIDE

I. LEADERSHIP

A. GENERAL

1. A cadet, by definition is a high school student learning to be a leader. Air Force Junior Reserve Officer Training Corps (AFJROTC) patterns itself on the professional ethics and high moral standards expected of commissioned officers of the United States Air Force. TX-20093 hopes these high standards will become ingrained in each cadet, and will remain with that individual for life.

2. AFJROTC (Textbooks) V7201 & V7307, *Leadership Education II & III*, discuss military leadership in detail.

B. CORPS ORGANIZATION AND DUTIES

1. Organization of the Corps of Cadets

a. General:

1) The Corps of Cadets is organized on the basis of an Air Force Group.

2) The Corps of Cadets is under the command of the Senior Aerospace Science Instructor (SASI) who exercises that command through the leadership and organization of the Corps of Cadets.

3) The SASI provides Leadership Education to the Corps chain of command and to individual cadets. His mission is to raise the standards of the squadrons and flights and of each individual cadet, in reaching the goals exemplified by the Corps of Cadets creed of **DUTY, HONOR, and ACHIEVEMENT**.

4) Not all positions within the Corps of Cadets are filled at the beginning of the school year, nor are cadets promoted to maximum authorized grades immediately. This is done at the discretion of the SASI, based on the recommendations to the appropriate board by the ASI and the cadet chain of command. In accordance with Air Force ROTC Instruction 36-16, the SASI selects the cadet corps commander, subordinate, commanders, and the staff members required by the organizational structure of the unit. .

5) A cadet not assigned a specific duty position may not be promoted beyond the permanent grade commensurate with the number of years of AFJROTC satisfactorily completed. However, once officer status has been held for two or more grading periods, that cadet will remain in officer status for the remainder of time spent in the program. See Chapter 1.

II. DUTIES AND RESPONSIBILITIES OF THE KEY CORPS STAFF: The first duty of every cadet is to be academically proficient in every subject at the highest level capable.

A. Wing Commander: The Wing commander is responsible to the SASI for the appearance, discipline, efficiency, training and conduct of the Corps of Cadets. The commander is expected to preserve strict discipline and order, obliging every cadet

officer and NCO to strict performance of duty and highest standards. This senior cadet is further expected to ensure that disciplinary actions are impartial without distinction of rank or class, except that officers and NCOs will be held to a higher standard and punished accordingly. The CC:

1. Exercise command and control of the Group at all Corps of Cadets formations; drill periods, inspections, ceremonies, activities, and events.
2. Exercise direct supervision over the Squadron Commanders to ensure that they perform their assigned duties in an efficient and effective manner.
3. Plans and coordinates all wing activities, facilities, and resources.
4. Establishes group performance goals and takes appropriate actions to assure their accomplishment.
5. Ensures all members of the cadet corps have the opportunity to develop leadership and commensurate with their individual abilities.
6. Develops and directs procedures for enforcing TX-20093 rules and regulations and for ensuring that members of the wing comply with established customs and traditions of the Corps of Cadets.
7. Conducts periodic command and staff meetings to ensure compliance with directed standards.
8. Supervises the conduct of the Corps of Cadets to ensure that directed standards are maintained. Conducts periodic inspections of members of the Corps to ensure that directed standards are maintained.
10. Looks after the welfare of the Corps of Cadets. Provides advice and counsel where appropriate.
11. Conducts daily spot check inspections to ensure that the AFJROTC area and building are maintained at proper state of police.
12. Serves as a member of boards and committees as directed.
13. Ensures that a senior cadet officer is designated to be in charge of the group during periods of absence.
14. Coordinates with the SASI and performs other duties as directed.
15. Maintains a continuity binder.

B. Deputy Commander: The Deputy Commander (DC) is the principal assistant to the Group Commander. He/she is responsible for the standardization evaluation for the wing and the administration of the Group staff.

1. Ensures all group activities are conducted in accordance with current Air Force, Air Education and training command, and Air Force ROTC regulations, directives, policies, and procedures.
2. Assists the Group Commander in the enforcement of the TX-20093 rules and regulations and the traditions and customs of the Corps of Cadets.
3. Directs and coordinates the activities of the Group Staff.
4. Manages and accounts for the merit and demerit programs.
5. Exercises supervision of the Group Staff.
6. Represents the Group Commander in his/her absence.
7. Performs other duties as directed by the Group commander.
8. Acts as the ranking member of the Honor Board.
9. Maintains a continuity binder.

C. Activities/ Morale, Welfare, and Recreation: Activities/ MWR reports to the Group Commander and performs the following cadet corps duties:

1. Prepares, coordinates, and posts operation orders fro all corps activities five days in advance of activity.
2. Coordinates actions pertaining to parades, competitions, demonstrations, and ceremonies.
3. Assists the ASI in scheduling cadets for base visits and similar activities.
4. Prepares the cadet group master operations plan.
5. Prepares and maintains cadet corps roster for all activities.
6. Performs other duties as directed by the group commander.
7. Manages the Airman, NCO and Junior Officer Recognition programs.
8. Completes tabulates and post flight competition results.
9. Maintains a continuity binder.

D. Standard Evaluation Officer: The Stand Eval officer is responsible for maintaining the honor code standards of the Group:

1. Acts as the ranking member of the honor board.
2. Responsible for conducting honor board investigations, honor committees, and honor boards and makes recommendations to the SASI.
3. Responsible for all honors board training of the corps.
4. Responsible for the selection of recommended members of the rising honor board and works with the SASI for the training of the board members.
5. Represents the Corps of Cadets at honor conference.
6. Responsible for weekly inspirational quotes posted on the cadet temporary bulletin board.
7. Performs other activities assigned by the Group Commander.
8. Maintains a continuity binder.

E. Command Chief Master Sergeant (Cost): Serves as the senior noncommissioned officer of the group. The SEA works directly for the Group Commander and coordinates with Squadron First Sergeants and Superintendents within parameters established by the CC. The SEA:

1. Evaluates the progress of cadet noncommissioned leaders in meeting the standards.
2. Is responsible to the CC for the policing of the campus areas assigned to the Corps of Cadets.
3. Acts as Liaison between the corps and Group Staff.
4. Advises the CC on problems within the corps and suggest possible solutions.
5. Conducts weekly safety inspections of all cadet facilities.
6. Reports all safety inspections to the CC or the SASI and provides recommendations for correcting safety related problems.
7. Performs other duties as assigned by the CC.
8. Maintains a continuity binder.

F. Logistics (Supply) Division Chief: The Logistics Commander (LGdc/CC) is responsible to the Group Commander for everything the Logistics Division supplies and finance. The specific duties include the following:

1. Ensures that the supply and finance divisions are working and updated.
2. Cleans and keeps order in the logistics room.
3. Communicates with ASI on all matters of supply and finance.
4. Helps maintain the store and supply area.
5. Conducts and uses the Wings program on the computer.
6. Performs all other duties requested by the Group Commander.

1. The Logistics Division Chief is responsible for the receipt, issue, and accounting of all items of uniform, equipment, and all supplies related to the operation of the group.

2. Exercises command and control over logistics and supply.
3. Relays information from the cadet group commander to respective logistics personnel.
4. Establishes logistics performance goals
5. Supervises the conduct of the members of the logistics flight and ensures desired standards are maintained.
6. Conducts periodic inspections of the members of the logistics flight to ensure the desired standers are maintained.
7. Maintains logs for all clothing, equipment and supply items
8. Maintains a continuity folder.
9. Conducts supplies to functional areas in the Group.
10. Polices and maintains the AFJROTC supply room in a neat, clean, and orderly condition.
11. Permits access to corps supplies and the AFJROTC supply room to authorized personnel only.
13. Maintains a continuity binder.

F. Mission Support Squadron Commander: The Mission Support Squadron Commander (MSSq/CC) is responsible to the Group Commander for everything the Mission Support Squadron does in its tasking to provide administrative support for the Group mission. The specific duties include the following.

1. Learns the responsibilities and procedures of each functional area of mission support.
2. Exercises command and control over the squadron at all formations, ceremonies, actives, and events.
3. Exercises direct supervision over the members of squadron staff and assigned administrative officers to ensure they perform all assigned duties in an acceptable manner.
4. Relays information from the cadet CC to the administrative officers.
5. Acts as liaison between administrative officers and command staff.
6. Enforces TX-20093 rules and regulations within the squadron and ensures

compliance with established customs and traditions.

7. Establishes squadron performance goals and takes appropriate action to assure their accomplishment.

8. Supervises the performance of the squadron at drill, inspection, and other training activities.

9. Conducts periodic inspection of the members of the squadron to ensure that desired standards are maintained.

10. Supervises the conduct of the members of the squadron to ensure compliance with directed standards.

11. Conducts periodic inspections of the members of the squadron to ensure that desired standards are maintained.

12. Looks after the welfare of the cadets in the squadron. Provides advice and counsel when appropriate.

13. Conducts daily inspections to ensure the AFJROTC is maintained, quiet, clean and orderly; and that lawn police areas assigned to the squadron cadets are free of trash and debris.

