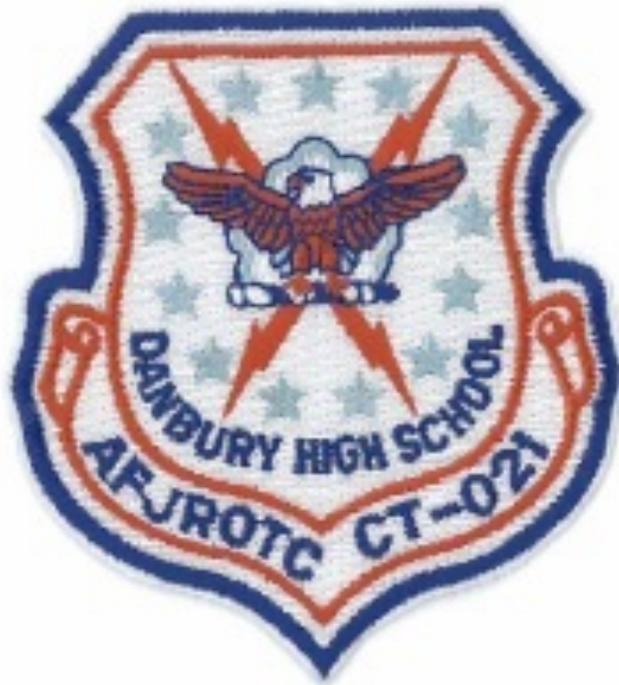


**AFJROTC  
CT-021  
Cadet Guide**



**Danbury High School  
43 Clapboard Ridge Road  
Danbury, CT 06811**

## This Cadet Guide Belongs to:

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The purpose of this Cadet Guide is to consolidate information essential to the success of CT-021, its cadets, and their families. It is a living document and will be revised over the course of the school year.

All cadet operations in CT-021 are in accordance with AFJROTC headquarters (Holm Center) instructions. The information in this Cadet Guide supplements Holm Center instructions and is mandatory for all CT-021 cadets. Information in this Cadet Guide is derived from several sources and was current at the time of publication. Any conflicts should be resolved by referring to source documents. Suggestions for updates, revisions, and changes should be referred to CT-021's Cadet Inspector General using the Cadet Guide Revision Form in Attachment 4.

This Cadet Guide was created by Danbury High School's AFJROTC Cadets of the graduating classes of 2015 through 2017.

### **Prohibition On Physical Discipline and Hazing**

Any form of hazing, whether verbal or physical will not be tolerated within any AFJROTC unit or activity. Requiring cadets to perform any physical action as a reprimand, punishment, or for failure to perform, will not be tolerated within any AFJROTC unit or activity. Examples of prohibited physical activities include, but are not limited to push ups, running laps, or any inappropriate physical contact such as shoving, pulling or grabbing. Any form of verbal abuse, teasing, public rebuke or any attempt to otherwise humiliate a cadet is prohibited. This prohibition is applicable to all AFJROTC unit activities including instructors, cadets and any personnel involved with or participating in an AFJROTC unit or activity. No unit may encourage, facilitate, or otherwise condone secret societies or private clubs as part of the AFJROTC program.

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# Introduction

## Program Description

Air Force Junior Reserve Officer Training Corps (AFJROTC) Mission Statement:

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

The objectives of AFJROTC are to educate and train high school cadets in citizenship, promote community service, instill responsibility, character, and self-discipline, and provide instruction in air and space fundamentals. AFJROTC is open to all Danbury High School students in grades 9 through 12.

The AFJROTC program is grounded in the Air Force Core Values:

**“Integrity First, Service Before Self, and Excellence in All We Do”**

The AFJROTC curriculum emphasizes the Air Force heritage and traditions, the development of flight, applied flight sciences, military aerospace policies, and space exploration. The course syllabi are available on the school website.

Curriculum opportunities include:

- Academic studies
- Character education
- Life skills education
- Leadership opportunities
- Team-building experiences
- Field trips / training opportunities

### **Community Service**

In an effort to produce well-informed and helpful citizens, AFJROTC encourages its cadets to get involved in their local communities. This is one of the most interesting and fun aspects of the AFJROTC experience. Many cadets volunteer their time to support local non-profit events and veteran organizations.

## **AFJROTC Cadet Creed**

I am an Air Force Junior ROTC Cadet.

I am connected and faithful to every corps of cadets who serve their community and nation with patriotism.

I earn respect when I uphold the Core Values of Integrity First, Service Before Self, and Excellence In All We Do.

I will always conduct myself to bring credit to my family, school, Corps of Cadets, community, and to myself.

My character defines me. I will not lie, cheat, or steal. I am accountable for my actions and deeds.

I will hold others accountable for their actions as well. I will honor those I serve with, those who have gone before me, and those who will come after me.

I am a Patriot, a Leader, and a Wingman devoted to those I follow, serve, and lead.

I am an Air Force Junior ROTC Cadet.

## **AFJROTC Cadet Oath**

I will not lie, cheat, or steal,

Nor will I tolerate anyone who does,

Neither will I ever bring discredit to the Corps.

## **Unit History**

Danbury High School's AFJROTC unit, CT-021, was founded in September 1967 and is one of 4 such units in the state of Connecticut out of more than 880 AFJROTC units across the United States and overseas. CT-021 has been named an AFJROTC Distinguished Unit for nine consecutive years and consists of over 100 cadets in grades 9 through 12 taught by 2 instructors who are retired Air Force officers.

## **Organization**

CT-021 is designated as a squadron with its Organization Chart shown in Figure 1, assigned personnel shown on its Unit Manning Document (Attachment 3) and leadership opportunities and progression depicted on its Leadership Pyramid (Figure 2). The Leadership Pyramid is only a guide but shows an ideal progression of a cadet over 4 years in AFJROTC and helps correlate squadron duties and associated ranks. Cadets who demonstrate leadership and commitment receive priority consideration for leadership positions.

The cadet staff changes twice yearly commemorated with change of command ceremonies at the Dining In and the Awards Banquet. Cadets who are interested in becoming the new squadron commander will indicate their interest by submitting their resume and a memorandum highlighting their qualifications and interest to the cadet squadron commander. The cadet squadron commander and the instructors will review the submissions and invite candidates for interviews after school. Based upon qualifications and the interview, the instructors will choose the new cadet squadron commander who will be announced at the change of command.

The new cadet squadron commander will be notified, in advance, and tasked to make recommendations for their new staff – deputy squadron commander, executive officer, and first sergeant prior to the change of command ceremony. The instructors will approve or make recommended changes to the staff. Within one week of the change of command, the new staff is tasked to make their recommendations for the rest of the cadet staff.

Flight commander positions change throughout the year based upon the class. The upperclassmen flight commanders each serve for one semester while freshmen flight commanders each serve for one quarter. The cadet squadron commander will make recommendations for all flight commanders and flight sergeants and the instructors will approve or make recommended changes. Flight commanders taking positions on the cadet staff may be replaced to provide other cadets with leadership opportunities.

Once approved, new flight commanders will be tasked by the new cadet squadron commander to write a memorandum recommending their new element leaders. The squadron commander will make recommendations for change and/or approve the recommendations before forwarding the memorandum to the instructors who will finalize the new choices for element leaders.

## **Job Descriptions and Duties**

### **Cadet Squadron Commander (CC)**

**Summary:** Leads the entire cadet squadron. Selects and directs a staff in the planning and execution of a successful training program for the squadron during the term in command. Organizes and directs flight commanders in the leadership of their flights. Leads development of annual squadron goals and directs staff in pursuit and tracking of these goals.

- Maintain timely awareness of all details of squadron activities and processes
- Conduct weekly Staff Meetings ensuring dissemination of information and guidance
- Ensure and enforce appearance, discipline, training, and conduct standards
- Coordinate staff activities with ASI/SASI including Service X and Color Guard requests
- Direct and coordinate squadron promotion process with appropriate staff personnel
- Gather information and report directly to SASI/ASI

### **Cadet Deputy Squadron Commander (DO)**

**Summary:** Organizes and directs department heads responsible for Special Projects, Logistics, Technology, Personnel, and the Safety Officer. Supervises Dining In, Military Ball, and Awards Banquet Committee Chairmen.

- Assume command in the squadron commander's absence
- Conduct Officer Calls ensuring dissemination of information and guidance
- Ensure and enforce appearance, discipline, training, and conduct standards
- Maintain updated policy, continuity, and notes on operations activities and procedures
- Establish deadline suspenses and ensure follow up and completion
- Gather information and report directly to squadron commander and SASI/ASI

### **Cadet Executive Officer (CCE)**

**Summary:** Manages the orderly flow of communication within the squadron including maintenance of current templates for squadron correspondence. Supervises the leadership of the Cyber Patriot, Aircraft Modeling Association, and Model Rocketry teams and clubs.

- Assist squadron commander in maintaining an accurate squadron calendar of events
- Maintain and monitor squadron deadline suspense list
- Maintain agenda and compile written minutes for Officer Calls and Staff Meetings
- Prepare weekly announcements presentation
- Provide SASI with monthly summary of community service and fundraiser events
- Assist squadron commander and deputy squadron commander with duties

### **Cadet Inspector General (IG)**

**Summary:** Serves as the “eyes, ears and conscience” of the squadron, cadet squadron commander, ASI, and SASI

- Ensure that cadet operations are conducted in accordance with regulations, policies, and procedures
- Provide timely assessments of the discipline, morale, training, and efficiency of squadron operations
- Conduct and track reporting of departmental inspections and flight uniform inspections
- Summarize, track, and report squadron efforts and progress toward unit goals
- Perform other duties as assigned by the SASI/ASI and report directly to the SASI

### **Cadet First Sergeant (CCF)**

**Summary:** Senior enlisted advisor to the instructors and squadron staff. Keeps ASI updated on all NCO issues.

- Oversee all squadron NCOs and enforce uniform, appearance, and conduct standards
- Conduct NCO Calls ensuring dissemination of information and guidance
- Coordinate and announce weekly uniform of the day
- Direct squadron flag detail program and maintain flag detail database
- Lead squadron for large parades

### **Cadet Training Officer (DOT)**

**Summary:** Responsible to the staff for all training issues. Supervises Fitness Officer, Facilities NCO, and Flight Simulator office. Reports to Deputy Squadron Commander.

- Ensure that all department heads are trained in the conduct of their duties
- Ensure that officers and NCOS are trained in maintaining their continuity books
- Assist in training cadets in drill and physical fitness
- Assist the Standardization and Evaluation Officer with promotion testing
- (Fitness Officer) Schedule and plan unit Field Days
- (Facilities NCO) Train cadets in room cleaning and maintain room cleaning schedule
- (Flight Simulator) Train cadet instructors to run the flight simulator training program

### **Cadet Logistics Department Head (LG)**

**Summary:** Manages the operation of the Logistics Room. Maintains and accounts for uniforms, supplies and equipment. Reports to the Cadet Squadron Commander and the ASI.

- Supervise, train, and assign duties to department personnel
- Maintain accurate inventory lists and update the WINGS database
- Maintain storage and cleanliness of uniforms and items stored within Logistics Room
- Supervise and organize uniform issue and return and conduct uniform disposal
- Ensure facsimile rifles and swords are properly accounted for and stored
- Inform ASI, in writing, of items missing, needing repair, replacement, or replenishment
- Conduct monthly inventory inspections and prepare for headquarters inspections

### **Cadet Special Projects Department Head (XP)**

**Summary:** Performs special taskings as assigned by SASI, ASI, and SQ/CC. Focal point for community service activities (Service Xs) and fundraising. Supervises Fundraising office.

- Schedule and coordinate community service activities (Service Xs)
- Advertise and enlist volunteers for community service activities (Service Xs)
- Plan, lead and direct fall semester American Red Cross Blood Drive
- Assist in planning and conduct of Summer Leadership School
- Assist commander in pursuit and tracking of unit's annual goals
- (Fundraising) Schedules, coordinates, and leads/directs unit fundraising activities

### **Cadet Personnel Department Head (DP)**

**Summary:** Executes personnel and administrative duties through maintenance of files, keeping of records, and entry into databases. Serves as the lead cadet for WINGS database inputs and training. Supervises Morale, Welfare, and Recreation (MWR) office.

