

AFJROTC NC-955 CADET GUIDE



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MISSION, ENROLLMENT, CONTRACT, CODES, AND ORGANIZATION

SECTION A--MISSION AND OBJECTIVES

- 1.1. AFJROTC Mission. Develop Citizens of Character Dedicated to Serving Their Nation and Community. NC-955 will also: Develop informed citizens; stimulate interest in aerospace careers; strengthen character and self discipline; encourage completion of high school and pursuit of higher education and vocational goals; promote understanding of the role of the citizen soldier in a democratic society; teach aerospace science; teach leadership skills, promote community service; and teach social values and life skills.
- 1.2. Objectives. Cadets should:
 - 1.2.1. Understand the need for national security, authority, and military in a democracy.
 - 1.2.2. Develop patriotism.
 - 1.2.3. Develop habits of order and discipline using the military training model.
 - 1.2.4. Develop strong morals, self-reliance, self-esteem, leadership, and communication skills.
 - 1.2.5. Be familiar with the aerospace age, doctrine, and career opportunities.
 - 1.2.6. Be familiar with military customs, courtesies, and traditions.
 - 1.2.7. Graduate from high school and pursue higher education or vocational goals.
 - 1.2.8. Develop social skills and values and adhere to the Cadet Code of Conduct and Honor Code.
 - 1.2.9. Participate in community service activities.
 - 1.2.10. Follow the rules of parents, school administrators, teachers, and community officials.

SECTION B--ENROLLMENT AND DISENROLLMENT

- 1.3. Enrollment. Cadets must be a full time student in good standing, be of good moral character, and be able to participate in AFJROTC training.

THERE IS NO MILITARY SERVICE OBLIGATION FOR AFJROTC ENROLLMENT. For AFJROTC courses with student enrollment limits and quality standards, SASI will establish, with concurrence of the Principal, enrollment standards.

- 1.3.1. Disenrollment. Students in the Piedmont High AFJROTC program are expected to be good High School students/citizens and abide by all school rules and AFJROTC class requirements. AFJROTCI 36-2010 states that cadets may be disenrolled for failure to maintain acceptable standards (including uniform wear and grooming), inaptitude or indifference to training, disciplinary reasons, failure to remain enrolled in school or any other reason deemed appropriate by the principal and SASI. The SASI can, with the concurrence of the Principal of Piedmont High School, disenroll with no course credit a cadet who does not:

- 1.3.2. Pass an aerospace science course. Continued enrollment will be on a space available basis when approved by the SASI, with no certification of completion credit for military training for failed AFJROTC courses.
- 1.3.3. Failure to wear uniform more than once in a grading period or maintain personal appearance and uniform standards after many attempts to correct the deficiencies by the SASI, ASI, or senior cadets. Any (unexcused) failure to wear the uniform on the assigned weekly day or the next day in case of absence will result in a "0" grade for uniform inspection and more than one (unexcused) missed uniform wears in a grading period will result in an automatic grading period course failure at the very least.
- 1.3.4. Abide by Piedmont High School student rules of behavior. History of suspensions, referrals, and any expulsion are reasons for disenrollment.
- 1.3.5. Enroll as a full-time student at Piedmont Middle, Piedmont High or Porter Ridge High schools
- 1.3.6. Follow classroom rules, maintain a positive attitude towards training, comply with classroom procedures, and not be disruptive to the class frequently.
- 1.3.7. Abide by the Cadet Code of Conduct, Honor Code, or Code of Ethics.
- 1.3.8. Reenrollment: The NC-955 SASI's policy is that students who receive more than two discipline referrals in a semester, are reverted to the previous cadet rank and considered for non-continuation in the program. **Cadets who fail to wear their uniform more than 3 times in a semester will not be recommended for reenrollment in future AFJROTC courses** since they distract the morale and discipline of the unit, do not meet the positive good citizenship image that AFJROTC is trying present on the campus and would not have credibility as an upper classman with the lower level cadets. The SASI will make the recommendation and gain approval by the principal. Reenrollment will require a written request to instructor and principal.

SECTION C--CONTRACT, CODES OF CONDUCT, HONOR, AND ETHICS

- 1.4. Cadet Contract. All cadets will complete annually or upon enrollment the cadet contract (Memorandum of Understanding) which will be filed with all consent forms in the AFJROTC office.
- 1.5. Cadet Honor Code and Air Force Core Values. These codes are closely related and supplement each other. They belong to the cadets and guide them as they strive to become productive citizens in a society with demanding and often conflicting standards and questionable role models. Cadets should instill these values in themselves and their fellow cadets to the best of their ability at all times.
 - 1.5.1. Cadet Honor Code. "We will not Lie, Cheat, or Steal nor Tolerate Among us anyone who does." These simple words are the basis for a code to live by that will last the remainder of a cadet's life. These are simple but tough rules to live by as reflected in the troubling and alarming number of students who freely admit they cheat in school. However, these words are specific and clear in their demands and are still relevant in our society. A cadet should be HONEST in both words and deeds. Cadets should not make quibbling and evasive statements, should do their own work, and assist others in a sense of cooperation to meet Corps goals. Trustworthiness, not just in battle but throughout life, is not only noble but also necessary for the welfare and continued existence of our civilized society. The code requires self-control and a conscious effort to not take the easy road to short term success, but to take the road that requires hard work for long term success. Eventually living by the code will become an ingrained habit and a part of the cadet's total lifestyle. The Honor Code stresses that lying, cheating, or stealing is not tolerated and that HONOR is a noble, moral standard that is the essence of not only the Corps but our civilized society.

