# INDEX

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Index</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Record of Changes</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Forward</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Honor Code / USAF Core Values / Connally Cadet Code</td>
<td>5</td>
</tr>
<tr>
<td>1</td>
<td>AFJROTC Mission and Objectives</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>General Information</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Wear of the AFJROTC Uniform</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Classroom Procedures</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>Cadet Appointment, Rotation, and Removal</td>
<td>14</td>
</tr>
<tr>
<td>6</td>
<td>Cadet Promotions</td>
<td>15</td>
</tr>
<tr>
<td>7</td>
<td>Cadet Evaluation Board</td>
<td>17</td>
</tr>
<tr>
<td>8</td>
<td>Cadet Staff Meetings</td>
<td>18</td>
</tr>
<tr>
<td>9</td>
<td>Saluting Policy and Procedures</td>
<td>19</td>
</tr>
<tr>
<td>10</td>
<td>Cadet Awards Program</td>
<td>20</td>
</tr>
<tr>
<td>11</td>
<td>Cadet Hazing Policy</td>
<td>21</td>
</tr>
<tr>
<td>12</td>
<td>Unit Manning Document</td>
<td>22</td>
</tr>
<tr>
<td>13</td>
<td>Cadet Organization Chart</td>
<td>23</td>
</tr>
<tr>
<td>14</td>
<td>Cadet Corps Position Descriptions</td>
<td>24</td>
</tr>
</tbody>
</table>

**ATTACHMENTS**

1. Air Force Junior ROTC Medals, Ribbons and Badges A1-1
2. AFJROTC Uniform Diagrams A2-1
3. Air Force Junior ROTC Badges and Insignia A3-1
CADET GUIDE
Texas 935th AFJROTC Group
Connally High School, Waco Texas

RECORD OF CHANGES

<table>
<thead>
<tr>
<th>Change Number</th>
<th>Date of Change</th>
<th>Date Posted</th>
<th>Initials</th>
</tr>
</thead>
</table>


FORWARD

This "Cadet Guide" was developed to familiarize you with Air Force Junior ROTC (AFJROTC) requirements that will assist you in becoming an effective member of the Connally High School Texas 935th AFJROTC Cadet Group. The ultimate goal is for the Texas 935th Cadet Group to be recognized as one of the finest units, first in Texas, and then in the United States. This objective can only be reached through you, and all of the other cadets enrolled in the Connally AFJROTC Program. Your academic achievement, leadership, and pride in the wearing of the Air Force Junior ROTC uniform will determine whether or not this unit is recognized with the AFROTC Distinguished Unit Award. We are confident that the cadets of Connally High School will more than measure up to these requirements and the challenges that the program will provide.

The provisions in this guide were extracted from a number of sources: U.S. Public Law authorizing and establishing the AFJROTC Program, the contract signed between Connally High School and the United States Air Force Reserve Officer Training Corps, Air Force Instructions, HQ AFJROTC Instructions, and from the experience gained from the operation of this and other AFJROTC units. Many of the guidelines were established to meet the particular needs of the Connally AFJROTC unit. Each provision in this guide has considered the academic and developmental objectives of the Connally Independent School District and Connally High School.

Your achievements and accomplishments in the areas citizenship, development as a leader, course academics, and contributions to the high standards of excellence and reputation of Connally High School will depend greatly upon you and the spirit in which you abide by the provisions contained in this guide.

We wish all of you success and personal satisfaction as members of Connally High School Texas 935th AFJROTC Cadet Group.

WESLEY HOLT  
Superintendent  
Connally Independent School District

JILL TALAMANTEZ  
Principal  
Connally High School

RAY P. MATHERNE  
Lt Col, USAF (Ret)  
Senior Aerospace Science Instructor

JOHN L. CHRISTIAN  
MSgt, USAF (Ret)  
Aerospace Science Instructor

Note: The initial version of the Connally AFJROTC Cadet Guide, dated 1 July 2000, was approved for implementation by the Connally Independent School District Board of Trustees on 24 July 2000.
INTRODUCTION

The purpose of this Cadet Guide is to inform you of your personal responsibilities and obligations as a member of the Texas 935th Cadet Group. This guide will also provide information that you will need and want to know. You will be expected to know and comply with the policies and provisions contained in this guide. You need to read and become thoroughly familiar with the contents of this Cadet Guide.

You are expected to keep yourself fully informed and to comply with published unit orders, instructions and other directives. Ignorance is not an acceptable excuse for failure to meet your obligations. Should you encounter a situation not specifically covered by the guide, supplemental directives, or instructions, you are expected to use good judgment and common sense. If in doubt about the meaning of a directive or order, request clarification through the CADET CHAIN OF COMMAND. QUESTIONS CONCERNING AFJROTC ACADEMICS OR LEADERSHIP TRAINING SHOULD BE REFERRED TO THE APPROPRIATE AFJROTC INSTRUCTOR.

You are responsible to keep this guide current, posting any and all changes, as they become available. The success of the Connally High School Cadet Group this school year will depend on how well each individual accepts their responsibilities and performs their assigned duties. The Cadet Group will be dedicated to maintaining the high standards of excellence that is traditional at Connally High School. Your efforts and dedication will determine our success in achieving this goal.
This page may be the most important in this Cadet Guide. Do more than just read it. Read it – think it over – and then read it again. Make sure that you understand the message.

**HONOR CODE**

I WILL NOT LIE, CHEAT, OR STEAL
NOR TOLERATE THOSE THAT DO.

These simple words provide a basis for a personal code of ethics that will last the rest of your life. This HONOR CODE is specific and clear. A cadet is expected to have integrity in both work and deed, avoiding quibbling or evasive statements, doing their own work in class, but being willing to assist others in a cooperative effort to reach a common goal. This HONOR CODE belongs to the cadets. Maintaining the high standards trustworthiness is the responsibility of each member of the Connally Cadet Corps. It requires self-control and a conscious effort meet the requirements of the code. Eventually, it becomes an ingrained part of a cadet’s lifestyle and code of ethics. The code stresses that HONOR is the common thread that binds the Cadet Corps together.

**USAF CORE VALUES**

While Connally AFJROTC Cadets have no obligation to join the U.S. Air Force or any other military service, the ideas contained in the U.S. Air Force Core Values are valid for whatever path a cadet may choose in life.

**INTEGRITY FIRST:** Being honest, doing what you say you will do.

**SERVICE BEFORE SELF:** Putting the needs of others before your own.

**EXCELLENCE IN ALL WE DO:** Do the best you can, not just the minimum.

**CONNALLY JROTC CADET CODE**

BE COMMITTED

BE PREPARED

BE RESPECTFUL

BE ABOVE STANDARD
CHAPTER 1

AFJROTC MISSION AND OBJECTIVES

1. **Mission of the AFJROTC Program:** The mission of the AFJROTC Program is to:

   “Develop citizens of character dedicated to serving their nation and community”.

2. **Goals of the AFJROTC Program:** The goals of the AFJROTC Program are to instill values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment in high school students.

3. **Objectives of the AFJROTC Program:** To accomplish this mission, the AFJROTC Program is designed to meet the following objectives:

   A. To educate and train high school cadets in citizenship.
   B. To promote community service.
   C. To instill responsibility, character, and self-discipline.
   D. To provide instruction in air and space fundamentals.
   E. To promote wellness through the Extreme Excellence Challenge Program

4. **Mission of the Texas 935th AFJROTC Cadet Group:** The Texas 935th AFJROTC Cadet Group was established in August 1993 at Connally High School. The mission of the Connally High School Program is to develop the 935th AFJROTC Cadets to become the top AFJROTC unit in Texas, and ultimately one of the finest AFJROTC units in the world.

5. **Objectives of the Texas 935th AFJROTC Cadet Group:** To accomplish this mission, the Texas 935th AFJROTC Cadet Group will meet the following objectives:

   A. Foster in each cadet a sense of extreme pride in the unit and a strong desire to contribute to the successful accomplishment of our mission.
   B. Meet the high standards of appearance and conduct expected by the U.S. Air Force, Air Force Junior ROTC, and Connally High School.
   C. Build citizenship and character through a program of active involvement in school and community affairs.
   D. Sponsor outstanding teams.
   E. Accomplish all cadet programs and activities through a cadet organization that requires the cadets to assume the responsibility for planning, organizing, and supervising activities.
   F. Conduct interesting field trips and co-curricular activities.
   G. Recruit and train highly qualified students that can achieve and maintain the high standards of excellence required by the cadet corps and Connally High School.
   H. Actively participate in the academic and leadership programs to achieve course goals and objectives.
   I. Promote a feeling of national pride and patriotism.
J. Identify and recommend qualified cadets for enlistment in the United States Air Force and other military services. Insure that cadets earning a three-year AFJROTC Certificate of Completion are aware that they can be promoted to the rank of E-2 or E-3 (depending on the military service) prior to completion of Basic Military Training, if they elect to enlist in one of the military services.

K. Identify and recommend qualified cadets for full or partial AFROTC Scholarships at the college or university of their choice having a senior ROTC Program.

L. Identify and recommend qualified cadets for nomination to one of the Military Service Academies.

M. Provide counseling and career guidance to all cadets, no matter what their plans are after high school.
CHAPTER 2
GENERAL INFORMATION

1. CADET BULLETIN BOARDS: Cadet bulletin boards are located throughout the cadet area. Each cadet is responsible for all information appearing on the bulletin boards. They should check each a minimum of once per day. Should your name appear on the bulletin board, for any reason, you are expected to take the appropriate action directed.

2. AFJROTC TEXT BOOKS: HQ AFROTC furnishes all text materials used in the AFJROTC Program without charge. Textbooks are controlled items and should be safeguarded. All books must be accounted for at the end of each school year. You are expected to take proper care of all AFJROTC classroom materials. Cadets who lose or willfully damage textbooks or materials will be expected to pay for them. Textbooks are primarily used in the classroom. Should a cadet need to take a book home, the Book # will be annotated on the daily sign-in sheet for accountability.

3. CADET CORPS ACTIVITIES (SCHOOL & COMMUNITY): Connally AFJROTC will sponsor various activities as indicated by cadet interest. Examples are Color Guard, Drill Team(s), and Awareness Presentation Team(s), Air Rifle Marksmanship, and Spirit Team. Some of these activities take us to competitions throughout the state. Other cadet activity areas may include model rockets and aircraft, flight simulation, amateur radio, physical fitness, or orienteering. We are also involved with several community activities, which include tutoring students, local parades and ceremonies, Special Olympic games and competitions, and building houses for community related projects. If interested in any of these activities, or if you have suggestions for others, let the cadet staff know. Be prepared to take the lead on newly suggested activities.