14. Serves as a member on promotion, demotion, discipline, and other boards and committees as directed.

15. Ensures that an officer of the squadron is designated to be in charge of the organization during periods of absence.

16. Performs other duties as directed by the Group Commander.

17. Maintains a continuity binder.

H. Personnel Division Chief/Officer (DP): The Personnel Officer reports to the *MSSq/CC* and performs the following cadet corps duties:

1. Maintains cadet personnel records and prepares reports pertaining to personnel strengths and assignments.

2. Prepares administrative documents pertaining to promotions, demotions, and awards.

3. Prepares and publishes orders and directives issued by the Group Commander.

4. Files all documentation in cadet records or other internal information media.

5. Maintains the group organizational chart and unit-manning document (UMD).

6. Publishes a cadet directory.

7. Maintains duty rosters to ensure extra/additional duties are equitably distributed among the members of the Corps.

8. Monitors the morale and welfare of members of the cadet corps and advises and assists the Group Commander on matters pertaining to moral and esprit-de-corps.

9. Coordinates delivery of inspirational service as required for corps activities.

10. Performs other duties as assigned by the *MSSq/CC*.

11. Maintains a continuity binder.

I. Information Management Division Chief/Officer (1M): The Information Officer reports to the *MSSq/CC* and performs the following cadets' corps duties:

1. Documenting, recording, and recovering historical information and data pertaining to corps activities on computer or electronic medium.

2. Writing and posting weekly group staff meeting minutes.

3. Maintaining the group administration files in accordance with policies and procedures established by the MASSq/CC.

4. Maintaining the bulletin boards, and posting current and correct group correspondence, leadership training and special function notices.

5. Maintaining the group continuity files.

6. Maintaining and updating all cadet regulations.

7. Performing other duties as assigned by the MSSq/CC

8. Maintains a continuity binder.

J. Public Affairs Division Chief/Officer (PA): The Public Affairs Officer reports to the MSSq/CC and has the following corps responsibilities:

1. Establishes active PA program.

2. Prepares, publishes and distributes a monthly newsletter.

3. Submits news articles to the Wylie News and the electronic media concerning cadet activity.

4. Provides all cadet corps photographic service.

5. Assists briefer in graphic support.

6. Develops and prepares the year-end slide show for the annual awards banquet.

7. Prepares a group scrapbook.

8. Maintains a continuity binder.

K. Recruiting Division Chief/Officer: The Recruiting Officer reports to the MSSq/CC and has the following corps responsibilities:

1. Plans, organizes, and implements a recruiting program for qualified, motivated students from within WISD.

2. Establishes a Recruitment Planning Committee and meet as necessary.

3. Establish a briefing team for recruiting at school events and the Junior High Schools.

4. Prepares and conduct surveys of student to find out why they joined and stayed in AFJROTC

5. Assists with mail outs of recruiting letters to eighth grade students and selected freshmen

6. Compiles an annual list of the projected incoming freshman cadets to the Aerospace Science class

7. Maintains a continuity binder

8. Other duties as assigned by MSSq/CC.

L. Operations Squadron Commander (OSq/CC): The OSq/CC is responsible for maintaining command and control of the group's flights. The OSq/CC performs the following:

1. Exercises command and control over the squadron at all formations, ceremonies, activities and events.

2. Exercises direct supervision over the members of squadron staff and assigned flight commanders to ensure they perform all assigned duties in an acceptable manner.

3. Relays information from the cadet group commander to the flight commanders.

4. Acts as liaison between flight and command staff.

5. Enforces TX-20093 rules and regulations within the squadron and ensures compliance with established customs and traditions.

6. Establishes squadron performance goals and takes appropriate action to assure their accomplishments.

7. Supervises the performance of the squadron at drill, inspections and other training activities.

8. Conducts periodic command and staff meetings to ensure implementation of directed action.

9. Supervises the conduct of the members of the squadron to ensure compliance with standards.

10. Conducts periodic inspections of the members of the squadron to ensure that desired standards are maintained.

11. Looks after the welfare of the cadets in the squadron. Provides advice and counsel when appropriate.

12. Conducts daily inspections to ensure the AFJROTC area is maintained, quiet, clean and orderly, and that lawn police areas assigned to the squadron cadets are free of trash and debris.

13. Serves as a member on promotion, demotion, discipline and other boards and committees as directed.

14. Ensures that an officer of the squadron is designated to be in charge of the organization during periods of absence.

15. Performs other duties as directed by the Group Commander.

16. Maintains a continuity binder.

M. Honor Guard Commander: The Honor Guard reports directly to the Operations Squadron Commander and is responsible for the following duties:

1. Making sure to receive information concerning drill competitions from the SASI and pass it on to the team commanders.

2. Making sure all team practices begin ON TIME.

3. Taking attendance of teams at practices and drill competitions.

4. Organizing and cleaning the armory when it is so desired.

5. Handing out weapons at practices and making sure they are returned unharmed.

N. Kitty Hawk Commander: Responsible for ensuring all cadets are passing all high school subjects

1. Manages the Wylie AFJROTC Study Hall Program.

2. Provides individual, group and peer tutoring.

3. Maintains a cadet file recording all tutoring sessions in all subjects.

4. Request progress reports from students and take appropriate action for those students who are failing or near failing i.e. notify flight commanders and group commander.

5. Maintains a list of cadets who are averaging 90 or above in a particular subject to serve as tutors.

6. Serves as the Office of Primary Responsibility (OPR) for the "Promotion and General Knowledge Study Guide".

7. Performs other activities assigned by the group commander'.

8. Maintains a continuity binder.

O. Flight Commanders: The Flight Commanders (Flt/CC) are responsible to the Operations Squadron Commander for everything the flight does or fails to do. When a deficiency is found in an individual cadet, the Flt/CC will hold both the cadet and the Element Leader accountable. The *Flt/CC* has the following responsibilities.

1. Maintains the appearance, discipline, efficiency, training, and conduct of the flights.
2. Plans and coordinates activities within the flight.
3. Organizes the flight so there are equal distribution of old cadets, yearlings, and new cadets throughout.
4. Assigns cadet leaders to positions commensurate with their abilities, experience and grade.
5. Exercises direct command and control over the flight at all formations, ceremonies, activities, and events.
6. Establishes unit performance goals and takes appropriate actions to assure accomplishment.
7. Enforces TX-20093 rules and regulations within the flight and ensures members comply with the established customs and traditions.
8. Supervises the performance of the officers and noncommissioned officers in the unit to ensure they accomplish their assigned duties.
9. Supervises training in drill and other military subjects as directed.
10. Schedules special training sessions during approved period to improve flight performance.
11. Supervises the preparation of the flight for inspections.
12. Conducts periodic officer, noncommissioned officer, and flight meetings to ensure orders and information published or passed down through the chain of command reaches flight members.
13. Looks after the welfare of the cadets in the flight and provides counsel, advice and assistance when a member of the unit has academic, deportment or personal problems.
14. Supervises the conduct of the members of the flight ensure compliance with directed standards.
15. Recommends the top cadets within the flight for awards and recognition to the OSq/Cc.
16. Ensure t4e flight area is maintained in a quiet, clean and orderly manner.
17. Conducts periodic inspections of the flight to ensure desired standards are maintained.
18. Conducts periodic inspections of the AFJROTC area to ensure flight's compliance with rules of conduct.
19. Conducts frequent inspections of the flight's police area, directing corrective action as necessary.
20. Supervises administrative matters relative to the unit to ensure compliance with orders and directives.
21. Establishes and maintains high standards of military courtesy and discipline within the unit.

22. Ensures the flight sergeant is designated to be in charge of the flight during periods of his/her absence.

23. Performs other duties as directed by the OSq/Cc.

24. Maintains a continuity binder.

P. Flight Sergeant: The Flight Sergeant (Flt/CF) is the senior noncommissioned officer of the flight and works directly for the Flight Commander. The Flt/CF will be acquainted with every cadet in the flight and with the day today situation within the flight. The Flt/CF has the following specific responsibilities:

1. Acts as the principal assistant to the Flt/CC.

2. Represents the Flt/CC in his/her absence.

3. Counsels any member of the flight with academic or personal problems.

4. Assists the Flt/CC in supervising the performance of the Element Leaders to ensure compliance with duties.

5. Conducts period EL meeting to ensure instructions are understood and carried out in a correct manner.

6. Forms the flight and takes reports from the El's at all formations. Submits reports on all unexcused absences.

7. Maintains current personnel roster and status report of cadets assigned to flight to include maintenance of an absentee roster to account for all personnel authorized to be absent.