- Maintain cadet personnel records in accordance with established guidelines
- Maintain the squadron manning document
- Maintain the squadron Master List and rank listing documents
- Track and report cadet Service X attendance
- Coordinate squadron promotion process and ribbon presentations
- (MWR) Plan morale-building activities and events to improve esprit de corps

### **Cadet Technology Department Head (IT)**

**Summary:** Serves as the cyber officer for the squadron. Oversees care and management of all cadet computer equipment. Supervises Public Affairs office.

- Maintain squadron website with timely and accurate information
- Ensure completion of cadet photo release forms for website
- Maintain current version of squadron Cadet Guide
- Maintain software and hardware for squadron flight simulator
- Assist cadets with computer issues
- (Public Affairs) Maintain chain of command, commander, and unit photos

### **Cadet Safety Officer (SE)**

**Summary:** Responsible to the instructors and squadron staff for all safety issues.

- Inspect Logistics Room for safety concerns
- Inspect ROTC Room for safety concerns
- Report all safety issues immediately

### **Cadet Website**

The Cadet Technology Department maintains the unit's website at "<http://ct-021.weebly.com>" to share information. The Uniform of the Week is posted on the website as well as other information including important upcoming events. All cadets must become familiar with the website.

# Cadet Conduct

## Cadet Expectations

Behavior: Cadets should remember that they represent AFJROTC, CT-021, and Danbury High School at all times – in or out of uniform – and they should behave accordingly. Cadets observing other cadets misbehaving or improperly wearing their uniform should feel free to remind the other cadet. Serious behavior and uniform issues may be brought to the attention of the cadet staff or the instructors.

Discipline: CT-021 does not employ a demerit system. The unit's discipline system consists of Letters of Counseling, Letters of Reprimand, and demotions in rank. In addition, cadets may be removed from a leadership position or team membership due to their behavior or performance.

Letter of Counseling: Cadets who miss appointments or meetings or fail to meet other standards may receive a Letter of Counseling (LOC) from the cadet staff or an instructor. An LOC will be kept in the cadet's Personnel Folder.

Letter of Reprimand: Cadets who miss more than 1 appointment or continually fail to meet other standards may receive a Letter of Reprimand (LOR) from the cadet staff or an instructor. An LOR will be kept in the cadet's Personnel Folder and may be accompanied by a demotion in rank.

Demotion in Rank: Cadets failing to meet standards or needing discipline beyond the scope of an LOR may be demoted (temporarily or permanently) by an instructor. In order to return to their previous rank, a cadet must demonstrate to the instructors that they have put the problem behind them and are still worthy of and capable of performing at their previous rank.

## Classroom Procedures

Cadets are expected to be in the classroom before the bell rings. Cadets arriving after "countdown" will knock on and enter through the back room door before checking in with the instructor there before joining their class. The flight commander is in charge of the class and is assisted by the flight sergeant. If the flight commander or flight sergeant is absent, then the element leaders, in succession, fill in for the flight commander and flight sergeant. These cadets are authorized to move to the appropriate seats at the beginning of class.

Starting Class: When the bell rings, all cadets in the classroom will stop what they are doing and stand at "Attention" before conducting the "countdown" ("10, 9, ... ,2,1"). Once the "countdown" is complete (or upon the prompting of the instructor), the flight commander and flight sergeant will lead the class from the podium. When the flight commander gives the commands "Fall out, Fall in by your seats," the flight will come to

attention beside their desks facing the center of the classroom. The flight commander then gives the commands “Parade, Rest” and begins the roll call of attendance.

As each cadet’s name is called, cadets will come to attention, reply “Sir/Ma’am, Here, Sir/Ma’am” and return to parade rest. The flight commander takes the entire roll and then states “All present with the exception of cadets \_\_\_\_” listing the cadets who are absent.

The flight commander now calls the flight to attention and issues the greeting “Good morning/afternoon, \_\_ Flight” followed by the flight’s response “Good morning/afternoon, \_\_ Flight.” As the instructor enters the room, he states ““Good morning/afternoon, \_\_ Flight” to which the flight responds “Good morning/afternoon, Sir/Sergeant.”

During Class: When the instructor leaves or enters the classroom, the first cadet seeing them will call the room to attention. The classroom starts at the blue pillar. DO NOT call the room to attention for the ASI if the SASI is already present in the classroom.

Classroom Rules: The following rules should be known and followed by all cadets.

**DO NOT:**

1. Chew gum/candy in the classroom (ask for permission for a throat lozenge).
2. Bring food or beverages into the classroom (other than water).
3. Sit on tables, desks, or chair backs nor put your feet on seats.
4. Use profanity or improper gestures.
5. Write on the board or use the classroom computer without permission.
6. Disrupt the classroom with loud voices, horseplay, or electronic devices.
7. Leave your assigned seat without permission.
8. Address instructors with “yeah,” “nope,” “uh-huh” or similar phrases.
9. Shout out answers in class without being recognized by the instructor.
10. Interrupt the class with personal issues that can wait until after class.
11. Call the room to “Attention” during exams, study sessions, or whenever a guest is speaking.

**DO:**

1. Address instructors respectfully with “Yes/No, Sir/Sergeant.”
2. Bring all required materials to class and be prepared to participate.
3. Keep book bags and belongings underneath your desks and out of the aisles.
4. Show proper courtesy and respect to all cadets, especially senior ranking cadets.
5. Raise your hand if you wish to talk in class and wait until the instructor responds.
6. Hand in late permission slips, etc., before or after – not during – class.
7. Be extremely careful when exiting/entering the classroom for drill or PT.
8. Ask for permission to use the bathroom pass but try to wait until after class, first.

Returning to Class: When returning to the classroom, fall in by your seats at attention until placed in parade rest by the instructor or flight commander. When returning to class after an excused absence (bathroom or other pass) or when late to class, return to your seat quietly without disrupting the class and prepare for instruction.

Closing Class: The flight commander should keep track of the time and back up the instructor to ensure that class ends on time. Generally, just prior to the end of class, the instructor will allow the flight commander to share any pertinent announcements with their flight. To close class, the flight commander will give the commands “Flight, Attention, Face the Flag” followed by “Present Arms, Order Arms” and “Flight Dismissed at the Bell.” If there is still time remaining before the bell rings, then cadets can talk quietly. All cadets should straighten up their desks, pick up trash, and stay off the mat in front of the door until the bell rings. No one should leave the room without a pass before the bell rings.

PT Class: After greeting the class, the instructor will place the flight at parade rest and inspect the cadets for the appropriate PT uniform – issued PT shirt, athletic pants or shorts, and athletic shoes. Cadets without appropriate clothing and footwear will lose preparation and participation credit for that class. With the instructor’s approval, cadets may participate if they have appropriate clothing and footwear. Cadets with medical excuses must present a copy to the instructor before the beginning of class.

## **Customs and Courtesies**

Respect: The position of honor is on the right. For example, the American Flag is always on the right from its perspective (this may be the viewer’s left). In addition, the senior ranking officer will also be on the right for pictures or when walking. Cadets should show proper courtesy and respect by addressing instructors as “Sir/Ma’am/Sergeant” as in “No, Sir/Ma’am/Sergeant” or “Yes, Sir/Ma’am/Sergeant.” Cadets should show proper courtesy and respect to other cadets, especially cadets of higher rank.

Saluting: When in uniform, cadets will salute the American Flag when it’s on the move or being raised or lowered on a pole. Cadets will also salute the President of the United States, commissioned and warrant officers of the United States Armed Forces (active duty, retired, guard, and reserve) and friendly foreign nations. In addition, cadets will salute ROTC or JROTC officers of higher rank. The salute should be rendered upon recognition of the individual to be saluted.

Do not salute indoors unless utilizing reporting procedures. If carrying items in both hands, then render a verbal greeting in lieu of a salute.

In a group, the first cadet to see the officer calls the group to attention then the group faces and salutes the officer. In formation, the cadet in charge calls the formation to attention and salutes the officer for the formation. In a work detail, the cadet in charge comes to attention and salutes the officer for the detail.

When determining seniority, cadet officers take precedence over cadet NCOs who take precedence over cadet airmen. Within the same rank, cadets with the most time in that rank take precedence. Age is the final criteria to determine seniority. The squadron commander and squadron deputy commander have precedence over cadet officers of their same rank.

Calling the Room/Area to Attention for the Flag: The first cadet to see the flag detail calls the room/area to attention. All cadets will assume the position of attention until directed otherwise. Once the flag detail has passed, the last person calls "As You Were."

Calling the Room/Area to Attention for Senior Officers and VIPs: The first cadet to see the entry of the school superintendent, the school principal, a visiting commissioned officer, the ASI or SASI, or the officers of the cadet staff calls the room/area to attention. The only exception is the presence of a higher ranking individual already present. All cadets will assume the position of attention until directed otherwise.

## **Disenrollment**

Cadets may be disenrolled for:

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

JROTC does not discriminate on the basis of race, color, creed, religion, sex, national origin sexual orientation, or pregnancy status.

# Uniform Policies

## Air Force JROTC Uniform

AFJROTC will issue all cadets their Service Dress uniform that will include the following items:

1. All Weather Coat (includes coat, detachable liner, and belt) (\*)
2. Service blouse or coat (\*)
3. Long sleeve blue shirt (\*)
4. Short sleeve blue shirt (\*)
5. Pants (\*)
6. Skirt (females only) (\*)
7. Flight cap (\*)
8. Tie (males) or tab (females) (\*)
9. Shoes
11. Belt and belt buckle
12. Tee shirt (white, "V" neck issued to males only)
11. Socks (black, one pair)

The instructors will ensure proper initial uniform fitting and issue uniforms to cadets after they have completed the Uniform Contract and given a \$50 uniform deposit. When cadets graduate or leave the program, a portion of the deposit is returned based upon the condition of the returned uniform. Only uniform items with an asterisk (\*) above need to be returned.

The AFJROTC uniform must be worn correctly – and with pride! The uniform is the distinctive dress of a proud and honorable profession. With a few minor exceptions, the cadet uniform is the same as the official United States Air Force uniform.

A GOOD FIRST IMPRESSION IS EXTREMELY IMPORTANT! Everyone – both in the school and in the community – will notice your uniform. If a cadet is well behaved, displays good bearing, is courteous, well groomed, and wears their uniform correctly, they make a good impression. If the cadet is ill mannered, unkempt, loud, boisterous, or wears the uniform incorrectly, they make a poor impression.

### **Uniform Combinations**

- Service Dress: Includes the service dress blouse, long or short sleeve light blue shirt with tab (females) or tie (males), skirt (females only) or pants, shoes with black socks, the flight cap, and accessories.
- Long Sleeves: Includes the long sleeve light blue shirt with tab (females) or tie (males), skirt (females only) or pants, shoes with black socks, the flight cap, and accessories.

- Short Sleeves: Includes the short sleeve light blue shirt (tab or tie, if approved by the SASI), skirt (females only) or pants, shoes with black socks, the flight cap, and accessories.
- Semi-Formal: Same as Service Dress – except for no nametag on blouse; light blue shirt is replaced by a white dress shirt (no button downs), and the flight cap is not worn.
- PT: Blue unit PT shirt, suitable pants for exercising, sweat pants or sweatshirt (if issued), sneakers.
- ABU: Tan tee shirt, ABU blouse, ABU pants, tan utility belt, ABU cap, sage green socks, sage green boots.