4. KITTY HAWK AIR SOCIETY (AFJROTC HONOR SOCIETY): Connally AFJROTC Cadets are eligible to voluntarily join the James T. Connally Chapter of the Kitty Hawk Air Society if they meet the eligibility requirements set forth in the Chapter By-Laws. The objectives of the society are to promote high academic standards, be of service to school and community, promote self confidence and initiative, develop leadership ability, encourage academic excellence, and further educational development in the post high school years. Members are inducted at the beginning of each academic year based on performance during the second semester of the previous academic year and at the beginning of the second semester based on first semester performance.

5. CADET TRIPS: AFJROTC Cadets will take numerous educational (curriculum in action) and fun trips throughout the year. Each trip will be advertised well in advance and the requirements for attendance will be established. All trips require parental permission and trips during the academic day require teacher permission if any class, other than ROTC, will be missed. All trips will follow University Interscholastic League (UIL) guidelines for participation. In addition, all trips will consider individual ROTC Uniform wear and behavior as conditions of participation.

6. CADET CORPS ORGANIZATION: The Texas 935th Cadet Group is comprised of two squadrons. The Cadet Corps Organizational Chart and the Unit Manning Document (UMD), contained in this guide, will provide you with a better understanding of the unit organizational structure as well as of the different ranks and positions within the Cadet Group.

7. CADET LIBRARY: A cadet library is maintained within the AFJROTC workroom area. Reference books, magazines, newspapers, and other materials are available to all cadets and may be checked out for up to two weeks at a time. Contact the Group Administration Officer to check out library materials.

8. CADET HEADQUARTERS: It is located in the AFJROTC workroom and is the center of cadet activities. Planning and operation of the Cadet Group, under the direction of the Group Commander, will be accomplished in this area. This area will be used to conduct official cadet business and will not be used as a cadet lounge.
9. **ACADEMICS:** Academic achievement is a major part of the AFJROTC Program and appropriate standards must be met to obtain credit for ROTC and participate in AFJROTC activities. Planned academic days in AFJROTC are Monday, Tuesday, and Thursday. A passing grade in ROTC is the minimum required to participate in ROTC activities. UIL academic requirements must be met in all subjects in order to participate in other than curriculum related activities. ROTC Course descriptions are located in attachment 4 to this Cadet Guide.

10. **MISSED ASSIGNMENTS:** Students are normally not allowed to make up work for unexcused absences. For excused absences, a cadet will have three academic days or the number of days excused (whichever is more) to make up any missed assignments, including tests. Work not made up within this period will be recorded as a zero and averaged with all other grades earned during the grading period. It is the responsibility of each cadet to contact the instructor(s) for any missed academic work.

11. **UNIFORM DAY:** All cadets are required to wear the AFJROTC uniform all-day, at least one day during each week. **WEDNESDAY IS NORMAL UNIFORM DAY FOR ALL CLASSES.** Uniform inspection and flight drill will be conducted on required uniform days. Specific uniform required will be briefed in class and posted on the Connally ROTC area of the High School web site. Chapter 3 of this guide further explains uniform day and the proper wear of the AFJROTC uniform.

12. **AFJROTC GRADING POLICY:** Grades are based on three areas: academics, uniform wear/drill, and wellness participation. Grades are computed using the following formula:

\[
\frac{4 \text{ (academic average)} + 4 \text{ (uniform/drill average)} + 2 \text{ (wellness average)}}{10}
\]

13. **PHYSICAL FITNESS DAY:** Fridays are considered physical fitness or wellness days. Cadets will participate in some sort of physical activity which could include the Extreme Excellence Challenge, supervised sports, or Leadership Reaction Exercises.

14. **AFJROTC INSTRUCTIONS (REGULATIONS):** Air Force and AFOATS Instructions (AFJROTC Instructions) that pertain to the AFJROTC Program are available in the AFJROTC office. They may be reviewed on-line under the supervision of one of the instructors.
CHAPTER 3
WEAR OF THE AFJROTC UNIFORM

1. The uniform issued to cadets, with the exception of the insignia, is the same uniform worn by active
duty Air Force personnel. This uniform is the property of the United States Air Force and is provided
to the cadet at no charge on a loan basis. Cadets are responsible for keeping the uniform clean and in
good repair. The contract between the United States Air Force and Connally Independent School
district, and additional Connally ISD requirements, requires that Connally High School students enrolled
in the Air Force Junior Reserve Officer Training Corps (AFJROTC) Program comply with the following:

A. On the designated uniform day cadets will wear the AFJROTC uniform to all classes.

B. Uniform must be worn from the beginning to the end of the school day.

C. Waivers are available for classes where the uniform may be damaged (shop, etc).

D. Cadets will be provided the required uniform items at no cost, but will be required to maintain it in
serviceable condition.
   - All DARK BLUE items must be commercially dry cleaned.
   - Light blue shirts, socks, BDU (camouflaged pants/tops), PT shirts/shorts and sweat suits
can be washed.

E. Uniforms will be returned at the end of the year or when no longer in the ROTC Program.
   - DARK BLUE items must be commercially dry cleaned and returned in a cleaner’s bag with
receipt attached.
   - All other items must be washed.
   - All items must be returned to the ROTC Unit. The High School Office WILL NOT
accept items for turn-in.
   - Until all uniform items are cleared by JROTC, the High School will not release the
individual’s report card or official high school records, if leaving the school district.
Names of individuals who do not clear their uniforms items through ROTC by the
end of the 1st week in June, will be turned over to the high school administration for
action.

2. Cadets in the ROTC Program will be expected to meet all Connally ISD and Connally High School
dress code requirements with the following additions:

A. Male Hair Standards
   (1) Will present a tapered appearance (conforms to the shape of the head).
   (2) Will not touch the ears and only closely shaved hair at the back may touch the collar.
   (3) Will not exceed 1 ¼ inches in bulk (depth), regardless of length.
   (4) Will not be worn in an extreme or fad style.
   (5) Will not have any visible foreign items attached to it.
   (6) Sideburns will be trimmed and tapered and will not extend below the lowest opening in the
outer ear.
   (7) Visible necklaces and earrings will not be worn when in uniform. Up to three rings may be
worn. A single conservative ID bracelet may also be worn. Rubber band bracelets may not be
worn.

B. Female Hair Standards
   (1) Will present a professional appearance and allow proper wear of uniform headgear.
   (2) May contain plain / conservative items to keep the hair in place, but they must be similar in
color to the individuals hair.
   (3) Will not extend in length below the bottom edge of the collar (longer hair must be worn UP
while in uniform).
3. Uniform wear will be addressed and tracked by Academic Year Semesters. All cadets start with a clean slate, as far as non-uniform wear, each semester. Students will be graded on wear and maintenance of the uniform. A formal uniform inspection, for grade, will be conducted on each weekly uniform wear day. This grade, combined with drill grades, will count for four tenths (40%) of the grade received in any grading period. Cadets with excused absences, on a scheduled uniform day, will be expected to wear the uniform on the first day back to school. They will be inspected and graded on wear of the uniform on this return day. The following actions will be taken as a result of not wearing the AFJROTC Uniform on the required uniform day (Wednesday), each semester:

A. First Non-Wear – Uniform grade of 0 (zero). Cadet can make up wear on the next class day for a grade not greater than 80. Cadets lose the following privileges for 1 week: ROTC store (eating / drinking in class), use of ROTC telephone, participation in ROTC trips or any other ROTC activity scheduled for the one week period. Parents / guardians will be notified of the first non-wear. Cadets will also be counseled concerning their responsibility to wear the uniform.

B. Second Non-Wear - Uniform grade of 0 (zero). Cadet can make up wear on the next class day for a grade not greater than 70. Cadets lose the following privileges for 6 weeks: ROTC store (eating / drinking in class), use of ROTC telephone, participation in trips or any other ROTC activity for the 6-week period. Parents / guardians will be notified and asked for assistance in solving the problem.

C. Third and Subsequent Non-Wear - Uniform grade of 0 (zero). No make up wear is available. Cadet could be in jeopardy of losing credit for ROTC for the current semester. Cadets lose privileges for the remainder of the semester. Parents / guardians will be notified and asked for assistance in solving the problem.

4. The following additional policies cover the issue, wear, and maintenance of the AFJROTC uniform:

A. Instructions in the proper wear of the AFJROTC uniform are part of the ROTC I curriculum. Cadets will be taught how to properly wear the uniform prior to the first required wear date.

B. Uniform items will not be mixed with civilian clothes.

C. Uniform wear is required weekly and when announced for special trips and/or events.

D. Cadets will also be issued a set of PT gear (ROTC T-shirt / shorts and sweat suit) to be worn when specifically designated by the SASI.

E. Cadets will also be issued a pair of boots and a set of BDUs (woodland camouflaged pattern) to be worn when specified.

F. Informal inspections (no grade) will be accomplished for any uniform wear activity (events or trips). Cadets that do not meet required standards will not participate in the event or trip.
CHAPTER 4
CLASSROOM PROCEDURES

1) WEEKLY CLASS SCHEDULE: The general weekly class schedule is as follows:

- MONDAY, TUESDAY, THURSDAY: Academic Days
- WEDNESDAY: Uniform Inspection & Drill
- FRIDAY: Physical Training / Wellness Day

2) Students enrolled in ROTC are expected to obey all Connally High School rules concerning class attendance, conduct, and school dress code. In addition, cadets will comply with the following procedures when attending ROTC Classes:

A. Class Beginning and Ending Procedures:

   (1) Three minutes after the tardy bell all cadets in the classroom will stand at the position of parade rest.

   (2) Four minutes after the tardy bell sounds, all cadets should be in the classroom at the position of parade rest. When the instructor enters the classroom and says “report”, the Flight Commander will call the flight to attention, and report absences and tardiness.

   (3) The Flight Commander will then make any necessary announcements and conduct any flight business. This should be coordinated with the Aerospace Science Instructors and be accomplished within three to five minutes. The flight commanders will cover staff meeting notes with their flights on Fridays.

   (4) The instructor then assumes charge of the class until he returns control back to the Flight Commander for dismissal just prior to the bell. The Flight Commander will automatically assume control of the class in the absence of the instructor. The Flight Commander may continue the scheduled activity, conduct a review, or involve the class in some learning activity related to the subject. However, he/she is primarily responsible for maintaining order and discipline and has the authority of the instructor in his absence.