8. Prepares and submits administrative or logistical reports as required.

9. Supervises administrative or logistical formations as directed.

10. Ensures cadets comply with prescribed uniform and appearance standards.

11. Supervises police formations and ensures cadets assigned police duties are present and fulfilling their responsibilities.

12. Assists the Flt/CC in supervising the conduct of the flight to ensure compliance with desired standards.

13. Assists the Flt/CC in preparing the troop for inspection.

14. Assists the Flt/CC with enforcing TX-20093 rules and regulations and ensuring members of the flight comply with established customs and traditions of the corps.

15. Ensures the cadets' element assignments are current on the SASI corps rosters.

16. Assists the Flt/CC in maintaining high standards of military courtesy and discipline.

17. Performs other duties as directed by the Flt/CC.

18. Maintains a continuity folder.

Q. Guidon Bearer: The Flight Guidon Bearer (Flt/CG) is responsible to the Flight Commander and carries the flight Guidon to formations, drill periods, reviews, parades, etc. The Flt/CG has the following additional duties:

1. Training an alternate.

2. Maintaining and accounting for flight property.

3. Maintaining flight property records

4. Submitting flight work orders and taking follow up actions as required.

5. Supervises the flight supply discipline and energy conservation.

6. Performs other duties as directed by the Flt/CC.
7. Maintains a continuity folder.

III. CADET NONCOMMISSIONED OFFICER: The NCO is responsible for

1. The good order and discipline of the Corps is primarily dependent upon the noncommissioned officers. The first duty of a noncommissioned officer is to set the example, and secondarily, to enforce the regulations and standards governing the Corps.
2. Noncommissioned officers are expected to be perceptive to problems within their units, to suppress disorder, and to resolve problems at the lowest level possible.
3. The noncommissioned officer is expected to obey the lawful orders of superiors and to advise cadet officers on all matters concerning the health and welfare of the unit.
4. The noncommissioned officer is expected to be thoroughly familiar with this chapter and to know drill and ceremonies to include being able to control movements of a flight.

IV. DRILL AND CEREMONIES: This part prescribes policy for drill and special ceremonies for the TX-20093 AFJROTC. AFMAN 36-2903, *Drill and Ceremonies*, and Field Manual FM 22-5, *Drill and Ceremonies* prescribe policy for drill and ceremonies and will be followed except as changed or directed by this chapter. .

A. Responsibilities: The SASI is the proponent for this chapter within guidance furnished by the ASI.

B. The Cadet Group Commander will ensure all cadet formations; drill and ceremonies comply with the provisions of this chapter.

C. Drill: Drill is mandatory activity and a part of leadership development. Drill periods will be organized and conducted under the direct supervision of Flight Commanders and Class Leaders. .

1. The last drill period prior to a schedule parade or review will normally be used as a practice for parade or review.

2. Practice will be conducted under the supervision of the CC or the Squadron Commander (if a squadron review or parade).

D. DRILL TEAM and COLOR GUARD PRACTICE: Drill Team and color guard will practice under supervision of the Drill Team or Color Guard Commanders.

E. Formal Inspection: Weekly formal open rank inspection will follow the procedures outlined in AFMAN 36-2203.

1. The Class Leader will perform the duties of the Flight Commander. The Assistant Class Leader will perform the duties of the Flight Sergeant. If either or both of these individuals are absent on the day of the inspection, the next ranking cadet(s) will perform the applicable duties.

2. Individually, cadets are responsible in accordance with their portion in the

Corps of Cadets for their prescribed role in drill and ceremonies.

3. Absence: Cadets with an excused absence on the day of inspection will make-up the inspection on their first school day of the following week. He/she must wear the uniform the entire school day. Failure to follow these policies and procedures will result in a grade of 50 for the inspection. There are no exceptions to this policy. .

a. A cadet with a scheduled excused absence on the day of inspection for example a medical appointment, Illake-up test, field trip, or other authorized school activity, may be inspected in advance of the regular inspection. However, the uniform must be worn the entire day. The early inspection must be coordinated with the instructors

b. A cadet with unexcused absence on the day of inspection will be allowed to make up the inspection on the makeup date and the highest grade possible is an 80.

V. FLAG DETAIL:

A. Flag Raising Procedures: American Flag Bearer (AFB):

1. For the morning flag rising, the AFB has the dual responsibility of detail commander and carrying the American flag.

2. The AFB falls in the detail in front of the AFJROTC building, makes sure the flags are properly secured, then using the appropriate commands, and marches the detail to the flag pole.

3. Upon arrival at the flagpole, the" AFB orders, "Detail Halt," followed by the command, "Post."

4. At the command, "POST," each detail member, including the AFB, moves in a military manner to his/her respective position for the flag raising procedure and assumes the position of attention.

5. The Texas Guard (TG) unties the halyard and lowers the clips for the flags. As the AFB holds the American flag, the American Guard (AG) clips it onto the halyard. The Texas Flag Bearer then presents the Teas Flag to the AFB and the procedure is repeated.

6. When the flags have been clipped, the AFB orders, "Present Arms" are raised.

7. After the flags are hoisted, the TG has secured the halyard and is at present arms, the AFB directs, "Order Arms," then commands, "POST."

8. At the command, "POST" the two guards return to their original positions, facing away from the flagpole. The two flag bearers execute about face.

9. When the detail is in position, the AFB orders, "Forward March," and returns the detail to the AFJROTC building.

B. American Guard (AG):

1. The AG is responsible for clipping the flags to the halyard.

2. At the command, "POST," the AG moves to his/her position at the base of the flagpole and assumes the position attention.

3. When the TG lowers the clips to the bottom of the halyard, the AG first clips the American flag, and then clips the Texas flag to the halyard.

4. The AG responds according to commands, "PRESENT ARMS" and ORDER ARMS."

5. At the second command, "POST," the AG assumes the appropriate position on the AFB and follows all remaining commands to return to the AFJROTC building.

C. Texas Guard (TG):

1. The TG is responsible for operating and securing the halyard.
2. At the command, "POST," the TG moves to his/her position at the base of the flagpole, then unties the halyard and lowers the flag clips. .
3. As the AG clips the flags, the TG raises the halyard slightly to prevent the flags' touching the ground.
4. At the command, "PRESENT ARMS," the TG briskly raises the flags to the top of the pole, secures the halyard, executes present arms, and then recovers on the command. "ORDER ARMS."
5. At the second command, "POST," the TG assumes the appropriate position on the AFB and follows all remaining commands to return to the AFJROTC building.

D. Flag Lowering Procedures: Commander (CC):

1. The. CC is responsible for the afternoon flag lowering detail and the execution of all commands thereof.
2. The CC falls in the detail in front of the AFJROTC building, then using the appropriate commands marches it to the flagpole.
3. Upon arrival at the flagpole, the CC orders, "DETAIL HALT," followed by the command, "POST."
4. At the command, "POST," each detail member moves in a military manner to his/her respective position for the flag lowering procedure.
5. The CC initiates flag lowering with the command, "PRESENT ARMS," after which each detail member executes his/her assigned task.
6. After the flags are lowered and the American flag is unclipped from the halyard, the CC issues the command, "ORDER ARMS." He/she remains at attention while the flags are folded.
7. When the flags have been folded, the detail has fallen back in on the CC, and the AFB has reported, the CC orders, "RIGHT FACE," then "FORWARD MARCH," and returns the detail to the AFJROTC building.
8. Upon arrival at the AFJROTC building, the CC commands, "DETAIL HALT," followed by, "LEFT FACE," then, the "DETAIL DISMISSED."

E. Uniform:

1. Uniform/Inspection Day: Designated uniform of the day required. CC may specify gloves and ascots.
2. Non-uniform/inspection days: At the discretion of the commander, normally uniform not required

CHAPTER 6

CADET CUSTOMS AND TRADITIONS

1. INTRODUCTION

A. General: Cadets are expected to behave in a manner, which always reflects credit upon themselves, their parents, their school, Air Force Junior ROTC, and the United States Air Force.

B. Fundamental Aims: Air Force Junior ROTC features not only high quality education, but also strict control of daily life. The final objective of such control is self-discipline, which will be reflected throughout one's life in such areas as honesty, consideration, punctuality, thoroughness, and general willingness to abide by the spirit as well as the letter or rules and regulations. In order to know what is expected of a cadet, one must first learn the fundamental aims of the Corps of Cadets, which are to:

1. Provide as broad an education and educational base, including general and pre-professional training, as is feasible.
2. Promote proper study habits and urge academic proficiency through self-discipline, scheduled study time, tutoring, counseling, and guidance for the student.
3. Instill integrity through the honor code and encourage an individual sense of responsibility by requiring cadets to answer for their actions.
4. Provide military training through the JROTC program prescribed by the Department of the Air Force, and provide leadership instruction and practice through the military organization of the Corps of Cadets.
5. Instill a sense of fair play, develop maturity, and enhance the cadet's ability to get along with others.
6. Improve the physical stature and alertness of each cadet through the drill team, athletic ribbon, and summer camp programs.
7. Encourage cadets to examine the moral, ethical, and religious dimensions of their lives.