## Uniform Wear Policies

- All cadets **must** wear the AFJROTC uniform at least one day per week.
- Normally, Uniform Day is Wednesday.
- Uniform days are established by the SASI who approves the First Sergeant's weekly uniform recommendation before the First Sergeant posts the Uniform of the Day (UOD) on the sign in the classroom. The UOD is also posted on the cadet website.
- Once trained by the ASI, all cadets are responsible for the correct and timely wear of their uniform.
- AFJROTC cadets will wear the standard service uniform prescribed in AFI 36-2903 and as shown in the Uniform Diagrams (Figures 7 – 9).
- Cadets must wear the appropriate uniform on Uniform Days all day until 2:00 pm.
  1. Cadets may change into other clothing for gym class, labs, art classes, or other classes that may damage the uniform - but they must change back into uniform following that class.
  2. Cadets changing out of their uniform for other than the reasons noted above will receive a "0" grade for a failed uniform inspection.
- If absent on a Uniform Day, cadets are expected to wear the appropriate uniform on the next day back to school or receive a "0" grade for a failed uniform inspection.
- Three (3) uniform "0" grades will result in grade of no higher than a "D" for that week's inspection in accordance with the syllabus.
- Civilian clothing items will not be mixed with uniform items except for authorized plain black gloves, ear muffs, or scarves.
- No coats, sweaters, or outerwear will be worn over the uniform, except the All Weather Coat.
- Patent leather black uniform dress shoes are permanently shined shoes. For that reason, only 3rd and 4th year cadets are authorized to wear them. If desired, cadets may purchase patent leather shoes at their own cost.
- Cadets who have not yet been issued Air Force shoes may wear plain, black, leather shoes without additive pieces but with rounded edges and black laces, until issued Air Force shoes.
- The Individual Uniform Inspection Record grading standards (shown below) are the final authority on uniform grades.

<b>Grading</b>	<p>(1) Discrepancies: <b>ND</b> = "A+" (100), <b>1</b> = "A" (94), <b>2</b> = "B" (84), <b>4</b> = "C" (74), <b>6</b> = "D" (69), <b>7+</b> = "F" (64), "No Uniform/Partial-day wear" = "F" (0).</p> <p>(2) Automatic "F" = <u>Mix/partial-day wear</u>, <u>no/wrong uniform</u>, <u>grooming</u>, <u>excessively wrinkled/dirty</u>, <u>un-pressed</u>, <u>tattoos</u>, <u>missing item</u>.</p> <p>(3) Automatic "D" = <u>Shoes</u> (not shined), <u>socks</u> (non-black/designed), <u>undergarment</u> (missing, non-white, not hidden), <u>jewelry</u>, <u>ribbons and devices</u>, <u>repair</u>, minor repeat discrepancies.</p> <p>(4) Make-up "D" or "F" uniform grades <u>within 48-hours</u>. Highest grade possible for a make-up is a "B".</p> <p>(5) Three "Zero" (F) uniform inspection grades will result in a course grade of no higher than a "D" for the current marking period.</p> <p>(6) "Extra Credit" uniform inspection points: A+ = 20, A = 15, B = 10, C = 5, D and F = 0. Points are added to the previous uniform inspection grade.</p>
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**Absent/Excused/ND/No Uniform/Repeat** ~ Alignment: (*Button, Cap, Cap Insignia, Gigline, Nametag, Lapel, Rank, Ribbon rack, Other badges*) ~ Alteration ~ Belt/Buckle ~ Bulk ~ Dirty/Excessive ~ Grooming ~ Jewelry ~ Lint ~ Missing item: \_\_\_\_\_ ~ Mix wear ~ Partial-day wear ~ Repair ~ Ribbons/Devices ~ Shoes ~ Snakes ~ Socks ~ Tie/Tab ~ Undergarment ~ Un-pressed ~ Wrinkled/Excessive ~ Wrong uniform ~ Other:

- **Makeup Policy:** Cadets have 48 hours to make up a failed uniform inspection grade and improve that grade as high as a grade of "B" for that inspection.
- **Extra Credit Policy:** Cadets may wear the appropriate uniform for extra credit in the 48 hours following Uniform Day. Cadets may wear the ABU on Tuesdays in accordance with the Airman Battle Uniform Policy below.
- **PT Uniform Policy:** Cadets will wear the Physical Training (PT) shirt on Fridays as well as appropriate athletic footwear and pants, shorts, or sweatpants for exercise.
- **Airman Battle Uniform (ABU) Policy:** ABU may be worn with the following guidance:
  1. Cadets purchase ABU items at their cost after confirming sizes with the ASI.
  2. Cadets must wear the green sage boots with the ABU.
  3. Cadets must have the properly fitted ABU to attend JCLC.
  4. Once a cadet has passed their blues uniform inspection for the school year, they are authorized to wear the ABU on Tuesdays for extra credit consideration.
  5. Upon failure of a blues uniform inspection, cadets are not authorized to wear the ABU until passing their blues inspection.
  6. Upon second failure of a blues uniform inspection within a semester, cadets are not authorized to wear the ABU for the remainder of that semester.
  7. Wear of the ABU outside of JCLC or Tuesday inspection requires SASI approval.

**Uniform Adjustment Policy:** Uniform adjustments may only be made as follows:

- **Tuesdays (Minor adjustments):** Flight caps, ribbons/clusters/ranks, ribbon racks, ties/tabs, badges, nametags, belts, buckles – but NO Uniform Alterations!
- **Thursdays (Major adjustments):** Include shirts, pants, skirts, blouses, shoes, All Weather Coats, PT shirts – AND Uniform Alterations!

Uniform Replacement Policy: Cadets should bring unserviceable or ill fitting uniform items to the instructors on uniform adjustment days. Uniform items that have been damaged due to cadet negligence or improper maintenance must be replaced, at cost, by the cadet. The Uniform Replacement Price List is Figure 6. Please keep in mind that prices may change without notice.

If uniform items have become unserviceable due to normal wear and tear, then the items will be replaced, at no cost, to the cadet. The ASI will make the determination on item replacement or alterations. Cadets are responsible for ensuring that returned items are laundered or dry cleaned and returned on a hanger and covered in plastic.

Cords and Ropes Policy: Ropes, cords, or aiguillettes are distinctive uniform accessories that denote leadership or membership in select activities. The following ropes are authorized in CT-021:

- Advisor: Red, White, and Blue
- Squadron Commander: Blue and silver
- Command Staff: Blue
- Inspector General: Yellow and Grey
- Honor Guard Commander: Silver with 2 aiguillettes
- Honor Guard: Silver
- Drill Team: Red

Cords and ropes should be free of fraying and will not have any piece that protrudes and could potentially cause harm. Cords and ropes may be worn with all uniform combinations except the ABU and PT uniforms. Only one cord or rope will be worn at any time.

Medal Wear Policy: Cadets are authorized to wear earned medals on their Service Dress uniform for the annual AFJROTC Awards Banquet and the Memorial Day Parade. In addition, the SASI may authorize wear of medals on other occasions.

### Appearance and Grooming

When a cadet wears the uniform, he/she is responsible for presenting a neat, clean, and professional military image. Appearance and grooming standards help cadets present the image of disciplined cadets who can be relied upon to do the job they are called on to do. A professional military image has no room for the extreme, the unusual, or the faddish.

**Jewelry.** While in uniform, you may wear a wristwatch and rings, but no more than three rings at any one time. You may wear one bracelet if it is neat and conservative. However, the bracelet must not detract from military image, must not be wider than one-half inch, and must not subject anyone to potential injury. You may not wear ornaments on your head or around your neck. Thumb rings are not allowed in

uniform. Colored bracelets that support a cause are also not allowed.

Female cadets in uniform may wear earrings if the earrings are conservative and kept within sensible limits. For example, you may wear one small spherical (diamond, gold, white pearl, or silver) pierced or clip earring on each earlobe. The earring worn in each earlobe must match. Earrings should fit tightly without extending below the earlobes, unless they are clip earrings. Male cadets in uniform may not wear earrings.

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

**Tattoos or Brands.** Whether you are in or out of uniform, tattoos or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform. The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance. The tattoo may be covered up with a skin-colored bandage while in uniform and still participate in the program. However, tattoos and brands should be discouraged. The cadet should be counseled on the fact that tattoos and brands may preclude him or her from serving in the military.

**Body Piercing.** Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might be visible through the uniform). Female cadets in uniform, however, are allowed to wear conservative earrings, pierced or clip style, in their earlobes.

### **Specific Female Cadet Grooming Guidelines**

**Hair.** Your hair should be no longer than the bottom of the collar edge at the back of the neck. Your hairstyle must be conservative—no extreme or faddish styles are allowed. It should also look professional and allow you to wear uniform headgear in the proper manner, so your hair must not be too full or too high on the head. In addition, your hairstyle shouldn't need many grooming aids. If you use pins, combs, barrettes, elastic bands or similar items, they must be plain, similar in color to your hair, and modest in size. Wigs or hairpieces must also conform to these guidelines.

Hair will not contain excessive amount of grooming aids, touch eyebrows. Hair color/ highlights/frosting (must not be faddish). Examples of natural looking for

human beings: Blonde/Brunette/ Red/Black/Grey. No shaved heads or flat-top hairstyles for women. Micro-braids and cornrows are authorized for women. *EXCEPTION:* Hair may be visible in front of women's flight cap. However, long hair will be secured with no loose ends.

**Skirts.** The length of your skirt may not vary beyond the top and bottom of the kneecap. Your skirt should fit smoothly, should hang naturally, and must not be excessively tight. You must wear hosiery with the skirt. Choose a sheer nylon in a neutral dark brown, black, off-black, or dark blue shade that complements the uniform and your skin tone.

### **Specific Male Cadet Grooming Guidelines**

**Hair.** Keep your hair clean, neat, and trimmed. It must not contain large amounts of grooming aids such as greasy creams, oils, and sprays that remain visible in the hair. When your hair is groomed, it should not touch your ears or eyebrows, and only the closely cut or shaved hair on the back of your neck should touch the collar. Your hair should not exceed 1 1/4 inch in bulk regardless of the length. Bulk is *the distance that the hair projects from the scalp when groomed* (as opposed to length of the hair). The bulk and length of your hair must not interfere with wearing any Air Force headgear properly, and it must not protrude below the front band of the headgear. Your hair must have a tapered appearance on both sides and back, both with and without headgear. A tapered appearance means that, when viewed from any angle, the outline of the hair on the side and back will generally match the shape of the skull, curving inward to the end point.

Your hair may not contain or have attached to it any visible foreign items. If you dye your hair, it should look natural. You may not dye your hair an unusual color or one that contrasts with your natural coloring. You may have sideburns if they are neatly trimmed and tapered in the same manner as your haircut. Sideburns must be straight and of even width (not flared) and end in a clean-shaven horizontal line. They may not extend below the lowest part of the outer ear opening. No extreme or faddish hairstyles are allowed. Hair may not protrude below the front band of properly worn headgear.

Mustaches are authorized but must be neatly trimmed and will not extend downward beyond the lip line of the upper lip or extend sideways beyond a vertical line drawn upward from both corners of the mouth. Beards are not authorized except by the SASI on the advice of a medical official.

# Events

## Mandatory Events

As listed in the DHS Aerospace syllabi and on the AFJROTC Annual Schedule, there are 4 mandatory, graded events for AFJROTC cadets each year. Cadets will wear the Service Dress uniform to these events. (Uniform Exception: For the Dining In, First Year In Training (FIT) cadets will wear their long sleeve uniform with tie/tab and hand carry their Service Dress coat on a hanger and covered in plastic.)

- Dining In (late October to late November)
- Military Ball (early March)
- Memorial Day Parade (Memorial Day)
- AFJROTC Awards Banquet (mid May)

## Squadron Events

There are many optional events over the course of the school year, including:

- Summer Leadership School (second week of August)
- Veterans Day Ceremony (Veterans Day)
- Bethel Drill Meet (November)
- Newburgh Drill Meet (March)
- St. Patrick's Day Parade (March)

## Community Service Events (“Service Xs”)

Service X's are cadet community service events and are very important to the squadron as a way of helping out the community, the school, and the squadron. Gaining experience in community service in high school is also an important aspect of being a prospective college student and a better citizen as an adult. In addition, Service X participation is a prerequisite for promotion in CT-021.

Service X's are coordinated by the Special Projects Department Head, the Squadron Commander, and the Aerospace Science Instructor (ASI), prior to approval by the Senior Aerospace Science Instructor (SASI). Once approved, the cadet staff will ensure that a sign up sheet is prepared and posted for the cadets to sign up for the Service X.

Once a cadet has signed up for a Service X, they are expected to attend. If a cadet is unable to attend, they are responsible to notifying the cadet in charge of the Service X (or the ASI/SASI) at least 24 hours in advance so that a replacement can be found. If a cadet fails to attend a Service X or notify the appropriate personnel of their absence, the cadet will be subject to the unit's Behavior and Discipline policy.