   (5) At the end of the class period, the instructor will advise the Flight Commander to “Take charge of your flight for dismissal”. No salute is required. At the bell the Flight Commander will call the flight to attention and dismiss them.

B. Procedures followed during classroom instruction:

   (1) Cadets are expected to bring required supplies to class (i.e.: paper, pens, and pencils), take notes, and participate in class activities. Cadets will receive a weekly grade on classroom/activity participation. Proper preparation for class is a part of this weekly grade.

   (2) Talking without permission, passing notes, leaving your seat without permission, or doing homework for other classes are not allowed. Participation in any of these activities will be reflected in the weekly participation grade.

   (3) Eating/Drinking Guidelines: Food items and drinks may be consumed during class time, as long as they are purchased from the ROTC snack shop. Any spills will be cleaned up as they occur. Failure to abide by these guidelines will result in the privilege being taken away.

3. Remember that you are being evaluated daily for leadership positions, promotions, awards, and other forms of special recognition. In addition, cadets who fail to maintain the standards of good conduct, and
behavior may be relieved from their leadership positions, demoted to a lower rank, and/or, in special circumstances, removed from the JROTC program and placed in another class.
CHAPTER 5
CADET APPOINTMENT, ROTATION, AND REMOVAL

1. The Senior Aerospace Science Instructor (SASI) will select the Cadet Corps Commander and Senior Staff as required by the organizational structure of the unit. These selections will be based on recommendations from the Aerospace Science Instructor(s) (ASI) and the senior cadet staff. Cadets will be appointed to a position where they can provide the greatest leadership experience and benefits based on their demonstrated academic and cadet corps performance. All cadet appointments will be announced and published on unit special orders.

2. The Cadet Corps Commander and the senior staff will select the remaining command and leadership positions based on application from the cadet corps and personal knowledge. All selections will be approved by the SASI.

3. The Cadet Corps Commander and other senior staff positions, as deemed necessary by the SASI, should be rotated at least twice each academic year, normally at the beginning of each semester. This policy will afford more cadets the opportunity to gain advanced leadership experience.

4. Cadets in leadership positions who demonstrate unsatisfactory performance or conduct may be replaced at the discretion of the SASI. The ASI, Cadet Corps Commander, or the cadet staff may make recommendations to the SASI concerning replacement for cadet officers based on performance or conduct.

5. Cadets in a leadership position may be removed and/or their rank reduced as determined by the SASI and ASI(s). If a cadet is removed for cause, it will only be after counseling and an opportunity to improve. Cause for removal includes substandard job performance, conduct, dress and appearance, as well as lack of motivation and poor attitude.
CHAPTER 6
CADET PROMOTIONS

1. **General.** All cadets have two ranks, permanent and temporary. Permanent rank is based on the number of years that a cadet has been in the AFJROTC program. Permanent ranks are as follows: First year – Cadet Airman; Second year – Cadet Airman First Class; Third Year – Cadet Senior Airman; and Fourth year – Cadet Staff Sergeant. A cadet’s temporary rank is based on time in JROTC, performance as a cadet, participation in JROTC activities, completion of additional training, completion of SLS, and the job the cadet is assigned. The temporary rank structure is described below.

2. **Starting rank.** All new cadets start at the first enlisted rank, Airman Basic (AB). After the 1st sixth weeks, new cadets take a promotion test and, if they pass, are promoted to Airman (Amn).

3) **The basic rank schedule.** Here are the ranks associated with each year in JROTC.

   - 1st Year of ROTC – Airman ranks (AB, Amn, AIC, SRA)
   - 2nd Year of ROTC – NCO and SNCO ranks (SSgt, TSgt, MSgt)
   - 3rd Year of ROTC – SNCO and company grade officer ranks (SMSgt, CMSgt, 2Lt, 1Lt, Capt)
   - 4th Year of ROTC – Company grade and field grade officer ranks (1Lt, Capt, Maj., LTC, COL)

4) **Normal promotion schedule.** A promotion matrix or schedule that TX-935 follows for promotions is under development and maintained by the SASI.

5) **Promotion tests.** Cadets must pass a promotion test for these 4 ranks:
   - Airman
   - Staff Sergeant (first NCO rank),
   - Master Sergeant (first SNCO rank)
   - 2nd Lieutenant (first Officer rank)

6) **Summer Leadership School.** After completing SLS, a cadet will skip a rank for that year group and be promoted at the start of the fall semester.

7) **Officer ranks.** To be promoted to an officer, a cadet must have completed SLS or be a senior with enough experience (as determined by the instructors). In either case, they also must have shown that they have the maturity needed for a high position of leadership.

8) **Exceptions.** For various reasons, some cadets achieve ranks at different times.

   a) Students who join ROTC as juniors and seniors may be promoted more rapidly if they learn cadet responsibilities quickly and demonstrate appropriate maturity. The SASI / ASI will make the decision on the appropriate rank for those individuals.
   b) Cadets chosen for jobs which require higher rank. Cadets chosen for certain positions may achieve a higher rank according to the promotion matrix if they demonstrate exceptional performance as determined by the SASI, ASI or promotion board.

9) **Exceptional Performers.** Some cadets are recognized for their exceptional performance under the Promotions for Exceptional Performers (PEP) program by rewarding them with a promotion as determined by the SASI. Promotion of cadets will be based on merit as determined by the cadet’s performance in AFJROTC and Connally High School.

   a) **Promotions for Exceptional Performers (PEP).** The PEP program is designed to recognize outstanding cadets by rewarding them with an early promotion to the next higher rank. Cadets considered for promotion under the PEP program will be only those who are clearly outstanding in all areas. The following factors will be considered:
i) **Leadership and Job Performance.** Cadets must have contributed significantly to increase unit effectiveness during the semester just prior to the promotion. This could include development of new techniques/programs, specific instances of leadership by example, and personal initiative to improve Connally High School and the AFJROTC programs.

ii) **Citizenship qualities.** (Includes social, cultural and/or religious activities.) The cadets must have contributed significantly to the military or civilian community’s welfare, morale, or status during the semester for which they are being considered for a PEP promotion.

iii) **Specific actions to improve AFJROTC.** Actions or efforts that bring positive attention to the Cadet Corps. This includes involvement in the community, school, or corps programs.

iv) **Other Accomplishments.** The nature and the results of the cadet’s other accomplishments must clearly set them apart from others of equal or higher rank. Only those accomplishments that occurred during the current or previous semester will be considered.

b) **Cadet Promotion Board.** The SASI may also appoint a cadet board to make recommendations for exceptional performers under the PEP program IAW with the promotion matrix (attachment 1).

Note: Cadets will not be discriminated against for promotion or position due to race, sex, age, religion, or any other factor of this nature. The senior cadet staff will make their promotion recommendations based on the above factors. If the SASI disapproves any recommendation, he may ask the staff to select another candidate.

10) **Demotion for substandard performance.** Cadets whose job performance, conduct, attitude and/or appearance are below acceptable standards will be counseled by the SASI/ASI. A record of the counseling will be entered in the cadet’s personnel record. The second offense will result in demotion to the next lower rank (or to a rank deemed appropriate by the SASI).
CHAPTER 7

CADET EVALUATION BOARDS

1. A Board of Cadets may be appointed by the SASI for the purpose of making recommendations for promotions or Corps leadership positions. The Cadet Corps Commander or Deputy Commander will normally be appointed the Chairman of the Board. The Board composition will be determined by the SASI and will consist of at least three senior cadets in addition to other Board appointments.

2. Procedures for conducting Cadet Board meetings will generally conform to the procedures outlined for conducting staff meetings. The Board Chairperson will appoint a member to serve as Recording Secretary to record and publish the minute of the meetings.

3. Cadet Board Minutes will be submitted to the Cadet Corps Commander and SASI for approval.

4. Cadet Boards will not normally be used for disciplinary problems. If a problem arises where the SASI feels it involves the operation of cadet extracurricular activities and can be more effectively handled by the Cadet Corps than the instructors, then a Board of Senior Cadets may be appointed to make recommendations. At least one member of the board will be from the year group of the cadet being evaluated.

5. Recommendations or activities of the Board will normally not be announced publicly to prevent embarrassment to cadets involved. The SASI will make the final decision and judgment concerning disciplinary matters.

6. The Cadet Evaluation Board may be composed of some or all the following:
   a. Corps Commander or Deputy Commander (Chairperson)
   b. Operations Officer
   c. Administrative Officer (Recorder)
   d. Squadron Commander
   e. Flight Commanders
   f. Chief Enlisted Manager
   g. Group First Sergeant
   h. Flight Sergeants
CHAPTER 8
CADET STAFF MEETING PROCEDURES

1. The Cadet Corps Commander will conduct a formal staff meeting at least twice each month. Scheduled meetings will normally occur after school on Wednesdays, which are normal uniform days. This is considered an extension of the school day and all cadets attending will be in uniform. Special meetings may also be called by the Cadet Corps Commander, provided that sufficient advance notice is given. One of the Aerospace Science Instructors will be present at all cadet staff meetings.

2. Members of the Cadet Staff, Squadron Commanders, Flight Commanders, and the Chief Enlisted Manager will attend all formal staff meetings. Staff NCOIC’s and Flight Sergeants are encouraged to attend on a regular basis. Any interested cadet may attend as a spectator.

3. The Group Commander will check with the SASI/ASI on the Monday prior to any scheduled meeting to discuss and finalize any agenda items for the meeting. The Group Commander will then publish a written agenda for each scheduled meeting. This agenda will be placed in staff message boxes by first period the morning of the meeting.

4. Staff Meeting Procedures are:
   a. The Chief Enlisted Manager will call the staff to attention.
   b. The Cadet Corps Commander will assume control of the meeting.
   c. The Administrative Officer will record the minutes of the meeting.
   d. Meeting Format:
      (1) Call to order
      (2) Review of the minutes of the previous meeting
      (3) Review of Cadet Corps Financial Status
      (4) Staff Officer / Team reports – status of activities
      (5) Discussion of old business items
      (6) Discussion of new business items
      (7) SASI / ASI comments
      (8) Dismissal
   e. The Commander will call for discussion on any proposal or planned activity. He/She may call for an opinion vote; however, his/her decision on any proposal is final, subject to instructor approval.
   f. Staff officers/Flight Commanders who will be unable to attend scheduled staff meetings should notify the Personnel Officer, in advance, of their expected absence and arrange for an alternate to attend the meeting in their place.
   g. The Chief Enlisted Manager will call the staff to attention for dismissal.
   h. Cadet administration will type the staff meeting within 48 hours of the meeting. These minutes will then be presented to the Cadet Corps Commander and SASI for review and signature. The approved minutes will then be posted on the cadet bulletin board and the previously posted minutes will be removed and filed in the administrative files.
CHAPTER 9

SALUTING POLICY AND PROCEDURES

1. The salute is a courteous exchange of greeting between military personnel. It is also used to display respect for the individual and the position he/she holds. It is the military way of saying “hello” and it is one of the oldest traditions binding military personnel together.