C. Creed:

1. The Creed of TX-20093 is "**DUTY... HONOR... and ACHIEVEMENT,**"

DUTY

Duty is responsibility in action.

Man is not alone.

*On behalf of others he bears responsibilities,
some of which have come to him through outer circumstance,
others he has assumed of himself.*

Once committed to these,

He will know them as terms of duty.

That he does so willingly, he must consult

His highest power - the power of a true conscience.

It is this he will obey - "this above all."

*Where responsibility and conscience are in harmony.
There abode the strength and the splendor
of ideal duty.*

Paul Horgan. '24,
Pulitzer Prize Winner

HONOR

A transition sets in the day a fledgling cadet puts foot on this north Roswell Hill. The imprint becomes everlasting. Before long the harshness and confinement of military school life dwindles. The cadet gazes westward toward El Captain Peak and he begins to jell aspiration foreign to him before. A craving for maturity emerges. He watches changes in other new cadets as they put on flesh, grow in stature and confidence. They appraise each other for such qualities as gumption.

The concept of honor may have become an unremembered relic of earlier days. Perhaps it lies dormant in his mind, a hazy abstraction. At the Institute, the cadet code is a signpost in every cadet's daily existence. He does not cheat nor does he steal. He speaks the truth and he thinks the truth, which he sometimes finds a challenge to both heart and clarity of mind.

The new cadet is not long in uniform before he begins to perceive the yawning and fearsome gulf between honor and the strain of dishonor.

Thomas H. Thompson,
'27 Pulitzer Prize Winner

ACHIEVEMENT

Achievement can be the doing of a simple chore, the completion of small task, the reaching of a personal goal.

But there are degrees of achievement.

*. A higher level requires the doing of irksome chores, completion of difficult tasks, reaching of goals that are worthy. The highest order or achievement brings us to goals that, while they may serve one's selfish interests, advance however slightly the human conditions. Such a grand accomplishment may seem to be beyond the expectations of ordinary people. But if all of us together will embrace two of the precepts: By obeying the command of **DUTY**. And by observing the limits imposed by **HONOR- THIS THIRD PRECEPT, ACHIEVEMENT, OF THE NOBLEST KIND, WILL FOLLOW.** Ira B.*

Harkey, Jr. PH.D.
'37 Pulitzer Prize Winner

2. It is every cadet's responsibility to know and strive to obtain the ideals surrounding our Creed.

D. Standards of Conduct: Membership in Air Force Junior ROTC is a privilege, not

a right. Cadets who misbehave demonstrate uncooperative attitudes or negative leadership, or display inability to adapt to expected military discipline standards will be counseled by their instructor and their parents notified. Any additional problems with conduct may result in disenrollment from the program. Cadets who do not follow school rules and are assigned to In School Suspension (ISS) or who are suspended from school may be disenrolled from the program. Air Force Junior ROTC is considered an honorary organization (cadets are responsible for honorable citizenship and conduct). Remember that Air Force Junior ROTC is a citizenship development program.

E. Military Courtesy: The practice of saying "Yes, sir/ma'am" and "No, sir/ma'am" to instructor and to cadets senior in rank is always observed in Air Force Junior ROTC. Such responses are long established military courtesies, which will become habit if they are practiced continually. While on campus, when representing the school at local functions, and when participating on field trips, the cadets are expected to maintain the same standards of behavior and conduct expected of today's Air Force members. SCHOOL ADMINISTRATORS AND TEACHERS, PARENTS AND MEMBERS OF THE LOCAL COMMUNITY EXPECT A HIGHER LEVEL OF PERFORMANCE FROM EACH MEMBER OF THE CORPS. Each AFJROTC cadet is expected to behave in a more mature manner than others do and to contribute or assist others whenever possible. Such action will reflect great credit upon themselves, their school, and the AFJROTC.

II. RELATIONSHIP BETWEEN UPPER CLASS MEMBERS AND LOWER CLASS MEMBERS

A. Lower Class Cadets: Leadership development is enhanced through learning to receive and follow commands. Upper class cadets (11th & 12th graders) have been through the experience of the lower class cadets (9th & 10th graders) and each one has earned the right to train lower class cadets in the proper operation of the cadet system: The following points of conduct will be rigidly adhered to:

1. The relationship between upper class cadets and lower class cadets will be impartial and impersonal at all times. It will emphasize the military rather than the social aspect of cadet life.
2. Direct eye contact will be maintained during conversation.
3. Lower class cadets will be addressed as "Mister or Miss."
4. Lower class cadets will address upper class cadets by their cadet military rank e.g. "Sergeant Black."
5. Cadets will use the words "Sir" or "Ma'am" in all official communications.
6. All communication between upper and lower class cadets will be carried on in a normal conversational tone in a military manner without display of emotion. Absolutely no profane or otherwise abusive language will be tolerated.
7. Lower class cadets will carry out legal instructions promptly.
8. Lower class cadets will not be required to perform a personal service for an upper class cadet.
10. Cadets will be respectful and courteous at all times.
11. Lower class cadets will salute all cadet officers and officers will be addressed

as "Sir" or "Ma'am."

12. When participating in athletic competition and other organized extra-curricular activities, the distinction between upper and lower class cadet is suspended.

13. An upper class cadet, even to correct a uniform discrepancy, without the specific permission of the lower class cadet concerned, will not touch lower class cadets.

14. Upper class cadets may not require lower class cadets to use personal funds for the benefit of other cadets, upper or lower class.

B. Posture: A cadet must maintain military bearing at all times, both on and off campus. A cadet's posture will be straight without unnatural strain or distortion. Exaggerated positions are harmful, un-military, and unsightly. Specifically all cadets will not be forced to rigidly "brace".

III. ADMINISTRATION OF LOWER CLASS CADET SYSTEM

A. General

1. The cadet officers and the senior non-commissioned officers of the Corps of Cadets supervise the Lower Class Cadet System under the supervision and direction of the Instructors.

2. The cadet Flight Commander is responsible for the proper functioning of the new cadet system within each flight. The Flight Commander will ensure that only authorized reports are submitted on new cadets and that appropriate action is taken to correct any abuses of the lower class system. Early in the year, the chain of command will hold classes for both upper and lower class cadets on specific details of the cadet system.

B. Delinquencies: Classification of delinquencies arising from ignorance or carelessness regarding lower class cadet customs and traditions are minor violations and are to be reported only through the Flight Commander.

C. Procedure: When a lower class cadet violates a lower class cadet custom, an upper class cadet may correct him/her on the spot. If the offense is serious enough to warrant further action the upper class cadet will report the lower class cadet to the lower class cadet's Flight Sergeant.

D. Reporting: Lower class cadet reporting to an upper class cadet:

1. Any lower class cadet may be required to report to their cadet Element Leader or Flight Sergeant for special inspection no more than five minutes prior to a formation (e.g., parade formation or in ranks inspection).

2. Such inspections will not conflict with classes, tutoring, or other official duties.

E. Redress of Grievance: A cadet who feels that the cadet system is being unfairly administered in any case will use the cadet chain of command for redress. After using the cadet chain of command, the cadet may report to the SASI.

IV. CUSTOMS AND TRADITIONS (ALL CADETS)

A. Standards: All cadets will adhere to the highest standards of military conduct and performance.

B. Personal Services: No cadet will be required to perform personal services for another cadet such as shining shoes or polishing brass.

C. Interference: No cadet will interrupt or interfere with another cadet's preparation of a lesson assignment or performance of an assigned military duty.

D. Abuse: Physical punishment, hazing, or other abuse of any cadet is strictly prohibited and subjects a cadet guilty of these offenses to suspension or dismissal.

E. Public Display of Affection: Affectionate physical contact with guests or other cadets in public, such as holding hands or walking with arm around waist or shoulder, is not considered to be in good taste and is not condoned when in uniform.

F. Correction: The use of harsh, degrading, or threatening methods of correction, especially when dealing with lower class cadets is an indicator of weak leadership. It is counter-productive and is not condoned.

V. CUSTOMS AND TRADITIONS (UPPER CLASS CADETS)

A. Leadership: Upper class cadets will exercise positive leadership by example and will maintain the highest level of standards possible in appearance, conduct, and self-discipline.