- 1.5.2. Air Force Core Values. The core values are a statement of those institutional values and principles of conduct that provide the moral framework for military activities. The professional Air Force ethic consists of three fundamental and enduring values of integrity first, service before self, and excellence in all we do.

SECTION D--ORGANIZATION

- 1.6. Organization. The AFJROTC NC-955 Cadet Corps is organized as a Cadet Group as shown in Figure 1.2.
- 1.7. Job Descriptions. Job descriptions for the cadet corps staff positions are in Figure 1.3. Like the Air Force, job responsibilities and duties will increase with promotion. Cadets earn their job assignments and are entrusted to carry out their job duties, to include supervisory responsibilities, to the best of their ability.
- 1.8. Chain of Command. Each cadet will know the chain of command and the names of the people assigned to the positions contained in Figure 1.3. The Chain of Command defines lines of authority and communication. Cadets should use the chain for cadet business such as questions on uniforms, customs and courtesies, drill, cadet evaluations and promotions, cadet awards, extracurricular activities, and class rules and procedures. A PERSONAL MATTER, INAPPROPRIATE CONDUCT BY ANY CADET, OR QUESTIONS ON ACADEMICS SHOULD BE ADDRESSED DIRECTLY AND IMMEDIATELY TO ONE OF THE AFJROTC INSTRUCTORS.

Corps Motto. The Corps Motto “**SIMPLY THE BEST**” reflects the cadets' commitment to AFJROTC. The motto will appear on stationery, awards, and symbols.

Figure 1.2. Chain of Command

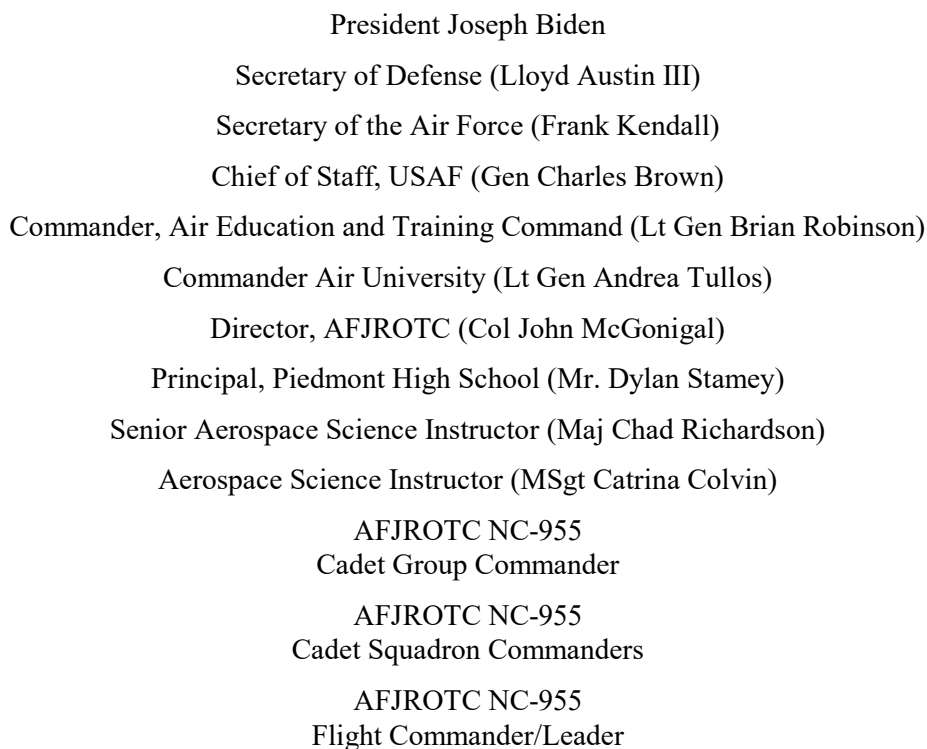
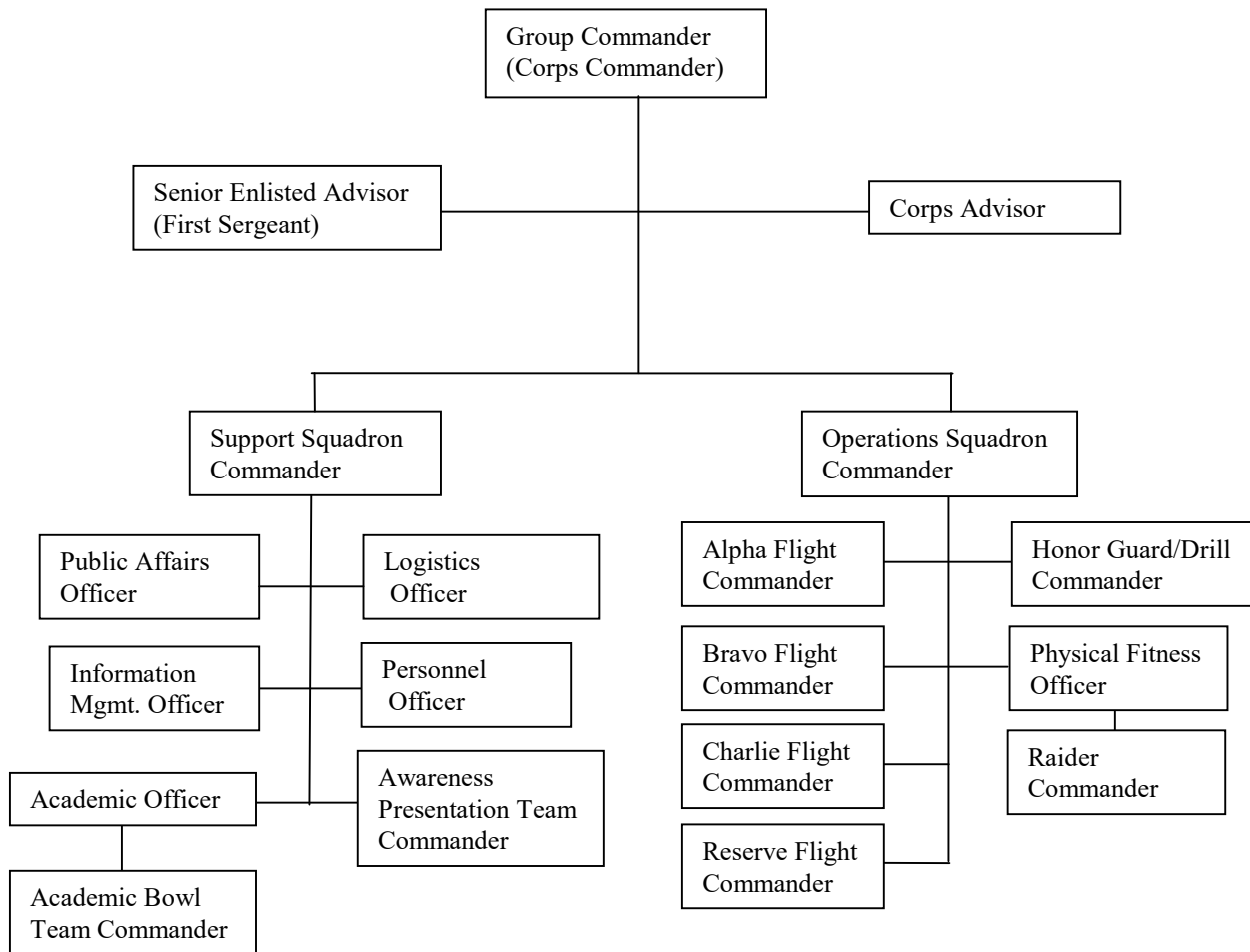