Some examples of Service Xs include school Open House and Parent/Teacher Conferences, the American Red Cross Blood Drive, and other local community service events.

A cadet desiring Service X credit for community service performed outside of AFJROTC must follow this process:

1. Obtain a written note signed by an adult leader of the outside service organization.
2. Submit a request (in Air Force official memorandum format) to the Squadron Commander for outside Service X consideration and attach the written note.
3. If the squadron commander endorses the request, they will forward it to the SASI for approval with a recommendation of how many Service X points it should receive.
4. If approved by the SASI, the request memorandum and written note will be kept with the cadet's promotion paperwork.

## **Fundraisers**

Fundraising is important to ensure that the cadets have the resources that they need to take field trips and participate in other activities. The cadet fundraising officer is responsible for planning and directing fundraising activities that consist, primarily, of weekend bake sales held in front of local grocery stores roughly twice each month during the school year. Parental supervision is necessary to conduct these bake sales and the cadets greatly appreciate donations of baked goods, too.

Fundraising events will be announced to the cadets in the weekly announcements, listed on the cadet website, and included in the annual CT-021 calendar, if time allows. No later than the Friday preceding a weekend bake sale, the instructors and cadet staff will meet to discuss the location, staffing, chaperon, and weather for the upcoming bake sale. If the conditions aren't sufficient, then the bake sale will be postponed. The postponement will be announced to the cadets and posted on the board in class. The postponement should also be posted on the cadet website.

Questions regarding fundraising opportunities should be directed to the SASI.

## **Field Trips**

We will take several field trips during the school year. We will plan to take field trips in September, in December, and in April. In addition, when budget allows we will plan a 4- to 5-day, overnight field trip over the Presidents' Day Recess.

All field trips will be conducted in accordance with school policies. All field trips will require completed parental permission forms. Some field trips will require that cadets pay a portion of the costs for the trip. The costs of the overnight trip will be higher than day trips but we will try to subsidize as much of the overnight trip as we can with funds raised by the cadets. We will also try to reduce costs by staying at and dining in military facilities while traveling.

Additional field trips include Drill Meets - whether bus transportation is provided or not. The Bethel Drill Meet (held each November) will require field trip permission slips for cadets attending as participants or spectators but there will not be a bus provided. Other drill meets including Newburgh (held each March) will have bus transportation and require field trip permission slips.

### **Staff Meetings**

Generally, cadet staff meetings will be held after school once at least once each month. All senior staff, department heads, and flight commanders are expected to attend. Other cadets attend as directed. The squadron commander is responsible for developing an agenda and leading these meetings.

### **Officer and NCO Calls**

Generally, Officer and NCO Calls will be held after school at least once each month. All cadet officers and non-commissioned officers are expected to attend. The squadron executive officer and squadron first sergeant, respectfully, are responsible for developing the agendas for and leading these meetings.

### **Awards, Ribbons, and Rank Presentations**

Generally, presentations will be made in class on Wednesdays when cadets are in uniform. Presentations include rank “pin-ons,” quarterly ribbons, Top Gun awards, Honor Flight awards, and other recognition. Only cadets in uniform will be recognized. The Personnel Department is responsible for coordinating the slides, the rank insignia, the ribbon “IOUs,” and any certificates for presentation. Newly sworn in cadets will have their new ranks “pinned on” after the Dining In.

Ribbon “IOUs” should be filled out by the recipient and presented to Logistics or an instructor on a uniform adjustment day in exchange for the associated ribbon and/or devices. Lost “IOUs” will not be replaced. Cadets should exchange ribbon “IOUs” within one week of award and updating their personnel record at that time.

### **Summer Leadership School (SLS)**

CT-021 hosts a day camp at the school – planned by cadets and run by cadets – each year in the second week of August introducing new cadets to AFJROTC. New

cadets graduating from SLS can initially promote directly to Cadet Airman and the top graduate can promote directly to Cadet Airman First Class.

# Recognition

## Top Gun

CT-021 has a “Top Gun” quarterly academic honor roll with the objective to recognize the top performing scholars in the unit. Strong academic performance is extremely important to the success of a cadet in AFJROTC and beyond.

Our criteria for “Top Gun” recognition are: (1) a 3.50 quarterly, un-weighted GPA and (2) passing all classes. Failing or incomplete grades will disqualify a cadet from consideration. After the distribution of each report card, instructors will determine which cadets are eligible and announce the “Top Gun” honor roll in class. Each academic “Top Gun” will receive a certificate and have their name placed on the “Top Gun” board for the semester.

Instructors will do their best to recognize “Top Gun” cadets at ceremonies and share the list with the school administration. Instructors urge cadets to work hard in the classroom and strive to improve their performance in the classroom. Academic “Top Gun” recognition is something that all cadets are capable of achieving and the instructors look forward to handing out many “Top Gun” certificates.

## Honor Flight

CT-021 has an Honor Flight Program with the objective of enhancing esprit de corps, instilling unit pride, and fostering friendly competition among our flights. Each month, September through April, the instructors will select a monthly Honor Flight winner based upon the following criteria:

- 40% Flight AFJROTC Academic Average
- 20% Flight Uniform Inspection Average
- 20% Flight Drill Test Average
- 10% Flight Class Attendance Average
- 10% Flight Service X Per Capita Participation Average

Instructors will tally each flight’s academic, uniform inspection, and drill test averages. Instructors will calculate flight class attendance averages with unexcused absences and unexcused tardies reducing a flight’s attendance average. The squadron executive officer tasked with providing each flight’s Service X participation average to me by the last full school day of each calendar month using the attached spreadsheet.

Instructors will award the Honor Flight Streamer to the top flight in a guidon ceremony conducted on the first uniform day of each calendar month from October through May each year. The Honor Flight Streamer will remain with the Honor Flight’s guidon until the next winner is announced. At the end of April, the averages

will be totaled for the year and our annual Honor Flight award winner will be named at the AFJROTC Awards Banquet – with flight members earning the Outstanding Flight Ribbon.

## **Promotion Process**

CT-021's promotion process is designed to be objective and consistent yet flexible as it rewards cadets for demonstrating their knowledge, performance, and leadership. Our promotion process is based upon the "whole person" concept that includes excellence in leadership qualities, academics, conduct, teamwork, cooperation, uniform wear/personal appearance, and AFJROTC, school, and community involvement. It is designed to help cadets develop and achieve their goals.

Our quarterly promotion process is based upon a points system and has several components:

- Promotion Recommendation Form tracks and documents the process
- Flag details (minimum promotion requirement is 3 flag details per quarter)
- Service Xs (minimum promotion requirement is 2 Service Xs per quarter)
- Grade point average (minimum quarterly average based upon rank)
- Uniform inspection average
- Knowledge and drill tests (based upon rank)
- Staff and leadership experience requirements (based upon rank)
- Job performance rating

All cadets who avoid school suspensions are eligible for promotion and encouraged to pursue the requirements and submit their Promotion Recommendation Form each quarter.

The cadet staff will publish the promotion process timeline each quarter. It begins with the distribution of the Promotion Recommendation Form (Figure 11) to interested cadets who submit the completed form with their quarterly report card. The cadet staff collects the forms and calculates who is qualified to test for promotion before publishing the names on the board. Cadets qualified to test will take the rank-appropriate knowledge and drill tests on the schedule published by the staff.

When the promotion testing is complete and all promotion calculations have been completed, the cadet squadron meets with the SASI to finalize promotion recommendations. The SASI is the final authority for all promotions. Occasionally, highly qualified cadets may be promoted 2 grades in a quarter ("double promote") based upon outstanding performance and contributions to the squadron. Cadets should submit Promotion Recommendation Forms to document performance for future consideration - especially for the ranks of Cadet Second Lieutenant and Cadet

Major. These ranks require 50 promotion points that must be obtained over two consecutive quarters.

Cadets who attend Summer Leadership School do not have to take the Cadet Airman test to promote to that rank.

Cadets with more than one squadron job will receive the average job performance rating of all jobs held in a quarter.

Promotions and assignments are not based solely upon past performance but on cadets' potential and willingness to assume jobs of increased importance. AFJROTC is designed to be a "leadership laboratory" where cadets can develop their leadership potential.

Our cadet promotion system promotes cadets to permanent ranks and the executive officer will maintain a current roster of permanent ranks. Cadets may be assigned temporary ranks based upon their position on the Unit Manning Document (Attachment 3). All promotions will be confirmed with a promotion order.

# Clubs, Teams, and Committees

## Clubs

CT-021 has several clubs (Cyber Patriot, Static Model Program, Model Rocketry, and Kitty Hawk Air Society) that provide leadership opportunities and add to the “fun factor” of becoming more involved AFJROTC. As a “cadet run” program, CT-021 needs committed, professional leaders for these clubs chosen by the instructors and staff based upon their ability to lead. Once chosen, these club leaders must follow the following “Rules of Engagement” to lead and direct their club through a successful season:

- a. The club leader (and the Executive Officer) will ensure that the club has a deputy leader and an experienced advisor (if available).
- b. The club leader (and the Executive Officer) will draft a schedule ensuring that the club can meet all of its objectives in a reasonable time period. This schedule must include, as a minimum:
  1. An interest meeting
  2. Adequate time to conduct training and testing
  3. Adequate time to build items
  4. Adequate time to conduct presentations and launches
  5. Backup dates
- c. The club leader (and the Executive Officer) will ensure that the ASI reviews and SASI approves the club schedule at least 2 weeks before holding an interest meeting.
- d. The club leader completes an After-Action Report (AAR) with the assistance of the Executive Officer and submits it to the staff for approval NLT 2 weeks after the end of the activity. The AAR will be filed in the club’s continuity book.

Kitty Hawk Air Society: CT-021 does not currently have an Kitty Hawk Air Society (KHAS).

## **Teams**

Drill Team: Drill Team membership is open to all cadets except returning seniors. Seniors with less than 3 years in AFJROTC may appeal to the ASI for membership on the drill team. Returning seniors may apply through the ASI for a Drill Team Advisor position. All Drill Team membership decisions are handled by the ASI. Drill Team members are expected to uphold the highest standards of behavior and uniform wear.

Color Guard: Color Guard membership is open to all members of the Drill Team. Drill Team members may attend Color Guard meetings to demonstrate interest then observe and practice Color Guard commands.

Honor Guard: Honor Guard members are hand-picked from the cadet corps by the Honor Guard commander and the ASI based upon standing in AFJROTC, uniform wear grades, and drill proficiency.

Saber Team: Saber team members are chosen from the Honor Guard.

Awareness Presentation Team: CT-021 does not currently have an Awareness Presentation Team (APT).

## **Committees**

CT-021 has three committees that provide leadership opportunities through the planning and conduct of our mandatory banquets each year: the Dining In, the Military Ball, and the Awards Banquet. As a “cadet run” program, CT-021 needs committed, professional leaders for these committees who are chosen by the instructors and staff based upon their ability to lead. Once chosen, these committee chairmen must follow the following “Rules of Engagement” to plan successful events for our unit:

- a. The committee chairman (and the Deputy Squadron Commander) will ensure that the committee has a deputy chairman and an experienced advisor (if available).
- b. The committee chairman (and the Deputy Squadron Commander) will draft a planning schedule ensuring that the committee can meet all of its objectives in a reasonable time period. This schedule must include, as a minimum:
  1. An interest meeting (NLT 1 month before the event)
  2. A list of activities and the cadets assigned to those activities
  3. The due date and details for the table and seating arrangement
  4. The due date for the script and brochure (NLT 1 week before the event)

c. The committee chairman (and the Deputy Squadron Commander) will ensure that the ASI reviews and SASI approves the committee planning schedule at least 2 weeks before holding an interest meeting.

d. The committee chairman completes an After-Action Report (AAR) with the assistance of the Deputy Squadron Commander and submits it to the staff for approval NLT 2 weeks after the event. The AAR will be filed in the committee's continuity book.

## **Miscellaneous**

### **Physical Training (PT) Program**

Our PT Program is based upon the AFJROTC Wellness Program and the guidelines of the Presidential Fitness Program. The goal of our PT Program is for all cadets to achieve their maximum physical fitness. The PT Program assessment consists of 5 events: 1-mile run, pushups, situps, shuttle run, and flexibility test.