B. Imposition: Upper class cadets will not impose on lower class cadets (require lower class cadets to give them personal items e.g., food, supplies, etc.).

C. Reporting: Upper class cadets, other than the direct chain of command will not require a lower class cadet to report to them.

VI. CUSTOMS AND TRADITIONS (FIRST YEAR CADETS)

A. Tradition has established patterns of behavior within the cadet corps as it has within society as a whole. Lower class cadets will follow these established patterns. These traditions apply to cadet behavior and conduct in the AFJROTC area and certain other areas on campus. It will make the new cadet's life more pleasant and less stressful to learn these customs thoroughly and quickly.

B. AFJROTC Area: Lower class cadets will:

1. Stand at parade rest while reading classroom bulletin boards.
2. Unless otherwise instructed, come to attention when faculty members, staff members, or an upper class cadet enters the room. **All cadets will come to attention when an adult or cadet officer enters the room.**
3. The lower class cadet will police the AFJROTC area at police call under the

supervision of the upper class cadet in charge of this detail. Upper class cadets will continue to perform this duty during the second semester. Every lower class cadet will perform this duty at other times when so required.

4. Lower class cadets are to give way and hold doors for upper class cadets, staff, and faculty.

5. New cadets will enter and exit the AFJROTC classroom for classes only through the hallway doors so as to observe announcements on the bulletin boards.

6. Fraternalization is a serious offense (see "Serious Offenses" in Chapter 1). Fraternalization shall refer to any association between any cadets in more than a brotherly or congenial way when in the AFJROTC area during school hours or when in uniform at any time (e.g., any behavior not considered impersonal and professional, as per this manual).

7. Physical hazing is defined as physical contact involving any degree of physical force used upon a cadet by any other cadet. It includes any forcing of a cadet by any member of the Corps to suffer pain, fatigue, or mental torment.

8. New cadets are not authorized in the AFJROTC supply room or the AFJROTC offices except when performing official business.

C. Campus: On the school campus, all cadets are required to comply with the rules and regulations outlined in the school's handbook. AFJROTC cadets are expected to conduct themselves in a manner far exceeding the minimum standards of conduct for the student body.

D. Cadet Conduct: Cadets will conduct themselves in a socially acceptable manner at all times. The uniform will be worn correctly with headgear in place until entering a building. Cadets will not eat or drink while walking. Cadets will not use tobacco products. Cadets will not use profane or obscene language.

VII. LOWER CLASS CADET TRAINING:

A. Objectives: The objectives of new cadet training are:

1. To impart discipline by teaching self-control, respect for authority, and obedience.
2. To condition the individual to operate efficiently under the pressures of conflicting demands on allotted time.
3. To develop habits of work, study, sleep, and recreation which will ensure effective budgeting of time and build confidence.
4. To develop teamwork and a sense of responsibility.
5. To develop pride, morale, and unit esprit.
6. To motivate the individual to be a good cadet and student.

B. Cadet Knowledge: The OPR is the Academic Director.

1. The purpose of the Lower Class Cadet knowledge is to introduce the cadet to the traditions, customs, policies and procedures of the TX-20093 AFJROTC. Lower Class Cadets will not be required to learn trivia or material failing to contribute directly to this end.

2. Lower Class Cadets must memorize the following:
 - a. The National Anthem (first verse only)
 - b. The Air Force Song (first! verse only)
 - c. The information printed in the "Promotion and General Knowledge Study Guide"
3. Lower Class Cadets must learn to recognize and name the following:
 - a. The insignia of rank for the U.S. Air Force
 - b. The Air Force Chain of Command:
 - 1) President of the United States
 - 2) Secretary of Defense
 - 3) Secretary of the Air Force
 - 4) Chairman, Joint Chiefs of Staff*
 - 5) Air Force Chief of Staff
 - 6) Commander, Air Education and Training Command
 - 7) Commander, Air University
 - 8) Commander, Air Force Officer Accessions and Training School
 - 9) Director of Junior Reserve Officer Training Corps

***Not technically in the Air Force Chain of Command.**

 - c. The insignia of rank for Air Force Junior ROTC
 - d. The Cadet Corps Chain of Command
4. No further material will be memorized without the special and specific approval of the SASI.

CHAPTER 7

UNITED STATES AIR FORCE CORE VALUES

Whoever you are and wherever you fit on the Air Force team, the following is your basic guide to the Air Force Core Values.

The Core Values exist for all members of the Air Force family (i.e. officer, enlisted, cadet, and civilian; active, reserve, and retired; senior, junior, and middle management; civil servants; uniformed personnel; and contractors). They are for all of us to read, to understand, to live by, and to cherish.

The Core Values are much more than minimum standards. They remind us what it takes to get the mission done. They inspire us to do our very best at all times. They are the common bonds among all comrades in arms, and the glue that unifies the force and ties us to the great warriors and public servants of the past.

Integrity First, Service before self, and Excellence in all we do. These are the Air Force Core Values. Study them... Understand them...follow them...and encourage others to do the same.

I. Definitions:

A. Integrity First: Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It is the "moral compass"--the inner voice; the voice of self-control; the basis for the trust imperative in today's military.

1. Integrity is the ability to hold together and properly regulate all of the elements of a personality. A person of integrity, for example, is capable of acting on conviction. A person of integrity can control impulses and appetites. But Integrity also covers several other moral traits indispensable to national service.

a. Courage: A person of integrity possesses moral courage and does what is right even if the personal cost is high.

b. Honesty: Honesty is the hallmark of the military profession because in the military, our word must be our bond. We don't pencil-whip training reports, we don't cover up tech data violations, we don't falsify documents, and we don't write misleading operational readiness messages. The bottom line is we don't lie, and we can't justify and deviation.

c. Responsibility: No person of integrity is irresponsible; a person of true integrity acknowledges his or her duties and acts accordingly.

d. Justice: A person of integrity practices justice. Those who do similar things must get similar or similar punishments

e. Openness: Professionals of integrity encourage a free flow of information within the organization. They seek feedback from all directions to ensure they are fulfilling key responsibilities, and they are never afraid to allow anyone at any time to examine how they do business.

f. Self-respect: To have integrity also is to respect oneself as a professional

and a human being. A person of integrity does not behave in ways in that would bring discredit upon him/her or the organization to which he belongs.

g. Humility: A person of integrity grasps and is sobered by the awesome task of defending the Constitution of the United States of America.

B. Service before Self: Service before self tells us that professional duties take precedence over personal desires.

At the very least it includes the following behaviors:

1. Rule following: To serve is to do one's duty, and our duties are most commonly expressed through rules. While it may be the case that professionals are expected to exercise judgment in the performance of their Duties, good professionals understand that rules have a reason for being, and the default position must be to follow those rules unless there is a clear, operational reason for refusing to do so.

2. Respect for others: Service before self tells us also that a good leader places the troops ahead of his /her personal comfort. We must always act in the certain knowledge that all persons possess a fundamental worth as human beings.

3. Discipline and self-control: Professionals cannot indulge themselves in self-pity, discouragement, anger, frustration, or defeatism. They have a fundamental moral obligation to the persons they lead to strike a tone of confidence and forward-looking optimism. More specifically they are expected to exercise control in the following areas:

a. Anger: Military professionals--and especially commanders at all echelons--are expected to refrain from displays of anger that would bring discredit upon themselves and/or the Air Force.

b. Appetites: Those who allow their appetites to drive them to make sexual overtures to subordinates are unfit for military service. Likewise, the excessive consumption of alcohol casts doubt on an individual's fitness, and when such persons are found to be drunk and disorderly, all doubts are removed.

c. Religious toleration: Military professionals must remember that religious choice is a matter of individual conscience. Professionals, and especially commanders, must not take it upon themselves to change or coercively influence the religious views of subordinates.

4. Faith in the system: To lose faith in the system is to adopt the view that you know better than those above you in the chain of command what should or should not be done. In other words, to lose faith in the system is to place self before service. Leaders can be very influential in this regard: if a leader resists the temptation to doubt "the system", then subordinates may follow suit.

C. Excellence in all we do: Excellence in all we do directs us to develop a sustained passion for continuous improvement and innovation that will propel the Air Force into a long-term, upward spiral of accomplishment and performance.

1. Product/service excellence: We must focus on providing services and generating products that fully respond to customer wants and anticipates customer needs, and we must do so within the boundaries established by the taxpaying public.

2. Personal excellence: Military professionals must seek out and complete professional military education stay in physical and mental shape, and to refresh their general educational backgrounds.