Figure 1.3 Cadet Organization Chart



Job Descriptions

Cadet 955th Group Commander will:

- (1) Establish and enforce appearance, discipline, efficiency, training, and conduct standards.
- (2) Advise the SASI/ASI on corps operations policies and procedures.
- (3) Recommend cadets for jobs, awards, and promotions.
- (4) Manage the cadet corps senior staff to ensure all duties/assignments are accomplished.
- (5) Schedule and conduct weekly officer meetings.
- (6) Sit on the Officer Promotion Boards.
- (7) Participate in weekly Top-3 Stand-up meetings with SASI/ASI.
- (8) Ensure continuity files/binder is updated.

Cadet 955th Operations Squadron Commander will:

- (1) Supervise the Honor/Drill Commander, classroom flight commanders, and Physical Fitness Officer
- (2) Enforce appearance, discipline, efficiency, training, and standards.
- (3) Plan squadron activities and formal ceremonies (i.e. promotion, flag retirements, etc.)
- (4) Command group in the absence of group commander.
- (5) Establish a cadet training program to ensure first year cadets learn first year knowledge.
- (6) Manage the enlisted promotion system in accordance with Group CC and SASI guidance.
- (7) Sit on the Officer Promotion Boards.
- (8) Attend weekly officer and Top-3 meetings.
- (9) Ensure continuity files/binder is updated.

Cadet 955th Support Squadron Commander will:

- (1) Supervise Personnel, Information Management, Logistics, Personnel, Public Affairs, Academic Officer, and APT Commander.
- (2) Enforce appearance, discipline, efficiency, training, and conduct standards.
- (3) Ensure Logistics, Public Affairs and financial goals are accomplished.
- (4) Ensure accuracy and timeliness of IM and Personnel data inputs to WINGS.
- (5) Sit on the Officer Promotion Boards.
- (6) Attend weekly officer and Top-3 meetings
- (7) Ensure continuity files/binder is updated

Cadet 955th Senior Enlisted Advisor will:

- (1) Establish moral and esprit de corps enhancement objectives.
- (2) Manage the unit mentorship program.
- (3) Advise the Corps Group Commander on the enlisted cadet's morale, training, discipline, etc.
- (4) Plan a morale event for new cadets to take place within first 4 weeks of each semester.
- (5) Attend weekly officer meeting.
- (6) Ensure continuity files/binder is updated

Operations Squadron Functions:

Cadet Honor Guard/Drill Commander will:

- (1) Write operations plans covering membership and operations policies and procedures with permission from operations squadron commander.

- (2) Organize and train team members for competitions and performances.
- (3) Publicize team activities in corps, school, and community publications and news media.
- (4) Take attendance of all practices and log practices into WINGS.
- (5) Develop criteria for award of drill, color guard and saber team ribbons.
- (6) Attend weekly officer meeting.
- (7) Ensure continuity files/binder is updated

Cadet Physical Fitness Officer will:

- (1) Ensure the AFJROTC Physical Fitness Test is administered to all cadets within the first 45 days of each semester and no later than 30 days prior to end of each semester.
- (2) Ensure AFJROTC Physical Fitness Test results are input into WINGS
- (3) Publicize cadet team sports activity for the week on slides and announce cadet team sports and physical fitness accomplishments.
- (4) Supervise Raider Team Commander.
- (5) Attend weekly officer meeting.
- (6) Ensure continuity files/binder is updated.