2. The same general saluting rules that govern active duty personnel will apply to AFJROTC cadets when in uniform. Cadets will salute active duty and retired military officers when in uniform, cadet officers of higher rank, and uncased colors, as the occasion may require. The following guidelines apply:

   a. The junior member should always begin the salute and hold it until it is returned or acknowledged by the senior member.

   b. A salute is never given or returned while running. The cadet will come to a walk and salute approximately three paces from the officer.

   c. The salute is required indoors only when the cadets are in formation, participating in ceremonies, or reporting to cadet officers, the SASI or ASIs. The proper procedure for reporting includes the rendering of the salute and the statement: “Sir, Cadet ______ reporting as ordered.” The cadet holds the salute until it is returned or otherwise acknowledged. When the report or purpose of the meeting is completed, the cadet comes to attention in front of the officer, renders the salute and after the salute is returned, turns sharply and departs by the most direct exit.

   d. Remember, when in doubt, it is never wrong to salute.
CHAPTER 10

CADET AWARDS PROGRAM

1. Cadets are eligible for various honors during the school year. These are divided into the following general categories:

   a. Local awards such as Cadet of the Grading Period and Semester.
   
   b. Local civic awards for outstanding service.
   
   c. Induction into the Kitty Hawk Air Society (AFJROTC Honor Society)
   
   d. AFJROTC authorized ribbons and awards for leadership and service. (A list of authorized awards is at Attachment 1.)
   
   e. National Awards such as the Veterans of Foreign Wars, Air Force Association, etc. (Listing also at attachment 1).
   
   
   g. Local AFJROTC TX-935 Scholarships.
   
   h. AFJROTC Letter Jacket

2. The SASI/ASI will brief cadets on the various awards and explain how students may earn them. Basically, all awards within a special category will be on a competitive basis. Most awards are based on both scholastic and leadership accomplishments. Some awards, such as the AFJROTC Service Award, are based on performance only. Each cadet will be provided a copy of this guide with the initial enrollment package, listing the awards and how they may be earned.

3. A special Parents Night Program takes place during the 1st semester, usually the first Thursday in December. This allows the parents to learn more about the JROTC program and to see the cadets receive their first ribbons and awards for the semester. Several exhibitions will be performed for the parents. Those cadets who have earned their JROTC Letter Jacket will receive them at Parents Night. After the program the parents are encouraged to visit with JROTC instructors and tour the JROTC classrooms and facilities.

4. An Annual Awards Banquet will be held each year during the month of April (or as directed by the SASI). National, local, and other major AFJROTC awards will be presented to deserving cadets during the banquet. This is the military and social event of the year. Cadets may bring dates and invite their parents to the banquet and awards ceremony.

5. ROTC scholarships and military service academy appointments are available to qualified and motivated cadets. Class standing, grade point average, ACT and SAT scores, and demonstrated leadership ability in AFJROTC and other school and community activities are major factors considered for each scholarship.

6. JROTC LETTER JACKETS (Local award). Connally Cadets are allowed to receive one high school letter jacket during high school at the school's expense (i.e. Band, Athletics, Academic, Drama, etc.). JROTC cadets can receive a JROTC Letter Jacket as an official Connally High School Letter Jacket. The requirements to receive a JROTC Letter Jacket are available in the JROTC classroom.

7. Attachment 2 contains a listing of cadet awards and a brief explanation of the criteria for each award.
CHAPTER 11
CADET HAZING POLICY

1. Hazing, embarrassment or any activity that degrades Air Force Junior ROTC cadets is NOT in accordance with any AFJROTC policy. Hazing of a cadet in any manner will NOT be condoned or tolerated at Connally High School. In addition, a punitive demerit system, requiring cadets to march off or work off demerits will NOT be used to enforce cadet discipline.

2. Cadets violating cadet regulations, uniform wear policies or other directives will NOT be publicly reprimanded by higher-ranking cadets in front of other cadets or students. AFJROTC instructors will be notified of problem cadets and they will conduct the required counseling.

3. Cadet organizations will NOT require or allow initiation activities that include hazing or other activities that are degrading or embarrassing to the cadet or the Cadet Corps.

4. The AFJROTC instructors and Connally High School will strictly enforce this hazing policy.
# CHAPTER 12

## UNIT MANNING DOCUMENT (UMD) FOR THE TX 935<sup>TH</sup> AFJROTC GROUP

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>SYMBOL</th>
<th>POSITION TITLE</th>
<th>MAX GRADE</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMAND</td>
<td>CC</td>
<td>GROUP COMMANDER</td>
<td>C/COL</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>CV</td>
<td>DEPUTY GROUP COMMANDER</td>
<td>C/LTC</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>SA</td>
<td>SPECIAL ASSISTANT</td>
<td>C/COL</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>CEM</td>
<td>CHIEF ENLISTED MANAGER</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>CCF</td>
<td>FIRST SERGEANT</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td>OPNL SUPPORT SQ</td>
<td>OSS/CC</td>
<td>SQUADRON COMMANDER</td>
<td>C/LTC</td>
<td>1</td>
</tr>
<tr>
<td>OPERATIONS FLT</td>
<td>OSS/DO</td>
<td>OPERATIONS OFFICER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DO NCOIC</td>
<td>OPERATIONS NCOIC</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOCG</td>
<td>CHIEF, COLOR GUARD</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOADT</td>
<td>CHIEF, ARMED DRILL TEAM</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOUDT</td>
<td>CHIEF, UNARMED DRILL TEAM</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOAPT</td>
<td>CHIEF, AWARENESS PRES TEAM</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOPT</td>
<td>CHIEF, PHYSICAL FITNESS TEAM</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOFT</td>
<td>CHIEF, FLAG TEAM</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOXG</td>
<td>CHIEF, CROSSING GUARDS</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DOST</td>
<td>CHIEF, SPIRIT TEAM</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td>ADMINISTRATION FLT</td>
<td>OSS/DA</td>
<td>ADMINISTRATION OFFICER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DA NCOIC</td>
<td>ADMIN NCOIC</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DP</td>
<td>PERSONNEL OFFICER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/DP NCOIC</td>
<td>PERSONNEL NCOIC</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/LG</td>
<td>LOGISTICS OFFICER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/LG NCOIC</td>
<td>LOGISTICS NCOIC</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/FM</td>
<td>FINANCE OFFICER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/FM NCOIC</td>
<td>FINANCE NCOIC</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/PA</td>
<td>PUBLIC AFFAIRS OFFICER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/PA NCOIC</td>
<td>PA NCOIC</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/CP</td>
<td>COMPUTER OFFICER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/CP NCOIC</td>
<td>COMPUTER NCOIC</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td>KITTY HAWK AIR</td>
<td>OSS/KHCC</td>
<td>KH COMMANDER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td>SOCIETY (KHAS)</td>
<td>OSS/KHCV</td>
<td>KH DEPUTY COMMANDER</td>
<td>C/CAPT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/KHD0</td>
<td>KH NCOIC OPERATIONS</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/KHDA</td>
<td>KH NCOIC ADMINISTRATION</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>OSS/KHFM</td>
<td>KH NCOIC FINANCE/LOGISTICS</td>
<td>C/MSGT</td>
<td>1</td>
</tr>
<tr>
<td>OPERATIONS SQ</td>
<td>OS/CC</td>
<td>SQUADRON COMMANDER</td>
<td>C/MAJ</td>
<td>1</td>
</tr>
<tr>
<td>FLIGHTS</td>
<td>OS/CC-#</td>
<td>FLIGHT COMMANDER</td>
<td>C/CAPT</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>OS/CCF-#</td>
<td>FLIGHT SERGEANT</td>
<td>C/SSGT</td>
<td>7</td>
</tr>
</tbody>
</table>

* Previous Group Commander usually fills this position the 2<sup>nd</sup> semester. Additional positions at the discretion of the SASI.

# - Flight Letter Designation
CHAPTER 13
UNIT ORGANIZATIONAL CHART FOR TX 935th GROUP

935 GP CC

935 GP SA
935 GP CV
935 GP CEM
935 GP CCF

935 OSS CC

935 OS CC

ADM FLT DA

OPN FLT DO

DP
PA
LG

FM
CP
KH

CG
ADT
UDT
XG

APT
PT
FT
ST

A FLT
C FLT
E FLT
G FLT

B FLT
D FLT
F FLT

DA
FM
CG
APT

OPN FLT
DO

A FLT
C FLT
E FLT
G FLT

B FLT
D FLT
F FLT
CHAPTER 14

CADET CORPS POSITION DESCRIPTIONS

1. This chapter contains the job descriptions for the various leadership positions within the Cadet Corps as authorized by the Unit Manning Document (UMD). As you advance in cadet rank, your responsibilities and duties will also increase. Each cadet is expected to read and study each job description as preparation for assuming the responsibilities and duties of the position to which you are assigned or promoted. The following position descriptions apply to the TX 935th AFJROTC Cadet Group at Connally High School.