After completing parental participation permission form, cadets establish and work towards individual physical fitness goals based upon their age and gender over the course of the school year. Cadets will establish their PT baseline in September and participate in an end of year PT assessment in May. Cadets who meet their fitness goals at the end of the year may earn the Health and Wellness Ribbon. The Physical Training Plaque is awarded annually to the most outstanding cadet in PT, as determined by the instructors.

PT is normally held every Friday during AFJROTC class. Grading is conducted in accordance with the PT grading rubric. Cadets are expected to come prepared for class – wearing their PT shirt, athletic footwear and pants, shorts, or sweatpants for exercise. Failure to be dressed adequately for PT will result in a lower grade but the cadet may still participate in PT at the instructor's discretion.

The flight commander will lead the flight through their exercises beginning with the stretches and followed by the exercises, as listed below:

#### **Stretches**

Arm Stretch  
Triceps Stretch  
Quad Stretch  
Hamstring Stretch  
Calf Stretch  
Hip Circles  
Other appropriate stretches, as approved by the instructors

#### **Exercises**

Pushups  
Situps  
Side Straddle Hops  
Other exercises, as approved by the instructors

## **Reserve Cadets**

AFJROTC defines a “Reserve Cadet” as a cadet who has been a cadet for at least one academic year but is not participating in an AFJROTC course for the current year. The SASI has not authorized Reserve Cadet status at CT-021.

## **Back Room Procedures**

Cadets who wish to enter to back room to speak with an instructor must report in to that instructor. Cadets who need to enter the class through the back room door must report in to the instructor in the back room. Other cadets who wish to enter the back room may report in to the commander, deputy commander, or to the advisor (if no instructors or the deputy/squadron commander are present).

Cadets reporting in to the back room will use the following procedures:

Reporting in to the SASI or cadet officer: Cadet will come to attention, salute, and state “Sir/Ma’am, Cadet/FIT <last name> request permission to enter.” When permission has been granted, the cadet lowers their salute, returns to attention, and states “Thank you, Sir/Ma’am” and enters the back room.

Reporting in to the ASI: Cadet will come to attention, then parade rest, and state “Sergeant, Cadet/FIT <last name> request permission to enter.” When permission has been granted, the cadet returns to attention and states “Thank you, Sergeant” and enters the back room.

During lunch periods or with a pass during other periods, cadets are authorized to spend time in the back room. If a cadet does not have a pass, they must be in the back room before the bell rings or they may be refused entry. Cadets in the back room are expected to work on class work or JROTC work before using the flight simulator or other leisure activities.

Cadets will not bring food or drink into the back room. (Exception: The squadron commander and deputy squadron commander may eat and drink at the staff desk.)

Cadets in the back room should keep their conversations quiet so that they do not interfere with the class in session. Cadets should keep their book bags underneath the tables and out of the aisles. Before leaving, cadets should inspect the back room and pick up litter, straighten up tables and chairs, and refill paper in the printers and copiers.

Cadets wishing to use the bathroom pass, the computers and printers, or access their Personnel Folders should ask an instructor for permission first. Cadets needing uniform help on Tuesdays or Thursdays may ask an instructor for assistance and the instructor can assist if they have the time. Instructors may, in turn, ask other cadets (especially Logistics Department personnel) for assistance.

## **Permanent Passes**

The ROTC Room provides a great environment for cadets to study, use the computers for research, or to work on assignments during their free time. If cadets want to spend their lunch or study hall periods in the ROTC Room they can request a “permanent pass” through the cadet staff allowing them to spend their free period in the ROTC Room. Cadets are still responsible for ensuring that they are accounted for in study hall attendance. If a cadet is going to spend their lunch period in the ROTC Room, they must: (1) be in the room before the bell rings or (2) have a pass.

## **Flight Simulator**

The Holm Center provides a computer flight simulator for the squadron. This flight simulator is available for cadet use during free periods once a cadet has completed the seven-lesson Flight Simulator Training Syllabus under the instruction of a cadet flight instructor. One significant benefit of the Flight Simulator program is that completion of the training syllabus will be used as one of the criteria to prioritize and select cadets to fly on Civil Air Patrol (CAP) observation flights when CAP funding is available.

The Training Officer is in charge of the Flight Simulator and should train and certify a Chief Flight Instructor who will, in turn, train and certify a number of Flight Instructors. The Flight Instructors will train cadets interested in the use of the Flight Simulator and document that training in the operations manual. The operations manual for the Flight Simulator should remain near the Flight Simulator.

Technological issues with the Flight Simulator should be addressed immediately to the SASI or ASI.