Cadet Flight Commanders will:

- (1) Command flight in classroom and in formal formations.
- (2) Display and brief daily group slides to class and then consolidate any classroom flight inputs to be passed to group and squadron staffs. Note: Cadets in "AFJROTC Honors Program" may be required to brief slides instead.
- (3) Provide drill and ceremonies training to flight cadets.
- (4) Ensure compliance with classroom rules and procedures.
- (5) Enforce cadet conduct and discipline during class and formal formations.
- (6) Evaluate and recommend enlisted cadets in class for promotion.
- (7) Inspect, as directed, flight members during uniform and personal appearance inspections.
- (8) Record cadet compliance with unit PT program
- (9) Call the room to attention upon entry and exit of the SASI, principal or other distinguished guests.
- (10) Attend weekly officer meeting.
- (11) Make recommendations to the SASI regarding Good Standing List (GSL) for flight members
- (12) Ensure continuity files/binder is updated

Cadet Reserves Flight Commander will:

- (1) Identify cadets that meet Reserve criteria and wish to remain involved during their "Reserve" semester
- (2) Maintain a list of Reserve cadets
- (3) Work with Information Officer to communicate semester opportunities to Reserve cadets
- (4) Track participation of Reserve cadets
- (5) Make Reserve cadet recommendations for attending field trips based upon attendance/uniform wears etc.
- (6) Make Reserve cadet recommendations for awards and promotions

Cadet Flight Sergeants (rotated among students in class) will:

- (1) Take roll of flight at the beginning of each class
- (2) Take control of the flight when the flight commander is absence or otherwise unavailable
- (3) Assist Flight Commander with documentation of GSL, attendance, and other documents as requested
- (4) Maintain record of 1st year cadet training

Support Squadron Functions:

Cadet Public Affairs Chief will:

- (1) Maintain group photo library and develop semester summary slide show
- (2) Maintain group bulletin boards and pictures after every field trip / significant corps activity
- (3) Handle any protocol activities and recognize birthdays with a card and on daily slides
- (4) Publicize timely newsworthy items about cadets in corps, school, and community publications and news media such as Monroe Enquirer Journal.
- (5) Coordinate with Piedmont and Porter Ridge Yearbook staffs to provide JROTC photos for entry.
- (6) Attend weekly officer meeting.
- (7) Ensure continuity files/binder is updated

Cadet Personnel Officer:

- (1) Maintain accuracy of personnel records on each cadet in WINGS.
- (2) Maintain, publish, and distribute organization chart and unit manning document.
- (3) Ensure all awards and promotions are entered into WINGS within 10 days of presentation.
- (4) Maintain attendance and accomplish and post minutes for Officer Staff meetings.
- (5) Manage enlisted promotion system.
- (6) Develop, reproduce, and distribute cadet personnel forms.
- (7) Attend weekly officer meeting.
- (8) Ensure continuity files/binder is updated.

Cadet Information Management Officer will:

- (1) Maintain accuracy of unit activities within WINGS.
- (2) Ensure all unit events/activities are entered into WINGS within 10 days of execution.
- (3) Establish continuity files/binders are standardized and maintained as required.
- (4) Manage NC-955 Weekly Slide Presentation to ensure all slides are updated as needed no later than 1500 Saturday each week.
- (5) Attend weekly officer meeting.
- (6) Ensure continuity files/binder is updated.

Cadet Logistics Officer will:

- (1) Recommend supply policies and procedures to ASI.
- (2) Recommend and post cadet supply operations hours for uniform support for cadets.
- (3) Help ASI accomplish uniform, book, and accountable equipment supply actions.
- (4) Provide logistics support to cadet staff for cadet activities.
- (5) Forward supply requirements to ASI to support cadet corps operations.
- (6) Maintain a neat and efficient cadet supply area.
- (7) Attend weekly officer meeting.
- (8) Ensure continuity files/binder is updated.

Cadet Academic Officer will:

- (1) Work with flight commanders to establish a standardized approach to teaching new cadets basic AFJROTC knowledge.
- (2) Provide strategies and direction for achieving unit academic goals.
- (3) Make updates to the academic slides contained in the Weekly Slide Presentation by the previous Friday at 1500.

- (4) Provide supervision and oversight to the Academic Bowl Team Commander.
- (5) Attend weekly officer meeting.
- (6) Ensure continuity files/binder is updated.

Cadet Awareness Presentation Team Commander will:

- (1) Develop strategies for achieving unit enrollment objectives.
- (2) Hold APT meetings as necessary.
- (3) Plan and coordinate APT events that contribute to unit enrollment goals.
- (4) Attend weekly officer meeting.
- (5) Ensure continuity files/binder is updated.

Raiders Team Commander will:

- (1) Plan/lead weekly Raiders practices.
- (2) E-mail the weekly plan to the Raiders advisor at least one day in advance of practices.
- (3) Lead/coordinate planning for all Raiders meets hosted at Piedmont High School.
- (4) Coordinate any updates to the Raiders operating procedures for the unit.
- (5) Ensure practices and meets are recorded in WINGS by the IMO
- (6) Ensure continuity files/binder is updated

Cadet NCO Positions

Cadet Officers may nominate enlisted cadets to serve as their positional NCOs, for example Logistics NCO. They must submit their nomination for an NCO in writing to the Corps Commander for approval. In selection of their NCO they should avoid the appearance of favoritism such as selection of family members, boyfriend/girlfriend, etc. They may inquire as to the level of interest a cadet has in filling a position but will not notify the individual until approved by the Cadet Corps Commander. The foremost selection criteria should be in the identification of cadets that have the capability and desire to accomplish the duties required and cadets that have the ability to develop into future leaders in the corps.