A. GROUP COMMANDER (CC)

The Group Commander is the senior cadet position within the cadet corps. This individual is appointed by the Senior Aerospace Science Instructor (SASI) to administer the affairs of the Cadet Corps Training Program. The Group Commander is responsible for:

1. The appearance, discipline, training, efficiency, and conduct of the Cadet Corp.
2. The accomplishment of the Leadership Training Program and mission as outlined by the SASI/ASI.
3. Insuring that all members of the Cadet Corps have the opportunity to develop their leadership potential commensurate with their individual abilities and skills.
4. Administering Cadet Corps activities according to Air Force and Connally High School principles and procedures.
5. Developing a program of activities for the Cadet Corps that will provide leadership and training opportunities, which will be motivational to cadets and support the overall objectives of the Aerospace Science Program.
6. Planning and conducting weekly Cadet Staff Meetings.
7. Making recommendations to the SASI/ASI concerning cadet staff appointments and promotions.
8. Appointing project officers to carry out projects initiated by the Cadet Corps Staff. Monitor project progress to completion.
9. Implementing all operating procedures for the Cadet Corps.
10. Counseling with other cadets as required.
11. Inspecting classrooms and other cadet areas at least once per week.
12. Being the central point of contact between the Cadet Staff and the Instructors.
13. Serving as liaison between the Cadet Corps and other school activities for student affairs.
14. Performing other duties as assigned by the SASI/ASI.
15. Highest Rank Authorized: Cadet Colonel
B. DEPUTY GROUP COMMANDER (CV)

The Deputy Group Commander is the second highest ranking position in the Corps of Cadets. This individual is also appointed by the SASI to assist the Group Commander in all aspects of Cadet Corps operations. The Deputy Group Commander is responsible for:

1. Commanding the Group during the absence of the Group Commander.
2. Serving as chairperson of projects assigned by the Group Commander, SASI, or ASI.
3. Performing other duties as assigned by the Group Commander, SASI, or ASI.
4. Highest Rank Authorized: Cadet Lt Colonel

C. SPECIAL ASSISTANT TO THE COMMANDER: (SA)

The Special Assistant to the Commander is a position activated by the SASI. This position will normally be filled during the second semester. The Special Assistant to the Commander is responsible for:

1. Performing duties specifically assigned by the Group Commander, SASI, or ASI.
2. Devoting time, effort, and interest to Cadet Corps short and long range plans and projects.
3. Attending and actively participating in all Cadet Corps Staff Meetings.
4. Coordinating with the Cadet Corps Staff to achieve all planned goals.
5. Highest Rank Authorized: Cadet Colonel

D. CHIEF ENLISTED MANAGER: (CEM)

The Chief Enlisted Manager is the highest enlisted position within the Cadet Corps. The Chief Enlisted Manager position is appointed by the SASI. The Chief Enlisted Manager is responsible for:

1. Providing recommendations to the Group Commander based on inputs from the enlisted cadets and acts as liaison between the Cadet Corps and the Cadet Group Staff.
2. Advising the Group Commander on problems within the corps and suggesting possible solutions.
3. Attending and actively participating in all Cadet Corps Staff Meetings.
4. Holding periodic meetings with cadet airman for counseling, discussion, and feedback.
5. Performing all other duties assigned by the Group Commander.
6. Highest Rank Authorized: Cadet CMSgt

E. FIRST SERGEANT: (CCF)

The First Sergeant is appointed by the Group Commander and approved by the SASI. The First Sergeant is responsible for:

1. Assisting the Group Commander in attaining and maintaining the highest standards of discipline, appearance and morale within the Cadet Corps.
2. Holding periodic meetings with cadet airman for increasing morale, coordinating activities, and feedback.

3. Attending and actively participating in all Cadet Corps Staff meetings.

4. Performing all other duties assigned by the Group Commander.

5. Highest Rank Authorized: Cadet SMSgt

F. OPERATIONS SUPPORT SQUADRON COMMANDER: (OSS/CC)

The Operations Support Squadron Commander is appointed by the Group Commander and approved by the SASI. The Operations Support Squadron Commander is responsible for:

1. The efficiency, discipline, appearance, training and conduct of the Operations Support Squadron.

2. Assigning duties to subordinates and evaluating their performance, compliance, quality, and timeliness.

3. Attending weekly Cadet Corps Staff Meetings. Briefing the Cadet Staff on squadron training progress and problem areas.

4. Performs other duties as assigned by the Group Commander, SASI, or ASI.

5. Highest Rank Authorized: Cadet Lt Colonel

G. OPERATIONS FLIGHT - OPERATIONS OFFICER: (OSS/DO)

The Operations Officer is appointed by the Group Commander with the approval of the SASI, and is assigned to the Squadron Staff. Responsibilities of the Operations Officer include:


2. Serves as the Honor Guard Commander.

3. Supervising the operations of subordinate units to include Color Guard, Armed Drill Team, Unarmed Drill Team, Awareness Presentation Team, Flag Team, and Fitness Team.

4. Assist the SASI/ASI in planning Base Visits and similar activities.

5. Maintain activity schedules for subordinate units listed above.

6. Planning and conducting extracurricular activities.

7. Attend Cadet Corps Staff Meetings.

8. Perform other duties as assigned by the Group Commander, SASI, or ASI.


10. Highest Rank Authorized: Cadet Major

26
THE FOLLOWING POSITIONS ARE PART OF THE OPERATIONS FLIGHT UNDER THE DO.

COLOR GUARD CHIEF: (OSS/DOCG)
This position is on the Squadron Operations Staff and is appointed by the Group Commander with approval of the SASI. Responsibilities include:

1. Motivation and recruitment of highly qualified cadets to join and participate in team activities.
2. Training of cadet personnel to properly perform in team exhibitions and competitions.
3. Selecting cadets to perform in all scheduled activities.
4. Performing other duties assigned by the Operations Officer.
5. Highest Rank Authorized: Cadet Captain

ARMED DRILL TEAM CHIEF: (OSS/DOADT)
This position is on the Squadron Operations Staff and is appointed by the Group Commander with approval of the SASI. Responsibilities include:

1. Motivation and recruitment of highly qualified cadets to join and participate in team activities.
2. Training of cadet personnel to properly perform in team exhibitions and competitions.
3. Selecting cadets to perform in all scheduled activities.
4. Performing other duties assigned by the Operations Officer.
5. Highest Rank Authorized: Cadet Captain

UNARMED DRILL TEAM CHIEF: (OSS/DOUDT)
This position is on the Squadron Operations Staff and is appointed by the Group Commander with approval of the SASI. Responsibilities include:

1. Motivation and recruitment of highly qualified cadets to join and participate in team activities.
2. Training of cadet personnel to properly perform in team exhibitions and competitions.
3. Selecting cadets to perform in all scheduled activities.
4. Performing other duties assigned by the Operations Officer.
5. Highest Rank Authorized: Cadet Captain

AWARENESS PRESENTATION TEAM CHIEF: (OSS/DOAPT)
This position is on the Group Operation Staff and is appointed by the Group Commander with approval of the SASI. Responsibilities include:
1. Motivation and recruitment of highly qualified cadets to join and participate in team activities.

2. Development and presentation of topics to be given to school groups and local community organizations.

3. Selecting cadets to perform in all scheduled activities.

4. Perform other duties as assigned by the Group Commander, SASI, or ASI.

5. Highest Rank Authorized: Cadet Captain

FLAG TEAM CHIEF: (OSS/DOFT)

This position is on the Squadron Operations Staff and is appointed by the Group Commander with the approval of the SASI. Responsibilities include:

1. Raising and lowering the flag(s) daily at the High School, Administration Building, and ROTC.

2. Raising and lowering the flag at all varsity home football games.

3. Development and presentation of topics concerning the U.S. Flag to be given to school groups and local community organizations.

4. Perform other duties as assigned by the Group Commander, SASI, or ASI.

5. Highest Rank Authorized: Cadet Captain

PHYSICAL TRAINING CHIEF: (OSS/DOPT)

This position is on the Squadron Operations Staff and is appointed by the Group Commander with approval of the SASI. Responsibilities include:

1. Planning physical training activities for Friday class periods.

2. Monitoring physical training accomplishments (E2C) for all cadets.

3. Entering E2C data into the Cadet Inventory and Management System (CIMS)

4. Planning and organizing physical training activities for competitions.

5. Perform other duties as assigned by the Group Commander, SASI, or ASI.

6. Highest Rank Authorized: Cadet Captain

SPIRIT TEAM CHIEF: (OSS/DOST)

This position is on the Squadron Operations Staff and is appointed by the Group Commander with approval of the SASI. Responsibilities include:

1. Motivation and recruitment of highly motivated cadets to join and participate in team activities.

2. Training of cadet personnel to properly perform during sport activities.
3. Selecting cadets to perform in all scheduled activities.
4. Perform other duties as assigned by the CC, SASI, or ASI.
5. Highest Rank Authorized: Cadet Captain

CROSSING GUARDS CHIEF: (OSS/DOXG)

This position is on the Squadron Operations Staff and is appointed by the Group Commander with approval of the SASI. Responsibilities include:

1. Motivation and recruitment of highly motivated cadets to join and participate in crossing guard duties at the elementary school.
2. Training of cadet personnel to properly perform crossing guard duties.
3. Scheduling cadets to perform weekly crossing guard duties.
4. Perform other duties as assigned by the CC, SASI, or ASI.
5. Highest Rank Authorized: Cadet Captain

ADMINISTRATION FLIGHT - ADMINISTRATION OFFICER: (OSS/DA)

The Administration Officer is appointed by the Group Commander with the approval of the SASI, and is assigned to the Squadron Staff. Responsibilities of the Administration Officer include:

1. Commander of Administration Flight
2. Write and publish all special orders for planned cadet activities. These plans will be coordinated with other personnel or organizations involved in the activity and then submitted through channels to the Group Commander and SASI/ASI for approval.
3. Draft and publish any necessary correspondence required by the cadet corps.
4. Maintain appropriate administration files for the Cadet Staff.
5. Record and post all staff meeting minutes.
6. Post all special announcements.
7. Maintain the cadet bulletin board.
8. Attend Cadet Corps Staff Meetings.
9. Assist other staff members with the administrative affairs of their staff agency.
10. Maintain the Cadet Library.
11. Perform other duties as assigned by the Group Commander, SASI, or ASI.
12. Highest Rank Authorized: Cadet Major

THE FOLLOWING POSITIONS ARE PART OF THE ADMINISTRATION FLIGHT UNDER THE DA:
PERSONNEL OFFICER: (OSS/DP)

The Personnel Officer is appointed by the Group Commander with the approval of the SASI, and is assigned to the Squadron Staff. Responsibilities of the Personnel Officer include:

1. Maintain a personnel file on all cadets to include pertinent information concerning flight assignment, rank, position within the Cadet Corps, home address, telephone number, and accomplishments within the Cadet Corps (to include Cadet Awards). This will be done using the Cadet Inventory Management System (CIMS).