Figure 1. Organization Chart

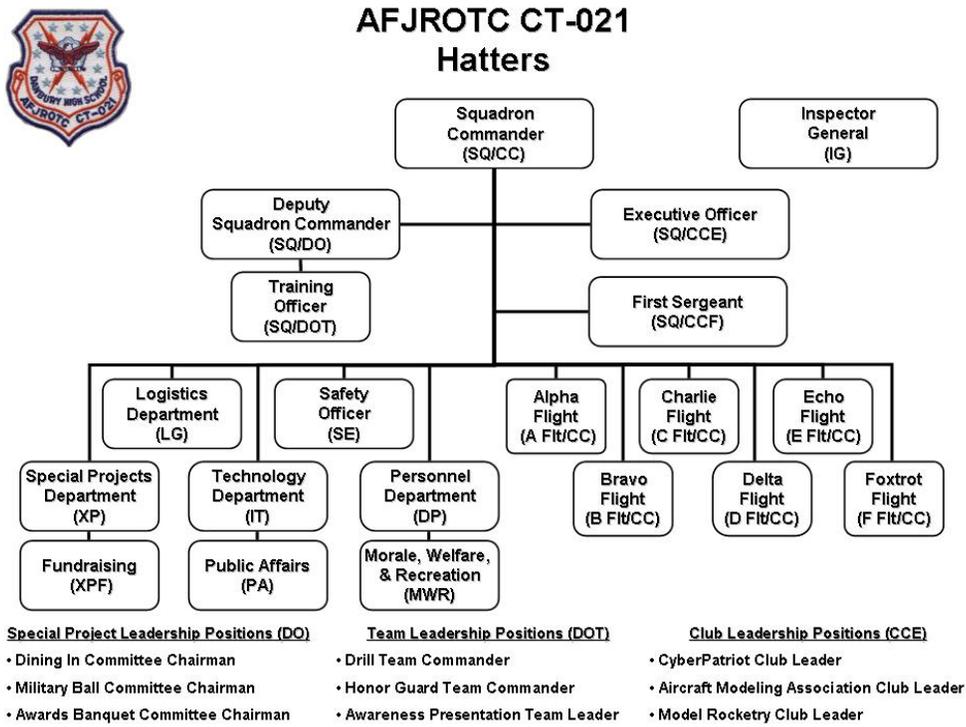


Figure 2. Leadership Pyramid

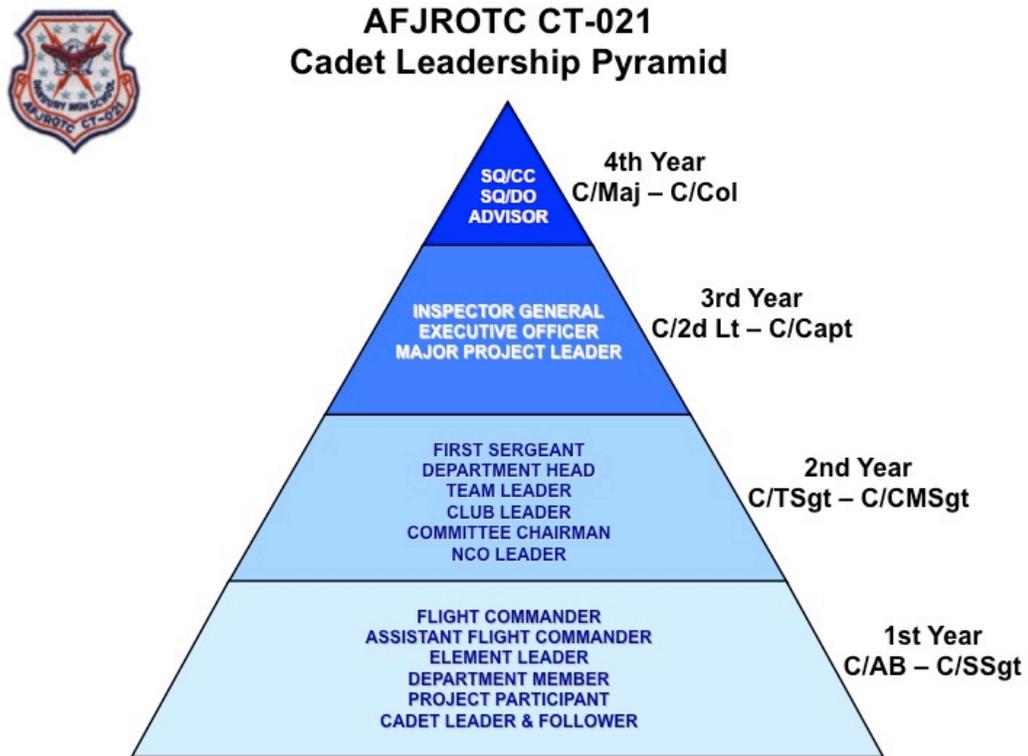


Figure 3. AFJROTC Rank Chart

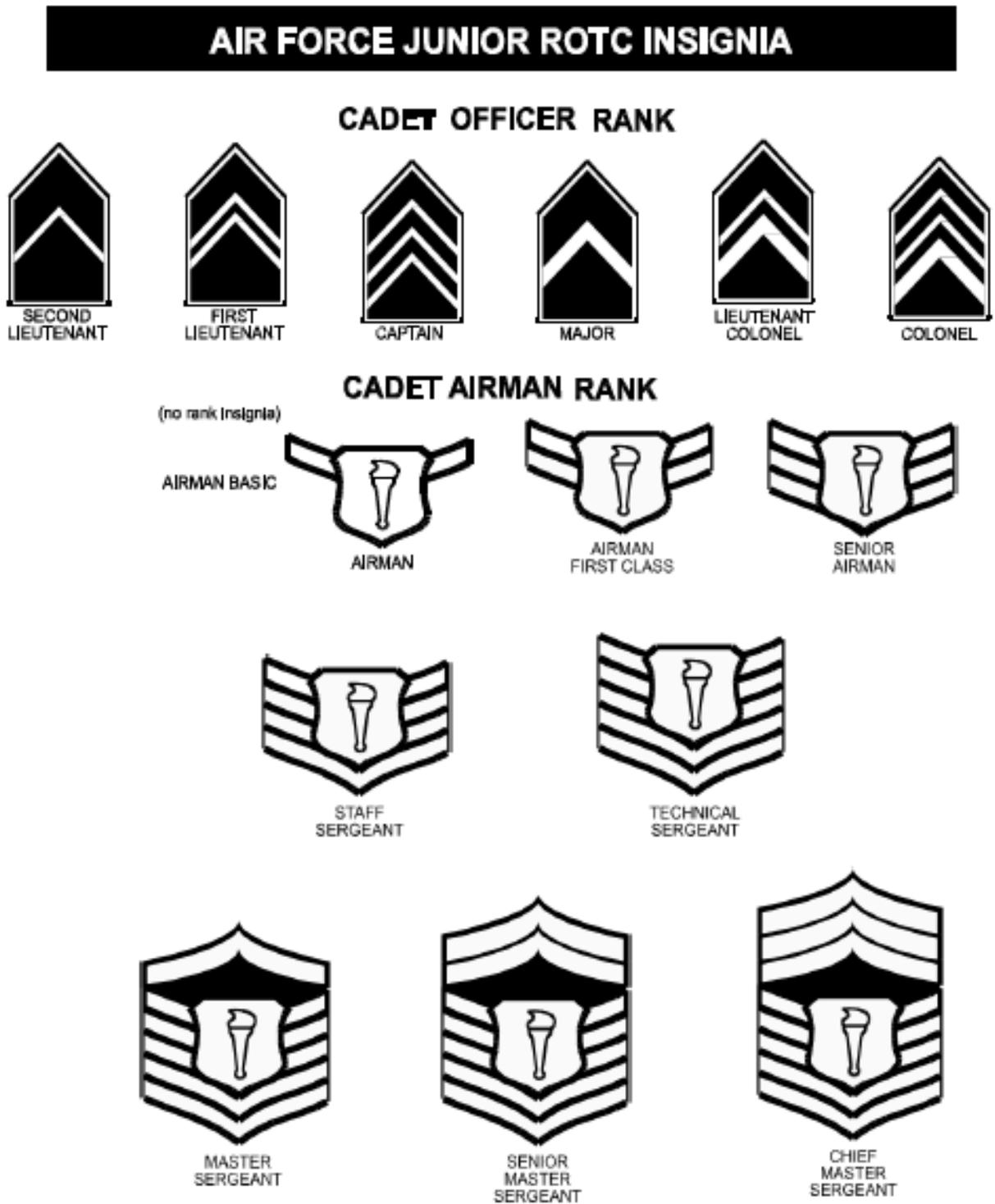


Figure 4. AFJROTC Ribbon Chart



Figure 5. AFJROTC Badge Chart

# AIR FORCE JUNIOR ROTC BADGES

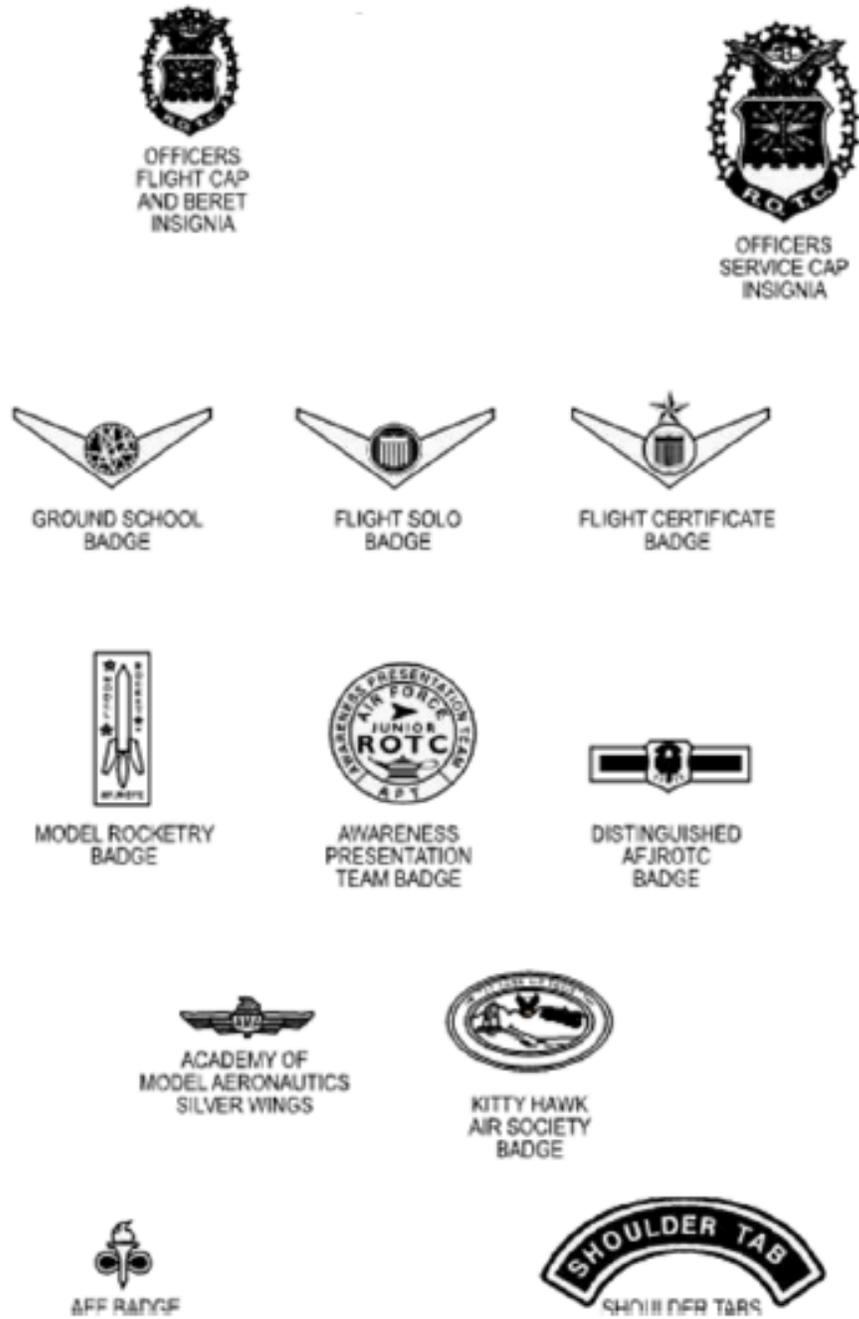


Figure 6. Uniform Replacement Price List

**Clothing**

**Male**

All-Weather Coat	\$93.22
Belt	2.57
Belt Buckle	3.70
Cap, Flight	10.42
Pants	43.24
Service Dress	111.32
Shirt, Long-Sleeve	18.77
Shirt, Short-Sleeve	13.77
Shoes	46.26
Socks	1.12
Tie	5.77
V-Neck Tee Shirt	2.89
<i>Total:</i>	<i>\$353.05</i>

**Female**

All-Weather Coat	\$92.65
Belt	2.87
Belt Buckle	3.70
Cap, Flight	9.26
Slacks	41.92
Service Dress	101.17
Shirt, Long-Sleeve	16.03
Shirt, Short-Sleeve	12.55
Shoes	49.11
Socks	1.12
Tab	7.10
Skirt	35.79
<i>Total:</i>	<i>\$373.27</i>

**Ranks**

**Metal (pair)**

**Cloth (pair)**

		<i>Male</i>	<i>Female</i>
2d Lt	\$2.15	\$1.22	\$1.43
1d Lt	1.99	1.38	1.38
Capt	2.15	1.19	1.35
Maj	2.15	1.25	1.36
Lt Col	2.12	1.36	1.20
Col	2.27	1.35	1.40
Amn	2.51		
A1C	2.53		
SrA	2.74		
SSgt	2.74		
TSgt	2.78		
MSgt	2.81		
SMSgt	2.51		
CMSgt	4.02		

**Miscellaneous Items**

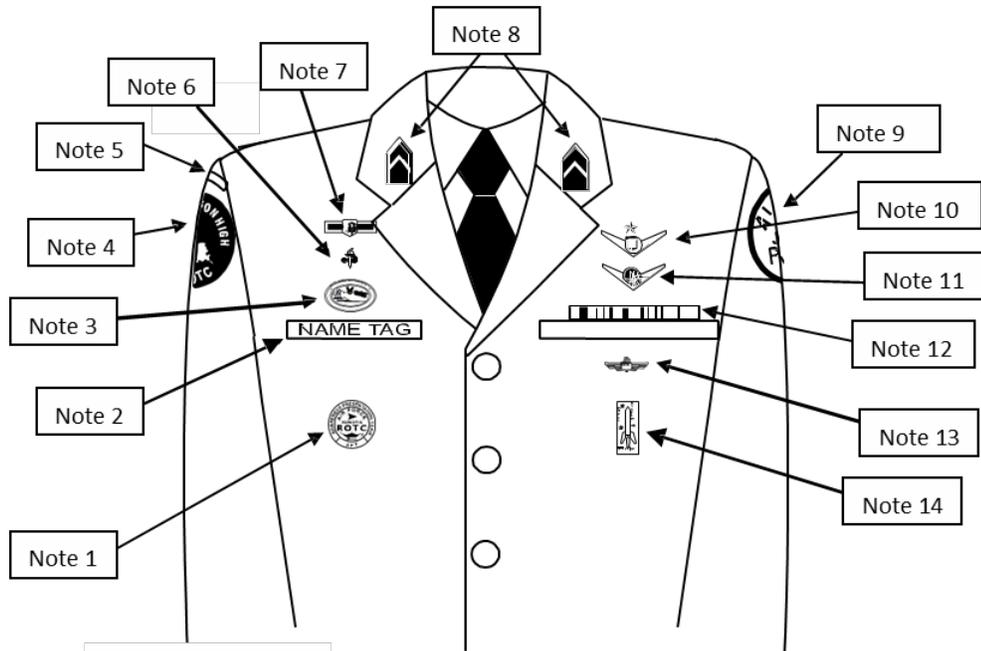
AMA Badge	\$3.00
APT Badge	5.00
Clusters (each)	0.50
Officer Cap Insignia	1.19
PT Shirt (male/female)	10.00
Ribbon (national, non-AFJROTC, etc.)	1.00
Ribbon (AFJROTC)	0.25

Ribbon Rack	\$3.00
Rocketry Badge	8.50
Rope (single color)	10.00
Rope (multiple colors & cords)	11.00 – 22.00
ROTC Pin	5.50
Star	0.50

Figure 7. Uniform Diagram: Male Service Dress

## CADET MALE 1620 SERVICE DRESS

Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.

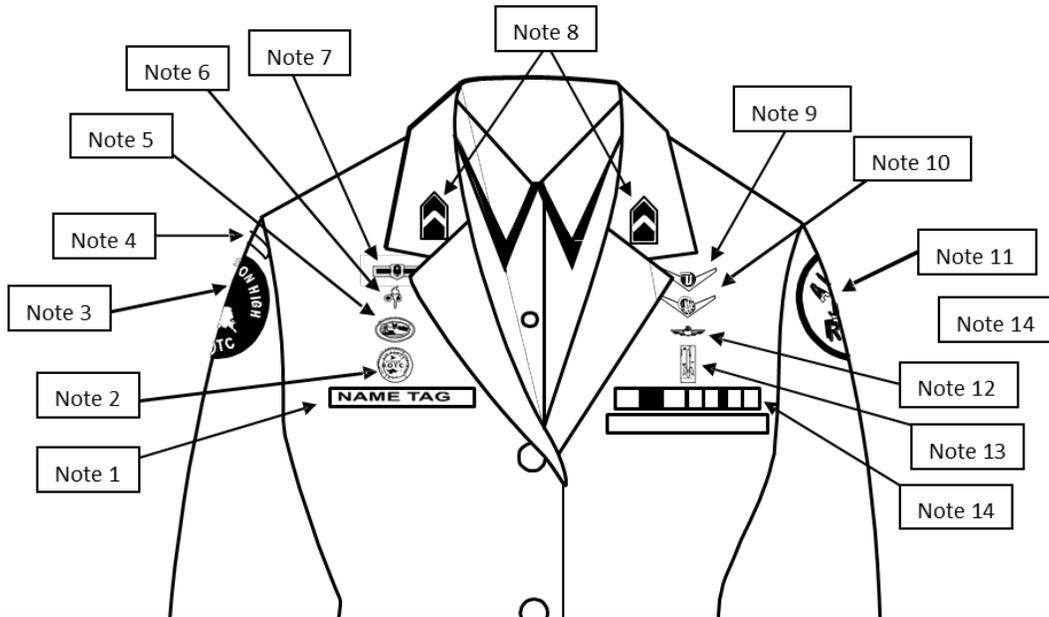


1. Awareness Presentation Team (APT) badge: Center on welt pocket 3 inches below the top.
2. Name tag: Center between arm seam and lapel with bottom edge parallel to top of welt pocket
3. Kitty Hawk Badge: see note 15.
4. Unit patch: Placed 1/2 to 1 inch below shoulder seam and centered.
5. Shoulder tabs: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)
9. AFJROTC Patch: Placed 1/2 to 1 inch below shoulder seam, and centered.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Ribbons: Center, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all ribbons earned.
13. Academy of Model Aeronautic 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 1/2 inch above name tag or ribbons and is centered horizontally. Additional badges placed 1/2 inch above previous badge.