SHOULDER CORDS

All ropes are worn on the left shoulder of **Blues Only**, grounded to the shoulder seam with no metal tips, and no wider than 1-inch.

The Corps Commander will present shoulder cords to cadet officers after they have met the following criteria: provided an updated and accurate continuity binder approved by the IM Officer, attended two officer meetings, met other required initial positional duties required as determined by the Corps Commander. If a cadet officer fails to attend Cadet Officer Meetings (or alternative if they have an academic or personal conflict) or accomplish duties as described above the Corps Commander has an obligation to take back their rope and reassign a new cadet to that position.

The Cadet Honor Guard/Drill Commander will identify criteria to receive/wear the Honor Guard/Drill Team rope.

Commands Staff	Gold
Cadet Officers	Black
Honor Guard/Drill Team	White

Cadets may only wear one rope even if they meet the requirements for more.

Chapter 2

CLASSROOM RULES/PROCEDURES, GRADING SCALE, DISTRIBUTION & CURRICULUM

- 2.1. Classroom Rules. All cadets will abide by the following class rules to receive AFJROTC course credit. Cadets will:
 - 2.2. Conduct themselves according to the Core Values and Cadet Code of Conduct
 - 2.3. Be encouraging and respectful to other students both verbally and in actions
 - 2.4. Come to class prepared with proper uniform items and school supplies such as pen and paper
 - 2.5. Respect instructors and guest speakers by not talking until called upon
 - 2.6. Demonstrate respect for instructors, guests, and cadet officers by addressing them as “Sir” or “Ma’am”
 - 2.7. Respect instructors and guests by not putting head down on desks or falling asleep
 - 2.8. Respect the instructor office area by not entering unless given permission to
 - 2.9. Respect the classroom and uniforms by not chewing gum, eating or drinking in class unless given permission do so
 - 2.10. Reflect good order and discipline by keeping books, bags, and personal belongings under their tables and out of the aisles and walkways
 - 2.11. Respect instructors and fellow classmates by keeping cell phones put away and not using unless given instructor permission
- 2.12. **Classroom Procedures.** The following are the daily classroom procedures:
 - 2.12.1. Cadets will stand behind their seat at parade rest with all personal belongings properly secured when the first bell stops ringing.
 - 2.12.2. After the second bell sounds, and upon command from the Flight Commander, the Flight Guidon Bearers will retrieve their Flight's guidon and post it. Note, they will return it to the guidon rack at the end of the class period.
 - 2.12.3. The Flight Sergeant will report to the Flight Commander who will instruct him or her to take roll. When the Flight Sergeant calls a cadet's name that cadet will come to Attention, and say "here sergeant!" and then immediately return to Parade Rest. Once roll is complete the Flight Sergeant will report back to the Flight Commander with completed roll. The Flight Commander will then call the flight to “ATTENTION” and report flight status to the Aerospace Science Instructor by saluting and stating “All PRESENT AND/OR ACCOUNTED FOR EXCEPT _____. FLIGHT _____ IS READY FOR INSTRUCTION, SIR or Ma’am”. The instructor will then take control of the flight.
 - 2.12.4. After attendance is completed, cadets with admission forms will raise their hands and bring them to the instructor when asked to come forward. Cadets must bring in an excused absence within three school days to be allowed to make up work. Instructors will change absences to excused absences in the AFJROTC Attendance Book and sign the student's admission form.