2. Assist the Commander in making cadet assignments to and reassignments between units within the Cadet Corps.

3. Maintain the Cadet Corps organizational chart. Posts changes in cadet assignments and rank.

4. Compile data for cadet promotions and awards and update each cadet’s record, folder, and computer file.

5. Attend Cadet Corps Staff Meetings.

6. Perform other duties as assigned by the Group Commander, SASI, or ASI.

7. Highest Rank Authorized: Cadet Major
LOGISTICS OFFICER: (OSS/LG)

The Logistics Officer is appointed by the Group Commander with the approval of the SASI, and is assigned to the Squadron Staff. Responsibilities of the Logistics Officer include:

1. Administration of the Cadet Corps Supply Activity.
2. Assists the supply custodian with the inventory and control of uniforms, books and special activity equipment.
3. Assists the instructors with the issue and turn-in of cadet uniforms and other equipment.
4. Insures cleanliness of the supply area.
5. Provide guidance on supply discipline to other cadets.
6. Performs required logistical support for other Cadet Corps Activities.
7. Attends Cadet Corps Staff Meetings.
8. Perform other duties as assigned by the Group Commander, SASI, or ASI.
9. Highest Rank Authorized: Cadet Major

COMPTROLLER: (OSS/FM)

The Comptroller is appointed by the Group Commander with the approval of the SASI, and is assigned to the Squadron Staff to manage financial matters within the Cadet Corps. Responsibilities of the Comptroller include:

1. Assist the SASI in establishing financial procedures for the Cadet Corps.
2. Assist the SASI/ASI in receiving, maintaining and accounting for Cadet Corps funds. This includes establishing and maintaining funds ledgers to reflect Cadet Corps funds status and availability.
3. Coordinate and submit to the Group Commander a plan for an annual operating budget.
4. Coordinate and monitor all cadet fund raising activities.
5. Attend Cadet Corps Staff Meetings.
6. Perform other duties as assigned by the Group Commander, SASI, or ASI.
7. Highest Rank Authorized: Cadet Major

PUBLIC AFFAIRS OFFICER: (OSS/PA)

The Public Affairs Officer is appointed by the Group Commander with the approval of the SASI, and is assigned to the Squadron Staff to manage all Cadet Corps public relations activities. Responsibilities of the Public Affairs Officer include:

1. Promote and publicize Cadet Corps activities through special papers, bulletins, posters, announcements, and news releases.
2. Develop and publish a cadet newsletter.
3. Write articles for the school and local newspapers.

4. Maintain a cadet scrapbook and historical files.

5. Attend Cadet Corps Staff Meetings.

6. Manage and post a monthly calendar of cadet activities.

7. Perform other duties as assigned by the Group Commander, SASI, or ASI.

8. Highest Rank Authorized: Cadet Major

**COMPUTER OFFICER: (OSS/CP)**

The Computer Officer is appointed by the Group Commander with the approval of the SASI, and is assigned to the Squadron Staff to manage all Cadet Corps computer activities. Responsibilities of the Computer Officer include:

1. Assist in computer software training.

2. Development and management of all simulation programs on school computer systems, all aircraft models, both static and remote controlled, and all model rocket equipment.

3. Training cadets to use flight simulation software, remote control aircraft and rocket models.

4. Maintain a computer/simulation continuity binder for cadet systems.

5. Attend Cadet Corps Staff Meetings.

6. Perform other duties as assigned by the Group Commander, SASI, or ASI.

7. Highest Rank Authorized: Cadet Major

**H. KITTY HAWK AIR SOCIETY: (KHAS/CC)**

1. Commander: (CC)
   a. Preside over all activities of the organization.
   b. Accomplish the duties associated with any position in the organization if the position is vacant or the incumbent does not accomplish those duties.

The positions listed below are authorized in the Unit Manning Document (UMD) for the Kitty Hawk Air Society and accomplish the duties listed in the TX-935 Chapter Bylaws:

2. Deputy Commander: (CV)

3. NCOIC Operations: (DO)

4. NCOIC Administration: (DA)

5. NCOIC Finance / Logistics: (FM)
6. Highest Rank Authorized: Cadet Major

I. OPERATIONS SQUADRON COMMANDER: (OS/CC)

The Operations Squadron Commander is appointed by the Group Commander and approved by the SASI. The Operations Squadron Commander is responsible for:

1. The efficiency, discipline, appearance, training and conduct of the Operations Squadron.
2. Assigning duties to subordinates and evaluating their performance, compliance, quality, and timeliness.
3. Attending weekly Cadet Corps Staff Meetings. Briefing the Cadet Staff on squadron training progress and problem areas.
4. Perform other duties as assigned by the Group Commander, SASI, or ASI.
5. Highest Rank Authorized: Cadet Major

J. FLIGHT COMMANDER: (OS-[A-F]/CC)

The Flight Commander is the highest-ranking Cadet assigned to the flight. Flight Commanders are appointed by the Group Commander and approved by the SASI. Flight Commanders are responsible for:

1. Flight efficiency, discipline, appearance, training and conduct.
2. Assigning duties to subordinates and evaluating their performance, compliance, quality, and timeliness.
3. Attending weekly Cadet Corps Staff Meetings.
4. Serves as the central point of contact between the flight and the Cadet Corps Staff.
5. Perform other duties as assigned by the Group Commander, SASI, or ASI.
6. Highest Rank Authorized: Cadet Captain

K. FLIGHT SERGEANT: (OS-[A-F]/FS)

The Flight Sergeant is responsible for:

1. Following the directions of the Flight Commander to insure the flight operates smoothly.
2. Representing the Flight Commander in their absence.
3. Highest Rank Authorized: Cadet TSgt

L. NON-COMMISSIONED OFFICERS IN CHARGE (NCOIC):

Various positions have an NCOIC assigned. The NCOICs are responsible for learning the job description and duties of the position, assisting the assigned individual in completing the duties, and filling in for the primary in their absence. Highest NCOIC Rank Authorized is Cadet Master Sergeant.
This page intentionally left blank
AIR FORCE JUNIOR ROTC MEDALS, RIBBONS AND BADGES

Cadets may earn the following AFJROTC awards, listed in order of precedence:

NATIONAL AWARDS (MEDALS WITH ASSOCIATED RIBBONS):

VALOR AWARD (GOLD). Awarded for voluntary acts of self-sacrifice and personal bravery involving conspicuous risk-of-life above and beyond the call of duty. Awarded by HQ AFJROTC.

VALOR AWARD (SILVER). Awarded to a cadet for a voluntary act of heroism that does not meet the risk-of-life requirements for the Gold Valor Award. Awarded by HQ AFJROTC.

CADET HUMANITARIAN AWARD. Presented to cadets for humanitarian acts involving actions above and beyond the call of duty who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has place or has the potential to place a hardship on their fellow citizens. Awarded by HQ AFJROTC.

NOTE: Recommendations for the above awards must be submitted to Headquarters AFJROTC for review within 6 months of the incident and must include statements by victims or witnesses, newspaper clippings, or other material to validate eligibility.

SILVER STAR COMMUNITY SERVICE WITH EXCELLENCE AWARD. Award consists of a ribbon with Silver Star device and certificate. The Silver Star Community Service with Excellence Award will be an honor that emphasizes the value of community service, and establishes a greater sense of pride within the corps.

- The award will be given to cadets in the Top 5% of units (approximately 45 units) who have the highest “per cadet average” community service hours.
- “Countable” hours must be logged into WINGS and be accomplished IAW published guidance (AFJROTCI 36-2001, Part 7)
- Countable hours will be the period from 11 Apr (previous year) to 10 Apr (current year). HQ will use the last PSR cadet enrollment and the hours submitted in WINGS for that period to calculate the Top 5% units and notify the units earning the Award.
- Instructors at the Top 5% units will determine which of their cadets have contributed to the unit earning the new award.

COMMUNITY SERVICE WITH EXCELLENCE AWARD. Awarded to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefit the local community.

AIR FORCE ASSOCIATION AWARD. Awarded annually to the outstanding AS III cadet who possesses outstanding characteristics contributing to leadership and future value in positions of responsibility.

DAEDALIAN AWARD. Awarded annually to the outstanding cadet in the junior class who demonstrates an understanding and appreciation of patriotism, love of country, and service to the nation. Must desire to pursue a military career and rank in the upper 10% of the school class and in the upper 25% of the Aerospace Science Class.

AMERICAN LEGION SCHOLASTIC AWARD. Awarded annually to one AS III or IV cadet, who demonstrates leadership qualities, actively participates in constructive student activities, ranks in the upper 10% of the school class and in the upper 25% of the AFJROTC class.

AMERICAN LEGION GENERAL MILITARY EXCELLENCE AWARD. Awarded annually to one AS III or IV cadet who demonstrates outstanding qualities of military leadership, discipline, character, and citizenship.
DAUGHTERS OF THE AMERICAN REVOLUTION (DAR) AWARD. Awarded annually to the AS IV cadet who demonstrates qualities of dependability and good character, military discipline, leadership, and a fundamental and patriotic appreciation of ROTC training and ranks in the upper 25% of their ROTC class and high school.

AMERICAN VETERANS AWARD. Awarded annually to the cadet who possesses outstanding leadership characteristics such as: A positive attitude, outstanding personal appearance, initiative, dependability, self-confidence, and officer potential.

RESERVE OFFICERS ASSOCIATION AWARD. Awarded annually for military and academic achievement to an outstanding AS IV cadet who possesses outstanding characteristics contributing to leadership and ranks in the upper 25% of the AS IV class.

THE MILITARY ORDER OF WORLD WARS AWARD. Presented to an AS I cadet who indicates by military and scholastic grades, extracurricular activities, and a desire to serve our nation, and a commitment to continue the Aerospace Science Program for the next school year.

MILITARY OFFICERS ASSOCIATION AWARD. Recognizes an outstanding AS III cadet who shows exceptional potential for military leadership.

VETERANS OF FOREIGN WARS AWARD. This award recognizes an outstanding AS III or AS IV cadet who possesses strong positive personal attributes (such as courtesy, dependability, punctuality, respect and cooperation) and demonstrates patriotism and leadership potential. This cadet must be active in student activities and maintain a grade average of "B" or better in AFJROTC with an overall average of "C" or better in all subjects for the previous semester.

NATIONAL SOJOURNERS AWARD. Recognizes an outstanding AS II or AS III cadet who contributed the most to encourage and demonstrate Americanism within the Cadet Corps and on campus. Must be in the top 25% of their academic class and demonstrate the potential for outstanding leadership.

SONS OF THE AMERICAN REVOLUTION AWARD. This award is presented to a first year cadet who exhibits a high degree of leadership, military bearing, and all round excellence in Aerospace Science studies.