3. Community excellence: Community excellence is achieved when the members of an organization can work together to successfully reach a common goal in an atmosphere free of fear that perceives individual self-worth. Some of the factors influencing interpersonal excellence are:

a. Mutual respect: Genuine respect involves viewing another person as an individual of fundamental worth. Obviously, this means that a person never judges on the basis of his/her possession of an attribute that places him or her in some racial, ethnic, economic, or gender-based category.

b. Benefit of the doubt: Working hand in glove with mutual respect is that attitude which says that all coworkers are "innocent until proven guilty". Before rushing to judgment about a person or his/her behavior, it is important to have the whole story.

4. Resources excellence: Excellence in all we do also demands that we aggressively implement policies to ensure the best possible cradle-to-grave maintenance of resources

a. Material resources excellence: Military professionals have an obligation to ensure that all of the equipment and property they ask for is mission essential. This means that residual funds at the end of the year should not be used to purchase "nice to have" add-ons.

b. Human resources excellence: Human resources excellence means that we recruit, train, promote, and retain those who can do the best for us.

5. Operations excellence: There are two kinds of operations excellence.

a. Excellence of internal operations: This form of excellence pertains to the way we do internal business to the Air Force (from the unit level to Headquarters Air Force). It involves respect on the unit level and a total commitment to maximizing the Air Force team effort.

b. Excellence of external operations: This form of excellence pertains to the way in which we treat the world around us as we conduct our operations. In peacetime, for example, we must be sensitive to the rules governing environmental pollution, and in wartime we are required to obey the laws of war.

II. WHY THESE CORE VALUES? These are four reasons why we recognize the Core Values and have developed a strategy to implement them.

The first reason is that the **Core Values tell us the price of admission to the Air Force.** Air Force personnel (whether officer, enlisted, civil servant, or contractor) must display honesty, courage, responsibility, openness, self-respect, and humility in the face of a mission. All of us must accept accountability and practice justice, which means that all Air Service personnel must possess Integrity first. At the same time, a person's "self" must take a back seat to Air Force service: rules must be acknowledged and followed faithfully; other personnel must be respected as persons of fundamental worth; discipline and self-control must be in effect always; and there must be faith in the system. In other words, the price of admission to the Air Force demands that each of us place Service before Self. And it is imperative that we all seek Excellence in all we do, whether it is product/service excellence, resources excellence, community excellence, or operations excellence.

The second reason for recognizing the Core Values **is that they point to what is universal and unchanging in the profession of arms.** Some persons are bothered by the fact that different branches of the service recognize different values; other persons are bothered by the fact that the Air Force once recognized six values and has now reduced them to three. But these persons need not to worry. It is impossible for three or six or nine Core Values to capture the richness that is at the heart of the profession of arms. The values are road signs inviting us to consider key features of the requirements of professional service, but they cannot hope to point or to pick everything out. By examining integrity, service, and excellence, we also eventually discover the importance of duty, honor, country, dedication, fidelity, competence, and a host of other professional requirements and attributes. The important things are not the three road signs our leaders choose. The important thing is that they have selected road signs, and it is our obligation to understand the ethical demands these road signs pick out.

The third reason for recognizing the Core Values is that **they help us get a fix on the ethical climate of the organization.** How successful are we in trying to live by the Core Values? Our answer to this question may not be the one we'd like to give. All of us have heard about the sensational scandals-senior officers and NCOs engaged in adulterous fraternization; the tragic and senseless crashes of the Ramstein CT-43 and the Fairchild B-52; contractor fraud and cost overruns; and the shoot-down of the two Blackhawk helicopters over Iraq. We all have read about these incidents and experienced the shame associated with them. But these big-ticket scandals don't just happen in a vacuum, and the evil people acting on impulse don't always cause them. The people involved knew the difference between right and wrong, and they knew what professionalism demands in these situations.

These big-ticket scandals grew out of a climate of ethical corrosion. Because we believe our operating procedures or the requirements levied upon us from above are absurd, we tend to "cut comers", "skate by", and "get over". As time goes by, these actions become easier and they become habitual until one morning we wake up and can no longer distinguish between the "important" tasking or rules and the "stupid" ones. Lying on official forms becomes second nature. Placing personal interests ahead of the mission seems sensible. And we develop a "good enough for government work" mentality. In such a climate of corrosion the Core Values are like a slap in the face. How far have you strayed from integrity, service, and excellence? What about the folks with whom you work?

Fortunately, there is a fourth reason for recognizing the Core Values; just as they help us to evaluate the climate of our organization, **they also serve as beacons vectoring us back to the path of professional conduct; the Core Values allow us to transform a climate of corrosion into a climate of ethical commitment.** That is why we have developed the Core Values Strategy.

III. THE CORE VALUES STRATEGY

A. Assumptions: The following important assumptions govern the Core Values

Strategy:

1. The Core Values Strategy exists independently of and does not compete with Chapel programs. (The Core Values Strategy attempts no explanation of the origin of the Values except to say that all of us, regardless of our religious views, must recognize their functional importance and accept them for that reason. Infusing the Core Values is necessary for successful mission accomplishment.)

2. You don't need to be a commander to be a leader.

3. The leader of an organization is the key to its moral climate. (As does the commander, so does the organization. But a commander must enlist and insist upon the help of all organizational supervisors and all assigned personnel in the effort to ensure a culture of conscience for the organization.)

4. Leaders cannot just be good; they also must be sensitive to their status as role models for their people and thus avoid the appearance of improper behavior.

5. Leadership from below is at least as important as leadership implementing the Core Values.

6. A culture of conscience is impossible unless civilians, officers, and enlisted personnel understand, accept, internalize, and are free to follow the Core Values. .

7. To understand, accept, and internalize the Core Values, our people must be allowed and encouraged to engage in an extended dialogue about them and to explore the role of the values at all levels of the Air Force.

8. Our first task is to fix organizations; individual character development is possible, but it is not the goal. (If a culture of compromise exists in the Air Force, then it is more likely to be the result of bad policies and programs than it is to be symptomatic of any character flaws in our people. Therefore, long before we seek to implement a character development program, we must thoroughly evaluate and, where necessary, fix our policies, processes, and procedures.)

B. The Core Values Continuum: Obviously, the Corps Values need to be a major topic of education and training - from accession schools (such as basic military training, OTS, ROTC and USAF) to senior professional military education schools (such as the Senior NCO Academy and Air War College). As our people climb the professional military education and training ladder, they will be schooled to a level of knowledge about the Core Values appropriate to their next level of operational responsibility.

But it is equally obvious that all of the education and training in the world can be wiped out by a supervisor who says, "Core Values? That's what they taught you in Lackland, Now, let me tell you how to really do it," In other words, it won't do any good to educate our people in the Core Values if we don't also live them.

That's why we need to create a Core Values Continuum. The Core Values must be woven into education and training, and we must be sure that all of our units operate with the Core Values. We need to continually teach, reinforce, and practice the Core Values - and the only way we can do that is by asking the Schoolhouse and the field to work together as equal partners. What is learned in the schoolhouse also will be taught and practiced in the field; and what is done in the field later will be re-taught and re-emphasized as the next higher stage of education and training. The end result will be a cradle-to-grave Core

Values Continuum for all Air Force personnel.

1. The Schoolhouse Weave: For their part in creating the continuum, those engaged in education and training will practice what is called the "Schoolhouse Weave." That is, the Core Values will be woven into existing courses by an appropriate combination of the following three processes:

a. Create a short, introductory lesson dedicated to defining the Core Values and explaining their importance to the Air Force.

b. Build planned opportunities into the course: Plan to discuss the Core Values in the context of the subject matter you are teaching. Where are value issues most likely to come up with your students? Identify those opportunities and weave core values discussions into the lesson plans you already have. For example, when discussing maintenance forms, an instructor may also add to that technical discussion a discussion of the temptation to lie on such forms. In this way the instructor will reinforce the Core Values and demonstrate to the students the everyday role of the values.

c. Take advantage of unexpected opportunities that arise in a course of instructional: These are chances to discuss the Core Values as the course unfolds. Such an opportunity may come on the heels of a remark made by a student or it may present itself during the discussion of a technical point. In any case, instructors must be ready to take advantage of the occasion. In addition, the following principles will govern teaching of the Core Values:

1) All education and training in the Air Force will address the Core Values: (Obviously there are limits to this principle. The goal is to educate all officers, enlisted personnel, and civilians throughout their careers, but that won't be feasible in all cases.)

2) Teach to the level appropriate to the students once they have finished your course; in other words, prepare them for their next level of responsibility.

3) Passive learning techniques alone are not acceptable (briefings and lectures are not sufficient by themselves); instructors must primarily use active learning techniques (such as case teaching, collaborative learning, simulations, and directed discussion.)

4) Operating with the Core Values: Making the values an integral part of the way we conduct our daily business will require three coordinated and simultaneous efforts.