- 2.12.5. Unexcused absences and excessive tardies will negatively affect Outstanding Flight competition and the cadet's course grade. Being on time and attending school are qualities that will ensure success in school and later in the job market. (See Tardy and Absence Policy at Figure 2-1)
- 2.12.6. When the bell rings or at the signal of the instructor, the Flight Commander will call the flight to "ATTENTION". Cadets will come to the position of ATTENTION at the left side of their desk and wait further instructions.
- 2.12.7. As the bell sounds, the Flight Commander will check that all trash is picked up and the desks are aligned. The Flight Commander will then "DISMISS" the flight. Cadets can then retrieve their personal belongings and depart the classroom in an orderly fashion.
- 2.12.8. To show respect to Superintendents, principals, and any (O-5 or above) military officers the cadet who first recognizes the visitor will in a confident, authoritative voice, call the class to ATTENTION. All cadets will come to the position of ATTENTION, facing forward, and remain standing silently until directed to take their seats by the instructor. No action will be taken if other visitors come to the classroom, unless no instructor is present.
- 2.12.9. Cadets must request permission to go to the restroom or leave class once the bell rings. If given permission cadets will sign out the restroom log and take the hall pass. Cadets will sign back in upon return. The Flight Sergeant will sit near the door to ensure cadets sign in and out as required and open the locked door.
- 2.12.10. Cadets requesting entrance to AFJROTC SASI/ASI office area will knock once loudly on the door and await an instructor response. If there is no response, the cadet will wait a minimum of two minutes before knocking again once loudly. If an instructor voices permission to enter the office, the cadet will enter the office come to attention and state reason for requesting entrance to office area. As example, "Request permission to use snack bar", or "Request permission to speak to MSgt Colvin about uniform items".
- 2.12.11. The Flight Commanders are responsible for the conduct of their flight during the class period. All cadets will abide by Flight Commander instructions so long as the instructions are ethical, comply with the Honor Code and the Air Force Core Values and does not put any cadet in danger.
- 2.13. Grading Scale. NC-955 will use the Piedmont grading criteria to determine grades. Normally, students will receive a uniform inspection grade, Physical Training grade and a grade relating to the block of instruction for the week. Parents/guardians will be notified by phone of any grade and/or behavior concerns. Cadets should review their grades in PowerSchool and immediately identify any discrepancies to their instructor. Cadets can request extra credit work, which will be weighted into the academics' category.
- 2.13.1. Homework Policy. Cadets must accomplish and turn in all assigned homework on time to successfully complete an AFJROTC course. Late assignments will not be accepted and graded as ZERO. If cadets are absent on the day homework is due and have been excused in accordance with school policy, homework and exams are due in accordance with school policy with the exception of the uniform wear which is due on the day of return if a uniform day has been missed during the absence. It is the cadets' responsibility to make up any missed work. Only the instructor can make exceptions to the above policies.
- 2.14. Cadet Upcoming Activities & Announcements. All cadets will review weekly the cadet upcoming activities & announcements slides briefed at the beginning of class on the first school day of the week. Failure to read and comply with any instructions will impact grades, promotion, and AFJROTC awards. Cadet officers should review the slides of their subordinates daily and ensure they are updated as necessary prior to 2nd block. These slides will be placed on CANVAS for cadets absent.

2.15. Classroom & Course Communication. In addition to weekly slides NC-955 cadet leadership will use Discord and school email to get time sensitive information to students and the SASI sends out a weekly parent email to communicate with parents. A unit Facebook and Instagram page are also used to highlight cadet accomplishments.

2.5 AFJROTC Curriculum Five-Year Program at Piedmont High School

(Curriculum guide included in Cadet Handbook)

The AFJROTC program is a 4-year program for high school students. Each year is divided into two categories: academics and leadership. Academic studies include Aviation History, Science of Flight, Exploration of Space, and Global Studies. Leadership studies include Air Force customs and courtesies, cadet corps activities, study habits, time management, communication skills, and leadership and management studies. [Current curriculum plan](#) can be found on the [class website](#). The following is an example of a four year curriculum plan.

NC-955 CURRICULUM PLAN 2023-2024														
Cadet Year	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024	Spring 2025	Fall 2025	Spring 2026	Fall 2026	Spring 2027
1	AS-200 Unit 1-2 MY-Global Events LE-100 Unit 1-2 Drill PTH&W LE Elec 6	AS-200 Unit 3-4 MY-Global Events LE-100 Unit 3-4 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6
2	AS-200 Unit 1-2 MY-Global Events LE-100 Unit 1-2 Drill PTH&W LE Elec 6	AS-200 Unit 3-4 MY-Global Events LE-100 Unit 3-4 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 LE 500 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 LE 500 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 LE 500 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 LE 500 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6
3	AS-200 Unit 1-2 MY-Global Events LE-100 Unit 1-2 Drill PTH&W LE Elec 6	AS-200 Unit 3-4 MY-Global Events LE-100 Unit 3-4 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 LE 500 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 LE 500 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 LE 500 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 LE 500 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6
4	AS-200 Unit 1-2 MY-Global Events LE-100 Unit 1-2 Drill PTH&W LE Elec 6	AS-200 Unit 3-4 MY-Global Events LE-100 Unit 3-4 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-100 Ch1-6 MY-Global Events LE-200 Ch 1-2 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 LE 500 Drill PTH&W LE Elec 6	AS-410 Unit 1-4 MY-Global Events LE-300 Ch 1-2 LE 500 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 LE 500 Drill PTH&W LE Elec 6	AS-300 Units 3-4 MY-Global Events LE-100 Ch 1 LE-400 Ch 6-7 LE 500 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-200 Unit 1-4 MY-Global Events LE-100 Ch 1 LE-100 Ch 2-3 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch1-3 MY-Global Events LE-200 Ch 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6	AS-100 Ch4-6 MY-Global Events LE-300 Chap 3-4 LE 500 Drill PTH&W LE Elec 6

NOTES

1. Course offerings are AFJROTC1, AFJROTC2, AFJROTC3, AFJROTC4, all 1 credit each and Honors AFJROTC upon approval.

2. Beginning 2021-2022 Academic Year, for scheduling flexibility to increase numbers, cadets are limited to one semester each academic year.

NC-955 has only primary CLASSROOM & 2nd multipurpose area adjacent to office.

3. LE and AS material is blended within each course, with a Wellness component being taught 20% of the time each week, providing a 40%/40%/20% mix.

4. Management of the Cadet Corps, especially project management/events coordination/decision making, is used for major events.

5. AS/LE pairings are adjusted, as needed, based on student enrollment and previous courses taken.

6. Other AFJROTC courses available include Guide to College Financing and College Admissions, and National Endowment for Financial Education (NEFE) may be taught by either instructor to supplement above curriculum.