SCOTTISH RITE, SOUTHERN JURISDICTION AWARD. Recognizes an outstanding AS III cadet who contributed the most to encourage Americanism by participation in extracurricular activities or community projects. Must be in the top 25% of their academic class and demonstrate qualities of dependability, good character, self-discipline, good citizenship and patriotism.

MILITARY ORDER OF THE PURPLE HEART. Recognizes an outstanding AS III or AS IV cadet who demonstrates leadership ability and holds leadership positions in the Cadet Corps.

AIR FORCE SERGEANTS ASSOCIATION (AFSA) ACHIEVEMENT AWARD. Recognizes an outstanding AS I, AS II, AS III, and AS IV cadet. Must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Recipient must be in the top 25% of the AFJROTC class.

SONS OF UNION VETERANS OF THE CIVIL WAR AWARD. Recognizes one cadet annually (1st, 2nd, 3rd, or 4th year cadet) who displays a high degree of patriotism and who has demonstrated a high degree of academic excellence and leadership ability.

SONS OF CONFEDERATE VETERANS H. L. HUNLEY AWARD. This award should go to a rising second year cadet who has demonstrated the qualities of Honor, Courage and in particular Commitment to his/her unit throughout the school year.
AFJROTC RIBBONS:

TUSKEGEE AIRMEN INCORPORATION AFJROTC CADET AWARD. Presented annually to an AS I, AS II, or AS III cadet who attains a grade of “B” or better in their Aerospace Science class, be in good academic standing, actively participate in cadet corps activities and participate in at least 50% of all unit service programs.

THE RETIRED ENLISTED ASSOCIATION AWARD. Awarded annually, at the SASI’s discretion, for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank.

THE CELEBRATE FREEDOM FOUNDATION. Awarded annually, at the SASI’s discretion, for outstanding performance in academics and cadets corps activities as a first or second year JROTC cadet.

NATIONAL SOCIETY UNITED STATES DAUGHTERS OF 1812. Awarded annually, at the SASI’s discretion, for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits.

AIR COMMANDO ASSOCIATION (ACA) AWARD. Awarded annually at the SASI’s discretion for completing a one page essay based on historical AF Special Operations Mission possessing the thirteen critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgement, selflessness, leadership, skilled, physical fitness and family strength.

NON-FUNDED NATIONAL AWARD. (i.e., NCOA, National Society, Daughters of Founders and Patriots of America, etc.). Organization must be submitted to and approved by HQ AFJROTC: award criteria must be published in Cadet Guide or Unit Operating Instruction.

DISTINGUISHED UNIT AWARD WITH MERIT (DUAM). Awarded to cadets enrolled during the same academic year in which 1) the unit receives a HQ AFJROTC evaluation with an overall rating of Exceeds Standards and 2) the unit is selected by HQ AFJROTC to receive the DUA. Both criteria must occur during the same academic year. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS.

DISTINGUISHED UNIT AWARD (DUA). Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS.

OUTSTANDING ORGANIZATION AWARD. Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OOA.

OUTSTANDING FLIGHT RIBBON. Awarded to each member of the flight, which achieves the highest combined average in Academics and Uniform/Drill for each semester grading period. In addition, winners also are authorized to wear a royal blue shoulder cord for the semester immediately after the one for which the award was received. Should a cadet earn both the Outstanding Flight and the Academic Ribbon in the same semester (see Academic ribbon), the cadet is authorized to wear a royal blue and gray shoulder cord.

TOP PERFORMER AWARD. The Cadet Top Performer Award is a Headquarters, AFJROTC award presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). This award is only presented during a formal Staff Assistance Visit or Unit Evaluation conducted by HQ AFJROTC personnel. The award consists of a certificate and a ribbon, which is presented by the Region Director during the visit, unless personal observation of the cadet warrants otherwise. Once awarded, the ribbon may be worn for the duration of a cadet’s tenure in AFJROTC.

THE OUTSTANDING CADET RIBBON. The recipient from each year class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence.
LEADERSHIP RIBBON. Awarded to the top 5% of the cadets for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Recognizes cadets who have displayed outstanding leadership above and beyond expected performance.

ACHIEVEMENT RIBBON. Presented for a significant achievement as determined by the SASI. Limited to 5% of the Cadet Corps.

SUPERIOR PERFORMANCE RIBBON. Presented for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. May be awarded for a single or sustained performance of a superior nature. Limited to 10% of the Cadet Corps.

ACADEMIC RIBBON. Awarded each semester to cadets who attain an overall GPA of at least a “B” and have an “A” average in AFJROTC. In addition, winners are authorized to wear a gray shoulder cord for the semester immediately after the one for which the award was received. Should a cadet earn both the Academic Ribbon and the Outstanding Flight Ribbon in the same semester (see Outstanding Flight Ribbon), the cadet is authorized to wear a royal blue and gray shoulder cord.

LEADERSHIP RIBBON. Presented to each cadet who successfully completes an approved leadership program of at least 5 days duration.

SPECIAL TEAMS COMPETITION RIBBON. Awarded to team members for placing 1st, 2nd or 3rd in an Air Force or Joint Service Competition to include Color Guard Teams, Rifle Teams, Drill Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, etc.

ORIENTEERING RIBBON. Awarded to team members for “placing” in an orienteering meet.

CO-CURRICULAR ACTIVITIES LEADERSHIP RIBBON. Awarded for leadership in co-curricular activities such as Military Ball Project Officer, Awards Banquet Project Officer, etc.

DRILL TEAM RIBBON. Awarded for distinguished participation in Drill Team Activities. The ribbon is awarded after completion of five (5) events and a cluster is added for each year of qualifying membership beginning with the second year.

COLOR GUARD RIBBON. Awarded for distinguished participation in Color Guard Activities. The ribbon is awarded after completion of five (5) events and a cluster is added for each year of qualifying membership beginning with the second year.

SABER TEAM RIBBON. Awarded for distinguished participation in Saber Team Activities. The ribbon is awarded after completion of five (5) events and a cluster is added for each year of qualifying membership beginning with the second year.

MARKSMANSHIP RIBBON. At the SASI’s discretion, this ribbon at Connally High School Air Force JROTC is awarded to a cadet who has completed the 6 hours of marksmanship safety and range training, passed the marksmanship test with a 100% and who is actively involved with the marksmanship program (shooting on a regular basis) during one school semester.

GOOD CONDUCT RIBBON. Awarded to cadets with no assignments to OCS / AEP of any kind, no adverse reports from other staff or faculty in an academic term.

SERVICE RIBBON. Awarded for distinctive participation in school, community, or AFJROTC service projects.

HEALTH AND WELLNESS RIBBON. Awarded by the SASI for participation in the health and wellness physical fitness program. All cadets who participate in the unit’s wellness program will receive the Health and Wellness Ribbon. All cadets who score in the Physical Fitness Test’s 75-84 percentiles will receive a Bronze Star device; 85-95 percentile they will receive a Silver Star device; and 96-100 percent they will
receive a Gold Star device. Duplicate awards of the Bronze, Silver or Gold percentile will be denoted by the addition of another star on the ribbon.

RECRUITING RIBBON. Awarded for outstanding effort in support of unit recruiting activities. Must recruit at least one cadet into the unit program. Verification is required.

ACTIVITIES RIBBON. Awarded for sustained participation in scheduled unit events.

ATTENDANCE RIBBON. Awarded to cadets with no more than 4 excused absences and no unexcused absences in an academic term.

DRESS & APPEARANCE RIBBON. Awarded for wearing uniform on all designated uniform days and conforming to all AFJROTC dress and appearance standards. Limited to 25% of the cadet corps.

LONGEVITY RIBBON. Awarded for completion of each year of Aerospace Science.

BATAAN DEATH MARCH MEMORIAL HIKE RIBBON. To honor and remember the sacrifices of the victims and survivors of World War II’s Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally-determined 14-mile course (trails, road courses, tracks, etc). Units may complete the full hike in a span of one to no more than three days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14 mile hike are authorized to wear the ribbon.

PATRIOTIC FLAG RIBBON. May be awarded for participation in non-color guard events specifically designed to honor our nation’s flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. SASIs may award this ribbon based on local criteria which must be clearly published in the unit’s Cadet Guide or Unit Operating Instruction.

CIVIL AIR PATROL RIBBONS:
The General Carl Spaatz Award, General Ira C. Eaker Award, Amelia Earhart Award, General Billy Mitchell Award, and the General J.F. Curry Achievement Award earned by AFJROTC Cadets while members of the Civil Air Patrol may be worn on the AFJROTC uniform. Placement will be after the AFJROTC authorized medals / ribbons according to the AFJROTC Ribbon Chart.

OTHER SERVICE AFJROTC RIBBONS:
Medals and ribbons earned while a member of another service JROTC program may be worn on the AFJROTC uniform. Placement will be after any AFJROTC and CAP authorized medals / ribbons in the order specified by the applicable service.

AFJROTC BADGES:
FLIGHT SOLO BADGE. Awarded to any cadet who has a solo flight endorsement by a certified flight instructor for either powered or unpowered aircraft.

PILOT CERTIFICATE BADGE. Awarded to any cadet who possesses a valid FAA pilot’s certificate for either powered or unpowered aircraft.

GROUND SCHOOL BADGE. Awarded for participation in the honors ground school curriculum option.

AWARENESS PRESENTATION TEAM BADGE. Awarded for participation in an awareness presentation team. Cadet must participate in at least three team presentations.
KITTY HAWK AIR SOCIETY BADGE. Awarded to those cadets who are members of the local chapter of the Kitty Hawk Air Society.

MODEL ROCKETRY BADGE. Awarded to cadets who have completed requirements for the award.

DISTINGUISHED AFJROTC CADET BADGE. Awarded to an AS III cadet at the end of the Year. Cadet will wear the badge during their last year in the program. Selection made by the SASI with concurrence of the principal.

ACADEMY OF MODELING AERONAUTICS WINGS. Awarded to cadets who are actively involved in the model airplane team.

AEROSPACE EDUCATION FOUNDATION (AEF) ACADEMIC CADET BADGE. Awarded to rising junior and senior cadets for academic excellence as signified by attaining an overall 3.3 grade point average with no grade below a “C” on their transcript. These individuals must be recommended by the SASI.