2. The Top-Down Approach: It is absolutely crucial that leaders at all levels (not just commanders) take full responsibility for implementing the Cores Values Strategy in their organization. At the very least, such a top down emphasis should include the following:

a. A public, sincere statement of personal commitment to the Core Values and their importance to Air Force operations.

b. The acceptance of one's responsibility for the continuous education of all persons in the operational environment; if the schoolhouse conducts education and training on more general levels, then operational leaders must conduct continuing education and training on the concrete and practical level. Unit leadership must make the role of the Core Values "real" by engaging immediate subordinates in a discussion of the

specific roles those values play in the organization.

c. An unflagging commitment to the just enforcement of standards of personal conduct; enforcement should consider the possibility of rehabilitating the violators.

d. The courage to examine the ethical climate of the organization one leads and to take positive steps to improve that climate, as needed.

e. A complete commitment to building the trust and openness necessary to creating a culture of conscience even if such a step may invite criticism from superiors or peers.

f. Walking the talk; living the core values.

g. Developing a method to evaluate the ethical climate of one's organization that is not itself counter-value in nature.

h. The conscious inclusion of the core values in all subordinate feedback and mentoring sessions, with a special emphasis on explaining your understanding of what the Core Values require in the context of your operation.

3. The Bottom-Up Approach: At the same time that commander and other leaders are giving the values their top-down emphasis, the members of the organization should be asked to examine all policies, processes, and procedures of the organization that may contribute to a culture of compromise. This involves the performance of a "corrosion analysis" in which members of the organizations are asked to (1) list those circumstances in which they are regularly tempted to act in a manner inconsistent with the Core Values, (2) share their findings with others in the organization to identify common patterns of potential compromise across the unit, and (3) identify possible causes for these recurrent patterns of potential compromise. Once the possible causes are identified, the results are surfaced to leadership for action, and such action may consist of one of the following:

a. The Leadership occurs with the identification of the problem and its cause, and action is taken to fix the situation.

b. The Leadership does not concur in the analysis and explains why the problem is something that must be lived with or is not caused by the factors identified.

c. The Back-and-Forth Approach: In addition to the two approaches, all of the organization will engage in an extended dialogue of the ways to best inculcate the Core Values into the culture of the organization. What does Service before self actually mean in our operation? How far should we take the idea of Excellence in all we do? How do the demands for Integrity first impact working relationships and processes? Given our answers to these questions, what should we do next?

IV. RESOURCES

This chapter, which is a reformatted copy of The Blue Book 2, is your basic guide to the Core Values. It is not meant to be your only resource. In fact, the U.S. Air Force has established a Core Values Website at <http://www.usafa.af.mil/core-value/>. It contains a copy of The Blue Book as well as a series of readings about the Core Values and their place in the Air Force. In addition, you will find a series of easy-to-use implementation guides, and you may submit questions about the Core Values via the Website mailbox.

The Blue book was designed to be brief, to the point, and easy understand. You are strongly encouraged to visit the Website for a more detailed discussion of the ideas you have been reading in these pages.

APPENDIX

I. TELEPHONE PROCEDURES

A. Recall

1. When immediate notification of the Corps of Cadets is required when school is not in session a telephone recall will be initiated to ensure each cadet in the Corps is contacted.
2. The SASI or ASI will initiate the recall by notifying the Group Commander.
3. The Group Commander will notify the Deputy Group Commander, the Mission Support Squadron Commander, and the Operations Squadron Commander.
4. The Deputy Group Commander will notify the Group Staff. (Drill Team Commander, Honor Board Chairman, and Command Chief Master Sergeant)
5. The Mission Support Squadron Commander will notify each of his/her officer staff (DO, DS, IM, DP, PA, LG). Each of the staff officers will notify his/her NCOIC.
6. The Operations Squadron Commander will notify each of his /her Flight Commanders and the Squadron First Sergeant.
7. Each Flight Commander will notify his/her Flight Sergeant and Guidon Bearer.
8. The Flight Sergeant will notify each Element Leader.
9. Each element leader will notify each cadet in his/her element.
10. When the Element Leaders have notified each of their cadets, they will notify the Flight Sergeant and the recall will reverse until the SASI/ASI is notified.
11. If during the recall procedure the notifying cadet is unable to contact a cadet he/she is to notify, he/she will move on to the next echelon and ensure the recall continues. For instance, if the Flight Sergeant is unable to reach one of his/her Element Leaders, the Flight Sergeant is responsible to notify each of the cadets in that particular Element Leader's element.

B. Answering

1. The telephones in the AFJROTC instructor's offices will normally be answered by the SASI/ASI. Under other circumstances, an orderly or any cadet in the area will answer telephones.
2. Telephone calls will be answered in the following manner: "DEPARTMENT OF AEROSPACE SCIENCE, CADET SERGEANT DOE SPEAKING, and MAY I HELP YOU?" Be polite-speak clearly be efficient.
3. When a telephone message for a cadet is received, the answering cadet will comply with the instructions below titled, "Call Sheet Instructions."
4. AFJROTC phones will be used for official business only and are "off limits" to students other than members of the Corps of Cadets. Cadets will not use them without special authorization of the SASI or ASI.
5. All emergency phone calls will be referred to the SASI or ASI. 6. Cadets will accept no collect calls. If a collect call is accepted, the answering cadet will be charged for the cost of the call.

C. Call Sheet

1. The "call sheet" is a log maintained in the ASI office to record messages

received for individual cadets. Such messages normally pertain to a request for a cadet to report to a member of the staff or faculty, or to perform some task.

2. When a message or phone call is received, the answering cadet will take the following actions:

a. Prepare a message slip to be posted on the AFJROTC bulletin board. The slip should instruct the cadet to report to the ASI office and pick up his/her message. It should not relay any information or instructions contained in the original message.

b. Write the cadet's name, caller's name, phone number, and complete message in the "Call Sheet Log". The called cadet should initial in the space provided indicating receipt of the message.

Call Sheet Example

<u>Message For:</u>	<u>Caller's Name/Ph#</u>	<u>Message</u>	<u>Received</u>
Jones, PD	Ms. Thompson/396-6800	Report to your counselor	PDJ
Smith, SS	Your mother/at Home	Will pick you up after school	SSS

II. TX-20093 UNIFORM COMBINATIONS

A. Class "A" - Formal Dress Uniform

1. Composition:

<u>MALE</u>	<u>FEMALE</u>
Men's Semiformal Dress Uniform	Women's Semiformal Dress Uniform
No Headgear	No Headgear

2. **Occasions for wear:** Parades, annual inspections, and semi formal occasions.

B. Class "A" - Winter Dress Uniform

1. Composition:

<u>MALE</u>	<u>FEMALE</u>
Dress Uniform	Women's Service Dress Uniform
All-Weather Coat	All-Weather Coat
Low Quarter Shoes	Oxfords or Dress Shoes
Scarf (<i>Optional black blue or grey only</i>)	Scarf (<i>Optional black blue or grey only</i>)
Gloves (<i>Optional black blue or grey only</i>)	Gloves (<i>Optional black blue or grey only</i>)
Earmuffs (<i>Optional black blue or grey only</i>)	Earmuffs (<i>Optional black blue or grey only</i>)

2. **Occasions for wear:** Parades, annual inspections, and semiformal occasions.

C. Class "A" - Summer Dress Uniform

1. Composition:

<u>MALE</u>	<u>FEMALE</u>
Men's Service Dress Uniform	Women's Service Dress

Uniform

Low Quarter Shoes

Oxfords or Dress Shoes

2. Occasions for wear: Parades, annual inspections, and semiformal occasions.

D. Class "B" - Semiformal Classroom Uniform

1. Composition:

MALEFEMALE

Men's Long Sleeved Shirt

Women's Long

Sleeved Blouse

Men's Blue Service Trousers

Women's Service Skirt or

Slacks

Low Quarter Shoes

Oxfords or Dress Shoes

2. Occasions for wear: Classroom, travel, and informal occasions.

E. Class "C" - Informal Classroom Uniform

1. Composition:

MALEFEMALE

Men's Short-Sleeved Shirt

Women's Short-Sleeved

Blouse

Tie (*Optional as prescribed*)Neck Tab (*Optional as prescribed*)

Men's Blue Service Trousers

Women's Service Skirt or Slacks

Low Quarter Shoes

Oxfords or Dress Shoes

2. Occasions for wear: Classroom, travel, and informal occasions.

F. Class "D" Uniform

1. Composition:

MALEFEMALE

Prescribed Uniform Bloused

Prescribed Uniform Bloused Slacks

Trousers Combat Boots

Combat Boots

*Boots Laces, White *Belts, White

*Boots Laces, White *Belts,

White

*Gloves, White

*Gloves, White

*Dickie, White or Purple

*Dickie, White or Purple

*Beret or Chrome Helmet

*Beret or Chrome Helmet

*Shoulder Cord, White

*Shoulder Cord, White

*Shirt w/ NO Patches

*Shirt w/ NO Patches

*Optional as Prescribed

2. Occasions for wear: Color guard, honor guard, and drill team duties.

G. Class "E" - Battle Dress Uniform (ABU)

1. Composition:

MALEFEMALE

Camouflage Fatigue - ABU

Camouflage Fatigue - ABU

2. Occasions for wear: Corps training activity and field exercises.

3. Specific instructions:

a. Boots will be fully laced. Lace ends will be tucked into top of boots

- b. The standard headdress is ABU.
- c. For winter wear: the shirtsleeves are worn completely down with cuffs buttoned. For summer wear: shirtsleeves will be neatly rolled above the elbow.
- d. ABUs will have no accouterments affixed and trousers are worn bloused.