Figure 8. Uniform Diagram: Female Service Dress

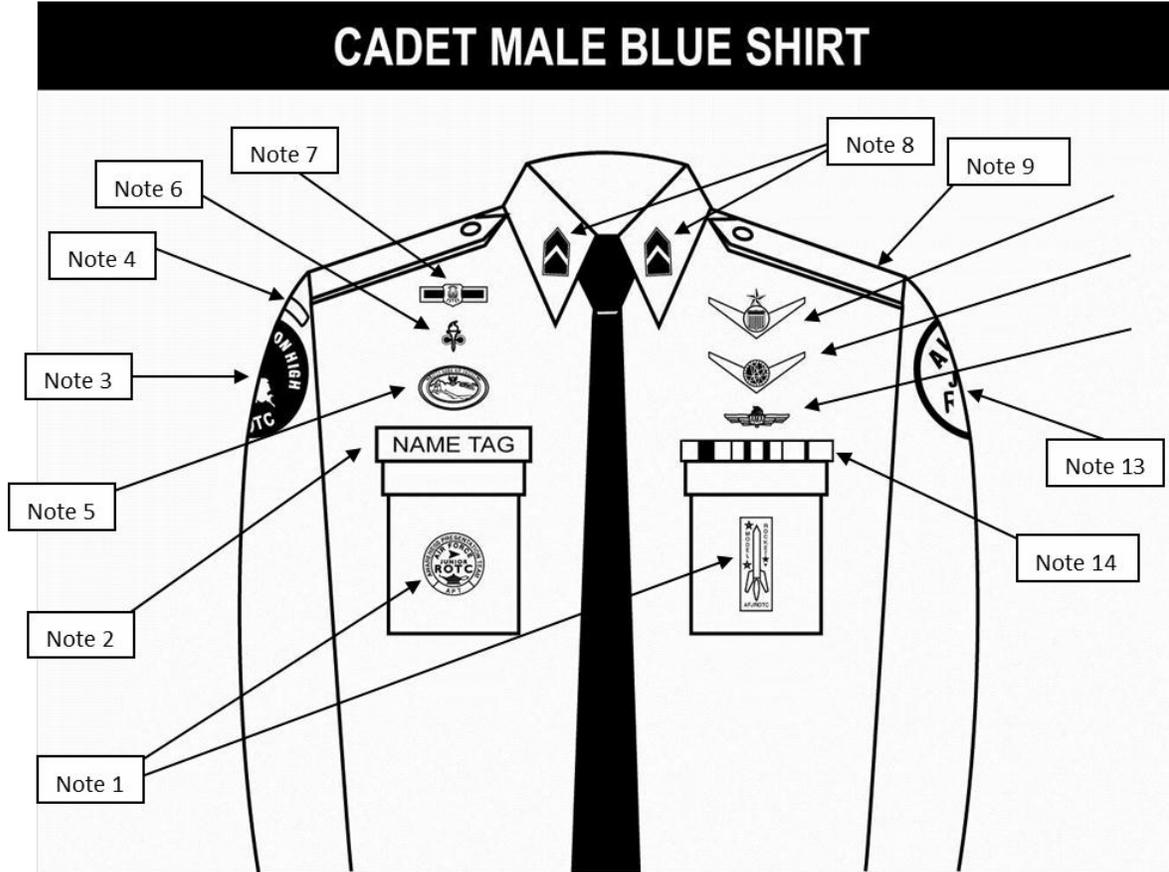
## CADET FEMALE 1620 SERVICE DRESS

Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.



1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center 1/2 to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 15.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)
9. Flight Solo or Flight Certificate Badge: see note 15.
10. Ground School Badge: see note 15.
11. AFJROTC Patch: center 1/2 to 1 inch below shoulder seam.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. Model Rocketry Badge: see note 15.
14. Ribbons: center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all ribbons earned.
15. First badge placed 1/2 inch above name tag or ribbons (whichever is appropriate) and is centered horizontally. Additional badges placed 1/2 inch above previous badge.

Figure 9. Uniform Diagram: Male Blue Shirt



1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name tag: Must be grounded and centered over wearer's right pocket.
3. Unit patch: center ½ to 1 inch below shoulder seam.
4. Shoulder tab: center between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
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 (officer or enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman Basic have no insignia of any kind on the collar. (See Note 9)
9. (Officers only) When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. AFJROTC Patch: center ½ to 1 inch below shoulder seam.
14. Ribbons: ground and center on pocket. Wear all ribbons earned.
15. First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge.

Figure 10. Uniform Diagram: Female Blue Shirt

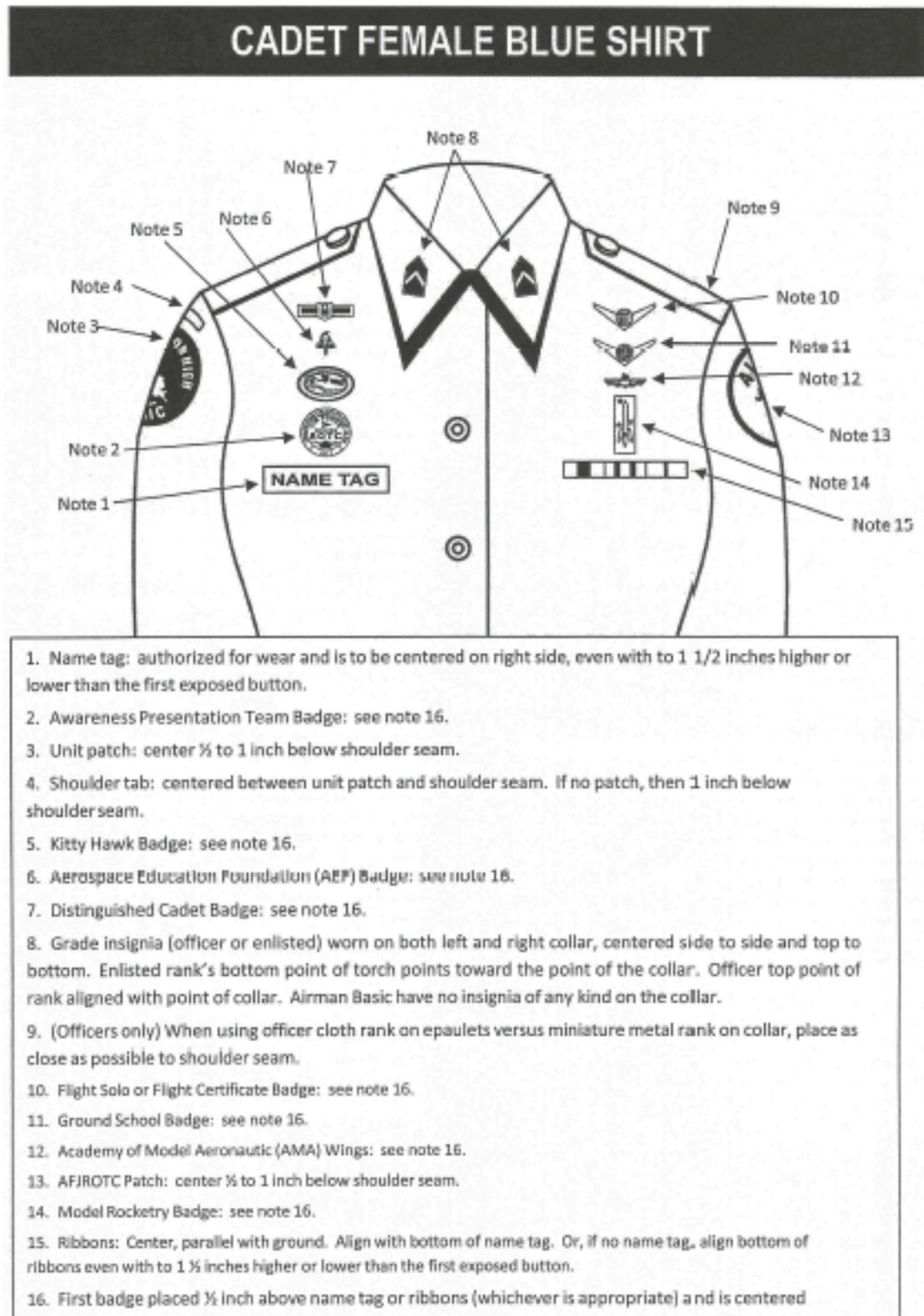




Figure 12. AFJROTC Awards and Badges Criteria

Award	Type	Eligibility	Criteria
<b>The Retired Enlisted Association (TREA) Award</b>	Annual	Cadet Enlisted Rank	Awarded for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year.
<b>The Celebrate Freedom Foundation Award</b>	Annual	First or second year JROTC cadet	Awarded for outstanding performance in academics and cadets corps activities as a first or second year JROTC cadet.
<b>National Society United States Daughters 1812 Award</b>	Annual	All	Awarded for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits.
<b>Air Commando Association Award</b>	Annual	All	Awarded to one cadet per unit who possesses the 13 Critical Attributes of Success that distinguish an elite AFSOC Air Commando and based upon a one-page essay. Interested cadets must submit one-page essay based on a historical AF Special Operations Mission possessing the thirteen critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness and family strength.
<b>Outstanding Flight Ribbon</b>	Semester	All	Awarded each academic term to members of the outstanding flight based upon the results of the monthly Honor Flight program.
<b>Outstanding Cadet Ribbon</b>	Annual	Each Class	Awarded to recognize cadets with high moral character, who demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence.
<b>Leadership Ribbon</b>	Annual	All	Awarded for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance.
<b>Achievement Ribbon</b>	Annual	All	Awarded for a significant achievement as deemed appropriate by the SASI. Individuals may not receive more than one ribbon during a 1-year period.
<b>Superior Performance Ribbon</b>	Annual	All	Awarded for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature - clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.
<b>Cocurricular Activities Leadership Ribbon</b>	Annual	All	Awarded for leadership of cocurricular activities to the chairmen of the Dining In, Militart Ball, and Awards Banquet Committees. The recipient must have demonstrated exceptional leadership in achieving objectives through the coordinated efforts of others. This award may be earned a maximum of four times.
<b>Drill Team Ribbon</b>	Annual	All	Awarded for successful completion of both Drill Team seasons.
<b>Color Guard Ribbon</b>	Annual	All	Awarded for successful completion of both Color Guard seasons.

<b>Saber Team Ribbon</b>	Annual	All	Awarded for successful completion of both Saber Team seasons.
<b>Marksmanship Ribbon</b>	None	None	Not applicable because we do not have a marksmanship program.
<b>Good Conduct Ribbon</b>	Quarterly	All	Awarded quarterly for avoiding disciplinary issues - no detention, in school suspension, nor out of school suspension.
<b>Service Ribbon</b>	Annual	All	Awarded for distinctive performance in school, community, or AFJROTC service projects. Limited to members whose active participation in a service project contributed significantly to the goals of the organization. Participation in Drill Teams, Saber Teams, or Color Guard Teams does not qualify for the Service Ribbon.
<b>Health and Wellness Ribbon</b>	Annual	All	Awarded to all cadets who participate in the wellness program. All cadets who score in the 75-84 percentiles will receive a second Health and Wellness Ribbon and a Bronze Star device. If a cadet earns a percentile score of 85-95 they will receive a second Health and Wellness Ribbon and wear a Silver Star. If they receive a 96-100 percent they will receive a second Health and Wellness Ribbon and they will wear the Gold Star on the ribbon. Percentiles are computed automatically under Presidential Physical Fitness Program Assessment in WINGS.
<b>Recruiting Ribbon</b>	SASI Discretion	All	Awarded for outstanding effort in support of unit recruiting activities. Awarded to cadets who recruit a new cadet to the program after that new cadet has been in the program for 2 quarters. .
<b>Activities Ribbon</b>	Annual	All	Awarded for participation in co-curricular activities other than those that qualify for the Color Guard, Drill Team, and Special Teams Competition ribbons - Model Rocketry Club, Aircraft Modeling Association Club, Cyber Patriot Team, and Summer Leadership School. An oak leaf cluster should be added to this ribbon for each year of membership beginning with the second year.
<b>Attendance Ribbon</b>	Quarterly	All	Awarded quarterly for perfect attendance - no unexcused absences.
<b>Dress and Appearance Ribbon</b>	Quarterly	All	Awarded quarterly for uniform average of 90% or higher.
<b>Longevity Award</b>	Annual	All	Awarded for completion of each AS year.
<b>CAP Awards</b>	CAP	CAP	Only five CAP ribbons (General Carl Spaatz Award, General Ira C. Eaker Award, Amelia Earhart Award, General Billy Mitchell Award, and the General J. F. Curry Achievement Award) may be worn on the AFJROTC uniform. Units should contact the nearest CAP unit to obtain awards, invite presenters, or obtain any guidance on criteria or presentation. A unit locator can be found at <a href="http://www.cap.gov/join/unitlocator/html">http://www.cap.gov/join/unitlocator/html</a> .