Chapter 3

CADET ETIQUETTE

- 3.1. **Cadet Etiquette.** Proper etiquette is “the customary rules of conduct or behavior in polite society”. Our civilized society operates smoother and is more pleasant to live, go to school and work in when all members practice proper etiquette and good manners. The axiom, “Treat Others as You Want to Be Treated”, is a good one to live by and is the desired behavior of all cadets. Cadets should:
- 3.1.1. Say “Please” and “Thank You”.
 - 3.1.2. Use “Yes Sir/Ma'am” when addressing AFJROTC instructors, senior cadets, military service members, school officials, teachers, and visitors **at all times**.
 - 3.1.3. **Saluting.** Salute all military officers and cadet officers when in uniform and outdoors and not in a no-salute zone. It is optional when not in uniform.
 - 3.1.4. Do not keep people waiting.
 - 3.1.5. Do not gossip.
 - 3.1.6. Use proper telephone etiquette.
 - 3.1.7. Use “Mr, Ms, or Mrs” and last name when addressing civilians and “Military Grade” and last name when addressing military personnel
- 3.2. **Position of Honor.** This military courtesy began centuries ago when men fought with swords. Since men were primarily right handed, the heaviest fighting occurred on the right side. The left side became a defensive position since the shield was normally carried with left hand/arm. Thus, since units were proud of their fighting ability, the right side (sword bearing side) or right of the battle line became the position of honor, assumed by great warriors and leaders. Thus, a cadet should, while in uniform, walk or sit on the LEFT side of an AFJROTC instructor, military service member, or senior cadet officer who assumes the position of honor on the RIGHT.
- 3.3. **Good Standing List (GSL)**
- a. This is a list of all cadets (including Reserves) eligible to participate in scheduled corps activities and will be maintained by the SASI. Cadets whose names are on this list (In Good Standing) will be allowed to go on field trips, participate in color guard events and community service projects, march in parades, earn promotions, and more. ALL CADETS begin each school year with their names on the list, which is a good thing. A point system will be used to maintain the Good Standing List. The flight commanders may make recommendations to the SASI for points awarded or removed from the GSL.
 - b. GSL – How it works. Adherence to rules and proper conduct are pillars in any leadership development program. NC-955 has always endeavored to recognize those who follow these important tenants. Conversely, those who do not meet standards should not expect to participate as fully, if at all, as those who do. Our policy will continue to be that only those cadets who are meeting the standards of the JROTC program will be allowed to participate in extra-curricular activities to include field trips and special events like the military ball, aircraft flights, and college and base visits. To be in good standing, cadets must meet the requirements specified below. Everyone starts their semester on the Good Standing List (GSL) and will remain on the list unless performance and/or behavior warrants removal. This list and eligibility for participation will remain in effect as long as the cadet is active in the program. **Good Standing List Status returns at the beginning of each academic year.** The SASI maintains this list for cadets and will provide individual status to cadets upon request. Once a cadet

receives at least -10 GSL points, his/her name will be considered for removal from the GSL. Upon removal from the GSL the SASI will meet with the cadet to inform them of their removal and discuss the opportunities to regain points and return to the GSL. It is the cadet's responsibility to earn points for reconsideration to be reinstated; less than -10 is grounds for reinstatement, although you should clear them all if possible. For a missed uniform wear the cadet will have 1 week (5 school days starting the 1st day back) to make it up. The **SASI** will be responsible for logging, tracking, and reporting the status on their cadets to the cadet designated by the corps group commander. Cadets not on the GSL will not be eligible for promotion, nor will they be able to accumulate promotion points and community service hours until back on the GSL. Cadets will also not be allowed to participate in co-curricular activities, special events, or be eligible for quarter, semester, end of year awards, or attend summer leadership camps. If (when) you have questions, be sure to use your chain of commander.

Violation and point assignment

Failure to Show (< 24hr notice)	-5
Classroom rules violation	-5
Disrespect for authority	-5
Disrespect to a cadet	-5
Negative faculty report	-5
Poor conduct/lack of participation	-5
Profanity	-5
Improper/No Uniform Wear	-5
Detention	-5
Public Display of Affection	-5
Verbal Confrontation	-5
In School Suspension	-10
Out of School Suspension	-15

Earning your way back to the Good Standing List

Extra credit report (1 only)	+5	SASI, ASI (length, topic assigned)
95 or better on major test/project	+5	SASI, ASI,
5+ Hours Community Service	+5	SASI, ASI

Other violations and/or earned credits may be identified during the school year.

3.4 Form 341s

- Beginning Fall 2023 NC-955 will begin using Form 341s to track merits/demits for uniform infractions. Cadet officers will carry 341s and will identify and complete 341s on individuals according to the below guidance.
- 1st year cadets will be exempted until Week 3 of the semester.
- 341s may only be given on Piedmont High School, Piedmont Middle School, or Porter Ridge High School campuses during non-uniform inspection class time. i.e. Alpha Flight cadets entering the JROTC classroom during 2nd block will not be subject to 341s.
- When a Cadet Officer determines to issue a 341, they will **tactfully** notify the cadet so that corrections can be made, will complete the 341 and will place the completed 341 in the in-box for the Senior Enlisted Advisor.
- 341s will only be given for uniform and saluting infractions. i.e. not saluting in uniform when passing a ranking cadet officer.
- The Senior Enlisted Advisor will compile data from the 341s and report it the Ops Sq CC. Cadets will lose 5 pts on uniform inspect for each 341 and 341s will be utilized in flight standings.
- Positive 341s may be utilized in determining Cadet of the Month or other recognitions.