AIR FORCE JROTC MARKSMANSHIP SHIELD: At the SASI;s discretion, here at Connally High School Air Force JROTC, this badge is awarded to a cadet who has earned the Marksmanship Ribbon, active one year (two semesters) in the air rifle program, earned at least a Sharpshooter badge and has completed a marksmanship competition. This Marksmanship Shield cannot not be worn with the Marksmanship Badge listed below only wear one or the other.

MARKSMANSHIP BADGES (JROTC Badges): Awarded to all cadets who have met the requirements to participate in the Connally AFJROTC Marksmanship Program and who have also met the required qualification requirements during the qualification period held each semester. A cadet can only earn each badge one time while in the AFJROTC Program. Marksmanship Badge levels are: Marksman / Sharpshooter / Expert.
THIS PAGE INTENTIONALLY LEFT BLANK
AIR FORCE JUNIOR ROTC UNIFORM DIAGRAMS

It is important for cadets to maintain a high standard of dress and personal appearance. The key elements are neatness, cleanliness, safety, and military image. This attachment will cover the placement of badges and insignia on the Air Force Junior ROTC Uniform.

**Cadet Male Headgear**

- **Centered**
- **Black hat band**
- **Plain Black**

*Officer Service Cap may also be worn with the large officer service cap insignia.*

**Flight Cap**

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

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

SERVICE CAP (Officer Only)
Solid Blue Color with no embroidery
Centered

Enlisted Women’s Service Caps may be worn with the Hap Arnold Wings insignia.

FLIGHT CAP* (Officer and Enlisted)

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

- Enlisted Ranks will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.
1. Unit patch (optional). If worn, will be placed on right pocket and centered. (AF Funds may not be used to procure unit patches.)

2. Last Name and AFJROTC tapes, dark blue (mandatory). Tapes are grounded and centered on pockets. Name tape only may be held with Velcro to enable reuse/reissue to a different cadet.

3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.

4. AFJROTC patch: WHITE patch only (mandatory). Will be worn on left pocket and centered.
CADET ABU HEADGEAR

Enlisted Cadets will not wear rank on the ABU cap.

Officers will wear rank insignia on the ABU cap.
1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
2. Unit patch on right ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia centered halfway up the lapel. Bottom of insignia is horizontal with the ground.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
5. AFJROTC patch on left sleeve ½ to 1 inch below shoulder seam centered.
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.
8. Enlisted rank insignia MUST be worn on the blue shirt while wearing the light weight jacket.
1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.

2. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge parallel to top of welt pocket.

3. Kitty Hawk Badge. See Note 15 below.

4. Unit patch. Place ¼ to inch below shoulder seam and centered.

5. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.

6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.

7. Distinguished Cadet Badge. See Note 15 below.

8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.

9. AFJROTC Patch: Place ¼ to 1 inch below shoulder seam and centered.

10. Flight Solo or Flight Certificate Badge. See Note 15 below.

11. Ground School Badge. See Note 15 below.

12. Ribbons, mandatory. Centered, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.

13. Academy of Model Aeronautic (AMA) Wings. Worn 1 inch below pocket.

14. Model Rocketry Badge. Worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.

15. First badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge.

16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder.

17. Enlisted rank insignia MUST be worn on the blue shirt while wearing the service dress.

18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.
1. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge even with to 1 ½ inch higher or lower than the first exposed button.
2. Awareness Presentation Team Badge. See Note 15 below.
3. Unit patch. Center ½ to 1 inch below shoulder seam
4. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam
5. Kitty Hawk Badge. See Note 15 below.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
10. Ground School Badge. See Note 15 below.
11. AFJROTC Patch, mandatory. Center ½ to 1 inch below shoulder seam.
12. Academy of Model Aeronautic (AMA) Wings. Worn 1 inch below pocket.
13. Model Rocketry Badge. Worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
14. Ribbons, mandatory. Center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
15. First badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder.
17. Enlisted rank insignia MUST be worn on the blue shirt while wearing the service dress.
18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.
1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name Tag: Mandatory wear. Blue Plastic with white letters. Must be grounded and centered over wearer’s right pocket.
3. Unit patch. Centered ½ to 1 inch below the shoulder seam.
4. Shoulder tab. Centered between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge. See Note 15.
6. Aerospace Education Foundation (AEF) Badge. See Note 15.
7. Distinguished Cadet Badge. See Note 15.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar.
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use larger male epaulets only).
11. Ground School Badge. See Note 15.
13. AFJROTC Patch, mandatory. Center ½ to 1 inch below shoulder seam.
14. Ribbons are optional. Wear all, some or no ribbons earned. If worn, ribbons will be centered, resting on, but not over the edge of the pleated pocket on the wearers left.
15. First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under epaulet.
17. Medals (regardless of what type) are not authorized for wear on this uniform.
1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ¼ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ¼ inches higher/lower than topmost exposed button.
2. Awareness Presentation Team (APT) Badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) Badge. See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar.
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use smaller female epaulets only)
10. Flight Solo or Flight Certificate Badge. See Note 16.
11. Ground School Badge. See Note 16.
12. Academy of Model Aeronautics (AMA) Wings. See Note 16.
13. AFJROTC Patch, mandatory. Center on sleeve ½ to 1 inch below shoulder seam.
14. Model Rocketry Badge. See Note 16.
15. Ribbons are optional. Wear all, some or no ribbons earned. If worn, center ribbons on wearer’s left, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.
16. First badge is centered ½ inch above name tag or ribbons (as appropriate).
17. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under the epaulet.
18. Medals (regardless of what type) are not authorized for wear on this uniform.
FLIGHT SUIT (Male and Female)

1. *AFJROTC Command Patch* (mandatory). Velcro attached. This style of patch may only be worn on the Flight Suit. Cadets can only wear ground school, flight solo or flight certificate badges upon successful completion those programs (See Ops Supplement, Chapter 7, paras 7.2.1, 7.2.2 and 7.2.3).
5. Flight Suits are authorized for those cadets currently enrolled in or that have successfully completed aviation honors ground school, been awarded a flight solo badge, flight certificate badge or have successfully completed the AFJROTC Flight Academy program.

* Flight patches may be purchased from a vendor using MilPer funds.
1. The blue or white long-sleeve shirt will be plain, knit or woven, commercial type with a short or medium point collar, with button or French cuffs.
2. Enlisted members do not need to wear two sets of ranks on the semi-formal uniform.
3. The Silver Name Tag will not be worn on the semi-formal dress uniform.
4. Black or Blue bow tie may be worn with the semi-formal uniform (white shirt only).
5. Ribbons will not be worn on the semi-formal uniform. Large medals may be worn on the Service Dress coat only, directly under ribbon rack.
6. Authorized badges may be worn on the semi-formal dress uniform. If medals are worn, badges that are normally worn directly under the ribbon rack will not be worn.
7. Headgear is not worn with the semi-formal dress uniform.
Sample Exhibition Uniform

1. Berets. Solid Color, white, dark blue and/or black ONLY, with AFJROTC officer and/or enlisted rank insignia and mini-Hap Arnold Insignia. The former officer flight cap emblem will not be worn on the beret.
2. Shoulder Cord. Cadets are authorized to wear one shoulder cord on the left shoulder. This will be a single “infantry” style cord, without metal tips, no more than 1-inch wide. On the blue shirt the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord.
3. Blue/Silver Name Tags and ribbons may be omitted on uniforms where a drill rifle or other equipment may damage the item or injure the performing member. **This does not apply to uniforms worn during regular uniform days.**
4. Blue pants may be modified to have a 3/4 inch stripe on the outside length of the pants, silver, dark blue, and/or black only. **These items will not be worn on regular uniform days.**
5. Solid color ascots may be worn, colors may be locally-determined (school colors), but must be conservative and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. Ascots will not be worn on regular uniform days.
6. Embroidery on the Air Force blue drill team uniform is not authorized, i.e., on the back of the blue shirt collar or shoulder yoke.
7. Specialized unit rank/shoulder boards are not authorized.
8. Wrist bands are not authorized.
Sample Exhibition Uniform

1. Women’s Service Caps may be worn with the Hap Arnold Wings insignia or Officer Service Cap may also be worn with the large officer service cap insignia large officer’s. Service Caps (wheel and bucket hats) will be a solid color and free of any embroidery.

2. Shoulder Cord. Cadets are authorized to wear one shoulder cord on the left shoulder. This will be a single “infantry” style cord, without metal tips, no more than 1-inch wide. On the blue shirt the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. Cords may be any color.

3. Blue/Silver Name Tags and ribbons may be omitted on uniforms where a drill rifle or other equipment may damage the item or injure the performing member. This does not apply to uniforms worn during regular uniform days.

4. Blue pants may be modified to have a ¾ inch stripe on the outside length of the pants, silver, dark blue, and/or black only. These items will not be worn on regular uniform days.

5. Solid color ascots may be worn, colors may be locally-determined (school colors), but must be conservative and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. Ascots will not be worn on regular uniform days.

6. Embroidery on the Air Force blue drill team uniform is not authorized, i.e., on the back of the blue shirt collar or shoulder yoke.

7. Specialized unit rank/shoulder boards are not authorized.
Sample Uniform Pictures

- Cadet in uniform with various insignia and ribbons.
- Female cadet in light blue uniform.
- Male cadet in dark blue uniform.
- Female cadet in dark blue uniform with some insignia.
Sample Uniform Pictures

[Image of military uniform]

[Image of flight suit]
Sample Uniform Pictures

Local Purchased PTG

FEDMALL Purchased Air Force PTG
AUTHORIZED AIR FORCE JROTC
BADGES AND INSIGNIA

Optional
Enlisted/Officer
Service Cap Insignia

Officer
Service Cap
Insignia

Model Rocketry
Badge

Academy of
Model Aeronautics
Silver Wings

Kitty Hawk
Air Society
Badge

Distinguished
Cadet Badge

Metal or Cloth

Ground School
Badge

Flight Solo
Badge

Flight Certificate
Badge

AEF Badge
(NEW)

Marksmanship
Shield

Awareness
Presentation
Team Badge

Choose one only. Follow APT placement criteria. May NOT wear Marksmanship Shield and a Marksmanship Badge.

Marksmanship

Sharpshooter

Expert

Choose one only. Place directly underneath ribbons. May NOT wear Marksmanship Shield and Marksmanship Badge. Do not wear Marksmanship badges with medals.

Badges/Insignia not listed here are unauthorized.
AIR FORCE JROTC RANK INSIGNIA

CADET OFFICER RANK

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

CADET ENLISTED RANK

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

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