<b>Badge</b>	<b>Type</b>	<b>Eligibility</b>	<b>Criteria</b>
<b>Awareness Presentation Team</b>	Discretion	All	Awarded for participation on an Awareness Presentation Team. Criteria for becoming a member of the team should be published in the Cadet Guide or the Unit Operating Instructions.
<b>Academy Modeling of Aeronautics</b>	Discretion	All	Awarded to cadets who are members of a local AMA chartered model airplane club. Contact the AMA to obtain badge for qualifying cadets.
<b>Distinguished AFJROTC Cadet Badge</b>	Annual	Third Year Cadet	The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The award recognizes one outstanding second-year cadet (third-year cadet in a 4-year program) selected at the end of each school year. This allows the recipient to wear the award their final year in the AFJROTC program. The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The SASI, in coordination with the ASI and with the concurrence of the principal, selects the recipient of this award. The recipient should hold the following awards prior to selection: Leadership Ribbon, Achievement Ribbon, Superior Performance Ribbon, Academic Ribbon, Cocurricular Activities Leadership Ribbon, Service Ribbon.
<b>Aerospace Education Foundation Academic Cadet Badge</b>	Annual	Rising Junior and Senior Cadets	Awarded for academic excellence as signified by attaining an overall 3.3 grade point average with no grade below "C" on their transcript. The individuals must be recommended by the SASI.
<b>Model Rocketry Badge</b>	Discretion	All	Awarded to cadets who have fulfilled model rocketry program requirements. Program requirements are listed in the Model Rocketry Handbook.
<b>Marksmanship Awards</b>	Discretion	All	Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males wear the badges under the ribbons on the left pocket flap of the light blue shirt or below the ribbons on the service dress uniform. Females wear the badges above the ribbons on both uniforms.

## Attachment 1. Annual Goals

## **CT-021 Unit Goals for 2014-15**

### **Cadet Impact Goals**

1. Overall unit AFJROTC uniform average of 83% (“B”) or higher.
2. Overall unit academic average of 77% (“C+”) or higher.

### **School Impact Goals**

1. Recruit and retain 10 new cadets through improved recruiting.
2. Retain 75% of current cadets through improved morale and increased esprit de corps activities (ex: flickerball days).

### **Community Impact Goals**

1. Develop a large Service X with 70% of cadets participating.
2. Raise at least \$300 for the “Home for the Brave” charity.

Attachment 2. Annual Calendar

**Danbury High School – Air Force JROTC -- Annual Schedule for 2014 - 2015**  
*(as of 1/15/15 – updates underlined; other events may be added and dates/times may change)*

**Questions? Contact the instructors:**

Lt Col John Lussi and MSgt Hector Hernandez, USAF (Retired)  
 (203) 797-4847, [lussij@danbury.k12.ct.us](mailto:lussij@danbury.k12.ct.us), [hernah@danbury.k12.ct.us](mailto:hernah@danbury.k12.ct.us)

<p><b>August</b>                  11 - 15 – Summer Leadership School, DHS                  25 – First day of school</p>	<p><b>February</b>                  7/8 – AFJROTC Bake Sale: Details provided in class  <del>13 – 17 – AFJROTC Overnight Trip: Location/Cost TBD</del>                  21/22 – AFJROTC Bake Sale: Details provided in class                  25 – AFJROTC Photo Day (7:20 am to 2 pm)</p>
<p><b>September</b>                  3, 4 – Upperclass cadet uniform adjustments after school*                  7 – AFJROTC Bake Sale: Details provided in class                  8 - 11– FIT uniform <b>fitting</b> by appointment after school*                  10 – First upperclass cadet uniform inspection day*                  13 – Field Trip to Old Rhinebeck Aerodrome (8 am to 6 pm)                  15 – DHS Open House (6 to 9 pm)                  17 – Drill Team season begins                  18 – Air Force Birthday celebrated in class                  20/21 – AFJROTC Bake Sale: Details provided in class</p>	<p><b>March</b>                  4 – AFJROTC Alternate Photo Day (7:20 am to 2 pm)                  6 (13) – Military Ball (6 - 10 pm), Amber Room Colonnade, Danbury (in case of snow, Ball will be rescheduled, same time/place)***                  14 – Drill Competition at Newburgh Free Academy, NY                  14/15 – AFJROTC Bake Sale: Details provided in class                  22 – St Patrick’s Day Parade, Danbury                  23 – Parent/teacher conferences at DHS (6:00-8:30pm)                  28/29 – AFJROTC Bake Sale: Details provided in class</p>
<p><b>October</b>                  4/5 – AFJROTC Bake Sale: Details provided in class                  20 – Danbury College Fair (5 to 8:30 pm)                  15-17, 20, 22 – FIT uniform <b>issue</b> by appointment after school*                  22 – AFJROTC Blood Drive, DHS Gym (8 am to 1 pm)                  (cadets’ friends &amp; family may give blood, by appointment)                  19/26 – AFJROTC Bake Sale: Details provided in class                  29 – First FIT uniform inspection day*</p>	<p><b>April</b>                  4/5 – AFJROTC Bake Sale: Details provided in class                  13 – 17 – Spring Recess                  25 – <b>O’Grady Relay Track Meet, DHS, Time TBD</b>                  25/26 – AFJROTC Bake Sale: Details provided in class</p>
<p><b>November</b>                  5 (12) – Dining In (5 – 9 pm), Amber Room Colonnade, Danbury (includes swearing in of new cadets &amp; change of command ceremony)***  <u>11 – Veterans Day Ceremony, Rogers Park, Danbury (10:30 am)</u>  <u>15 – AFJROTC Clothing Drive Fundraiser (8:00am – 4:00pm)</u>                  17 – Parent/Teacher conferences at DHS (2:30 - 8:30 pm)  <u>22 – Drill Competition, Bethel High School, CT (7:30 am to 5 pm)</u></p>	<p><b>May</b>                  2/3 – AFJROTC Bake Sale: Details provided in class                  13 (20) – AFJROTC Awards Banquet (6 - 9 pm), Amber Room***                  16/17 – AFJROTC Bake Sale: Details provided in class                  17 – <b>Special Olympics at DHS: Time TBD</b>                  20 – Reveille Ceremony, DHS flag pole (7 to 8 am)                  25 – Memorial Day Parade***                  28 – Uniform turn in for cadets leaving AFJROTC</p>
<p><b>December</b>                  6/7 – AFJROTC Bake Sale: Details provided in class                  19 – Field trip to Rockefeller Center, NYC** (7 am to 5 pm)                  20/21 – AFJROTC Bake Sale: Details provided in class</p>	<p><b>June</b>                  17 – DHS Graduation                  TBD – JCLC (Army JROTC Summer Camp), NYMA, NY, (cost TBD; only cadets that qualify may attend)</p>
<p><b>January</b>                  10/11 – AFJROTC Bake Sale: Details provided in class                  24/25 – AFJROTC Bake Sale: Details provided in class</p>	<p><b>July</b>                  Enjoy the summer and be ready for next year!</p>

- \* Upperclass cadet uniform adjustments allow returning cadets to exchange or replace uniform items. FIT uniform fittings allow the instructors to order the right size uniforms for new cadets, and then the FITs will be issued their uniforms about one month later when the order has arrived. **Cadets or FITs who fail to obtain a properly fitted uniform will fail uniform inspections and may fail the course.**
- \*\* For day trips, students must turn in permission slips and any other required items by the suspense date given in class. Plan on 7:00am start and 5:00pm finish at DHS parking lot for most field trips. Costs vary from \$20 to \$30 per trip.
- \*\*\* Mandatory events which cadets must attend or have an excused absence and which count toward their grade. These events are at the Amber Room Colonnade, 1 Stacey Road, Danbury. Cost will be approximately \$35 each for Dining In and Military Ball, which includes dinner. The Awards Ceremony is free. **Students who cannot attend a mandatory event must have a written excuse from a parent/guardian.**

Attachment 3. Unit Manning Document

CT-021 Unit Manning Document

Position	Abbreviation	Cadet	Authorized Grade
<b>Squadron Staff</b>			
Commander	CC	Men	C/Col
Deputy Commander	DO	Eriksson	C/Maj
Training Officer	DOT	Khan	C/2d Lt
Physical Training Officer		Constantine	C/MSgt
Standardization and Evaluation Officer		Aquino	C/MSgt
Executive Officer	CCE	Moline	C/2d Lt
First Sergeant	CCF	Wildman	C/CMSgt
<b>Inspector General</b>	IG	Ogden	C/2d Lt
<b>Advisor</b>	AD	Kasmarski	C/Maj
<b>Department Staff</b>			
Logistics Department Head	LG	Costa	C/MSgt
Logistics Assistant Department Head		Ferreira	
Personnel Department Head	DP	Maccarrone	C/MSgt
Personnel Assistant Department Head		Mandell	
Morale, Welfare, and Recreation Officer	MWR	Brisbane	
Special Projects Department Head	XP	Cyr	C/MSgt
Recruiting Officer	XPR	Stillman	C/TSgt
Fundraising Officer	XPF	Paris	C/TSgt
Technology Department Head	IT	Sharif	C/MSgt
Technology Assistant Department Head		Waldron	
Public Affairs	PA	Conley	C/TSgt
Safety Officer	SE	Markovitz	C/SSgt
<b>Flight Leadership</b>			
Alpha Flight Commander	A Flt/CC	Ormsbee	C/2d Lt
Alpha Flight Sergeant		Solomon	
Bravo Flight Commander	B Flt/CC	Brisbane	C/2d Lt
Bravo Flight Sergeant		Costa	
Charlie Flight Commander	C Flt/CC	Suarez	C/SSgt
Charlie Flight Sergeant		Williams	
Delta Flight Commander	D Flt/CC	Tomasini	C/Amn
Delta Sergeant		Baisi	
Echo Flight Commander	E Flt/CC	Correa	C/Amn
Echo Sergeant		Gonzales	
Foxtrot Flight Commander	F Flt/CC	Luna	C/Amn
Foxtrot Flight Sergeant		Guzman,B.	
<b>Team Leadership</b>			
Drill Team Commander	DT	Khan	C/MSgt
Assistant Drill Team Commander		Sharif	
Honor Guard Team Commander	HG	Fernandez	C/MSgt
Assistant Honor Guard Team Commander		Taylor	
Awareness Presentation Team Leader	APT		C/MSgt
Assistant Awareness Presentation Team Leader			
<b>Club Leadership</b>			
CyberPatriot Club Leader	CP		C/MSgt
Assistant CyberPatriot Club Leader			
Aircraft Modeling Association Club Leader	AMA	Taylor	C/MSgt
Assistant Aircraft Modeling Association Club Leader			
Model Rocketry Club Leader	MR	Mandell	C/MSgt
Assistant Model Rocketry Club Leader			
<b>Project Leadership</b>			
Dining In Committee Chairman		Maccarrone	C/MSgt
Military Ball Committee Chairman		Ogden	C/MSgt
Awards Banquet Committee Chairman		Costa	C/MSgt

Attachment 4. Cadet Guide Revision Form

**Cadet Guide Revision Form**

**Name / Date**

Form Submitted by: \_\_\_\_\_

Form Received by Staff Member: \_\_\_\_\_

Form Approved by Staff Member: \_\_\_\_\_

Form Approved by Instructor: \_\_\_\_\_

Correction Completed by Instructor: \_\_\_\_\_

The CT-021 Cadet Guide should be (corrected / revised / updated) as follows:

Page / Paragraph: \_\_\_\_\_

Text to be corrected / revised / updated:

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Rationale for correction / revision / update:

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