H. Class "F" - Athletic Uniform

1. Composition:

<u>MALE</u>	<u>FEMALE</u>
Pants, sweat or shorts, <i>athletic athletic</i>	Pants, sweat or shorts,
Shirt, sweat or athletic	Shirt, sweat or athletic
Shoes. <i>Athletic</i>	Shoes, <i>athletic</i>
Socks, white, <i>athletic</i>	Socks, white, <i>athletic</i>

2. Occasions for wear: Physical fitness training and testing.

I. Class "G" - Travel Uniform

The SASI or Sponsors as approved by the SASI will prescribe the travel uniform.

J. Class "H" - Casual Uniform

1. Composition:

<u>MALE</u>	<u>FEMALE</u>
AFJROTC T-shirt	AFJROTC T-shirt
Long trousers or jeans	Long trousers or jeans
Belt, as required	Belt, as required
Socks (<i>Color optional</i>)	Socks (<i>Color optional</i>)
Shoes (<i>Style optional</i>)	Shoes (<i>Style optional</i>)

2. Occasions for wear: Uniform inspections (*Recruits at Training*), fund raising, and other corps activities when the USAF uniform is inappropriate.

III. AIR FORCE TRADITIONS

BRING ME MEN... .
BY SAMUAL WALTER FOSS

*Bring me men to match my mountains,
Bring me men to match my plains:
Men to make celestial claims.*

*Bring me men to match my prairies,
Men to match my inland seas;
Men to sail beyond my oceans,
Reaching for the galaxies.
These are men to build a nation,*

*Join the mountains to the sky;
Men of faith and inspiration,
Bring me men, bring me men, bring me men!*

*Bring me men to, match my forests,
Bring me men to match my shore;
Men to guard the mighty ramparts,
Men to stand at freedom's door.*

*Bring me men to match my mountains,
Men to match their majesty;
Men to climb beyond their summits,
Searching for their destiny.*

*These are men to build a nation,
Join the mountains to the sky,
Men of faith and inspiration,
Bring me men, bring me men, bring me men!*

HIGH FLIGHT

By John Gillespie Magee. Jr.

*Oh, I have slipped the surly bonds of earth
And danced the skies on laughter-silvered wings:
Sunward I've climbed and joined the tumbling mirth*

*Of sun-split clouds - and done a hundred things
You have not dreamed of - wheeled and soared and swung*

*High in the sunlit silence. Hovering there I've chased the shouting wind
along and flung My eager craft through footless halls of aiL*

*Up, up the long delirious, burning blue
I've topped the wind-swept heights with easy grace,*

*Where never lark, or even eagle flew;
and, while with silent, lifting mind I've trod*

*. The high untrespasted sanctity of space, Put out my hand, and touched the
face of God*

The Air Force Song

I

*Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At'em boys, giv'er the gun!
Down we dive spouting our flame from under,
Off with one hel-uv-a-roar!
We live in fame or go down in flame,
Nothing'll stop the U.S. Air Force!*

II

*Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of man blasted the world asunder,
How they lived God only knew!
Soul of men dreaming of skies to conquer
Gave us wing, ever to soar.
With Scouts before and bombers galore,
Nothing can stop the U.S. Air Force!*

III

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

IV

*Off we go into the wild blue yonder,
Deep the wings level and true!*

*If you'd live to be a gray-haired wonder,
Keep the nose out of the blue!
Flying men guarding our nation's borders,
We'll be there followed by more.
In echelon we carry on!
Nothing'll stop the U.S. Air Force.*

IV. MISSION AND OBJECTIVES

A. Mission: The mission of the AFJROTC program is to:

1. Educate and train high school cadets in citizenship.
2. Promote community service.
3. Instill responsibility, character, and self-discipline.
4. Provide instruction in air and space fundamentals.

B. Objectives

1. Values of citizenship.
2. Service to the United States.
3. Personal responsibility.
4. Sense of accomplishments.

C. With these objectives the cadets will develop:

1. An appreciation of the basic elements and requirements for national security.
2. Respect for and an understanding of the need for constituted authority in a democratic society.
3. Patriotism and an understanding of their personal obligation to contribute to national security.
4. Habits of orderliness and precision.
5. A high degree of personal honor, self-reliance, and leadership.
6. Broad base knowledge of the aerospace age and fundamental aerospace doctrine.
7. Basic military skills.
8. A knowledge of and appreciation for the traditions of the Air Force.
9. An interest in completing high school and pursuing higher educational goals or skills.
10. An understanding of the Air Force and military as a possible career path.

V. CADET SUMMER LEADERSHIP SCHOOL POLICY: All Wylie High School JROTC Cadets are strongly encouraged to attend a Summer Leadership School each year.

A. SELECTION PROCEDURES: The AS-IV class will rank eligible cadets for SLS based on AS grades, GP A, Cadet Evaluations, Attitude and overall participation in the corps.

B. SCHOLARSHIP OPPORTUNITY: No willing, eligible cadet will be denied SLS attendance due to lack of funds. Corps fundraisers and Wylie Community Sponsors will be solicited.

C. SUMMER LEADERSHIP SCHOOL COST: Each cadet will pay no more than \$50 for each school. The remaining costs will be raised throughout the year in Corps fundraisers. Any additional cost will be paid from the Air Force or IROTC Booster Club funds.

D. SLS CAMP PRIORITY: Camps will be determined at a later date.

E. SLS VALUE: Cadet's future corps assignments will be effected by their SLS performance. Cadets who do not attend SLS will have a more difficult chance to become an officer.

AIR FORCE JUNIOR ROTC AGREEMENT

1. AUTHORITY

Directions of the governing authorities of the Wylie Independent School District establish "the TX-20093 Air Force Junior ROTC at Wylie East High School established under the provisions of Public Law 88-647. The WISD and the Department of the Air Force in 2000 signed the Application and Agreement for the establishment of an Air Force Junior Reserve Officer Training Corps Unit.

DEFINITION

The publication, officially known as the "Blue Book," contains information on the TX-20093 JROTC Program. Included in the Blue Book are the basic rules and regulations regarding programs, policies, procedures, and cadet conduct and performance. Although directive in nature, these provisions are intended as a minimal guide. Corps and personal cadet standards are expected to exceed those specified therein.

Regulatory provisions of this manual become effective on the date of issue to the Cadet. Recommended changes may be submitted during the school year through the cadet chain of command to the Senior Aerospace Science Instructor. Approved changes will be published as amendments and will supersede all previous versions.

The successful administration of the TX-20093 Cadet System is in the "Blue Book." All cadets regardless of their position or rank are to study and gain a working knowledge of the provisions in this manual as soon as practicable after receipt. Cadets must continually review its contents throughout the year.

CADET AGREEMENT

I have received a copy of the TX-20093 Cadet Guide (Blue Book). I acknowledge that I have read the policies and that they bind me in the performance of my duties as a cadet in the TX-20093 JROTC Program.

The information in this manual is subject to change as situations warrant, and I understand that changes in policies may supersede, modify, or eliminate the policies summarized in the Blue Book. I accept responsibility for keeping informed of these changes and advising my parents/guardians accordingly.

I understand that I have an obligation to inform an Instructor of any change in my personal data, such as phone number; address, etc. I also accept responsibility for contacting an Instructor if I have questions or concerns and need further explanation.

Printed Name of Cadet

Signature of Cadet

Date

PARENT/GUARDIAN AGREEMENT

I have reviewed a copy of the Blue Book. I acknowledge that I have read the policies and that they will bind my son/daughter in the performance of his/her duties as a cadet in the TX-20093 JROTC Program.

The information in this manual is subject to change as situations warrant, and I understand that changes in policies may supersede, modify, or eliminate the policies summarized in the Blue Book. I accept responsibility for keeping informed of these changes through my cadet son/daughter. I will contact an Instructor if I have questions or concerns and need further explanation.

Printed Name Parent/Guardian

Signature of Parent/Guardian

Date