Chapter 4

PERSONNEL ACTIONS

SECTION A--CADET GRADES

- 4.1 Cadet Grade (Rank). All references to cadet grade will have the word "Cadet" as part of the cadet grade, i.e. Cadet Major Josh Smith or abbreviated as C/Maj Josh Smith. Grade is represented by standardized AFJROTC insignia (Figure 4.1) which is worn on the cadet uniform. Cadets should also know and recognize active military service grades.

Promotion: Promotion is based on the criteria set forth by the SASI/ASI/Group Commander/Senior Staff, provided satisfactory progress has been made. Retention of grade is also contingent upon satisfactory performance and behavior. See Section C for further information.

SECTION B—NO HAZING, PHYSICAL DISCIPLINE, AND SEXUAL HARASSMENT WILL BE TOLERATED

- 4.2. Prohibition on Physical Discipline and Hazing. Any form of hazing, whether verbal or physical, will not be tolerated within any AFJROTC unit or activity and is **STRICTLY PROHIBITED**. In addition, requiring cadets, individually or as a group, to perform any physical action as a reprimand, punishment, or for failure to perform will also not be tolerated. Cadets will not condone or encourage any type of hazing or initiation rituals. Any incidents will immediately be reported to the SASI or one of the principals.
- 4.2.1. Examples of prohibited physical disciplinary activities include, but are not limited to: push- ups, running laps, or any inappropriate physical contact such as shoving, pulling or grabbing.
- 4.2.2. Any form of verbal abuse, teasing, public rebuke or any attempt to otherwise humiliate a cadet is prohibited.
- 4.2.3. This prohibition is applicable to all AFJROTC unit activities, and includes instructors, cadets and any personnel involved with or participating in an AFJROTC unit or activity.
- 4.2.4. Unauthorized Clubs. No unit may encourage, facilitate, or otherwise condone secret societies or private clubs as part of the AFJROTC program.

Sexual Harassment: Sexual harassment of cadets by instructors or other cadets will not be tolerated and is **STRICTLY PROHIBITED**. The SASI and/or principal will deal harshly with any instructor or cadet who uses their leadership position, seniority, or rank/grade to engage in any sexual harassment. The SASI will brief all cadets on this policy. Any incidents will be reported to the SASI or one of the principals.

SECTION C--CADET PROMOTIONS AND CADET JOB ASSIGNMENTS

- 4.3. Promotions are a privilege, not a right. They are not a reward for past performance, but recognition that the cadet is prepared for increased responsibility. Areas considered in the promotion process are: attitude, performance, leadership potential, academic achievement, personal appearance and uniform wear, and community service. Accordingly, the SASI and ASI reserve the right to deny promotion to, or reduce in rank, a cadet who is disruptive in class, does not adhere to JROTC customs and courtesies, appropriate dress and appearance, exhibits poor military bearing or any other action prejudicial to good order within the cadet squadron, or who has been suspended from school.

4.4. Promotion and Job Assignment Selection Criteria:

- 4.4.1. Promotion Opportunities: There are various opportunities throughout the year to receive a JROTC promotion in rank. New cadets that successfully complete the New Cadet Orientation have the opportunity to test and receive the Cadet rank of Airman. Additionally, cadets that successfully complete a summer CLC as a “basic cadet” will be promoted to C/SSgt at a minimum. Further, if after completing a CLC they are appointed to a leadership position and meet the initial requirements to receive their rope, they will be promoted to C/2d Lt. If they fail to live up to the requirements of the leadership position they will revert back to C/SSgt.
- 4.4.2. Promotion Cycle: There are two (2) regular promotion cycles per semester, the dates will be identified at the beginning of the academic year. In order for cadets to be recommended for promotion, they must have had no referrals, be passing all academic classes, have at least a “C” average in AFJROTC and meet the criteria laid out below. Reserve cadets will normally not be eligible to promote during a regular promotion cycle but may promote for completing CLC, NCO, or be awarded a Promotion for Exceptional Performer. Prior to the promotion cycle suspense, the flight commanders will submit promotion forms identifying all enlisted members of their flight either in favor or against promotion and their reasoning. They will present this data to the Cadet Group Commander for verification whom in turn will provide to the SASI.
- 4.4.3. Promotion for Exceptional Performers (PEP): These are promotions above the rank the cadet presently holds and can only be awarded by the SASI/ASI. They are in recognition of superior performance or leadership, to provide an individual with the rank necessary to complete a specific job or task, or to correct an oversight or injustice within the promotion system. Further, it may be used by the SASI to promote an exceptional cadet to an officer rank in the event they are unable to attend CLC through no fault of their own. To be eligible, the cadet must have completed at least one year of AFJROTC, demonstrated a strong commitment to AFJROTC unit NC-955 and exemplifies the core values of Integrity, Service, and Excellence.
- 4.4.4. The ranks of MSgt through Lt Col require the passing of an interview. Twice each academic semester, the Cadet Corps Commander will convene a promotion board to interview candidates for cadet master sergeant, cadet senior master sergeant, cadet chief master sergeant and cadet officers. The board will consist of the Corps Group Commander and either the Operations Squadron Commander or Support Squadron Commander, plus a cadet officer to serve as recorder. The SASI and/or ASI will be present as well. Others may be invited to sit on the board as required. The SASI will approve board membership, date, and proceedings prior to convening. All cadets will be in the same uniform combo. To be eligible to meet the Board, each cadet must make known his/her desire for promotion to their Squadron Commander.

Promotion Criteria

Rank	Eligibility Criteria	Suggested Corp Position
C/AB	All new cadets without previous JROTC experience will start out in the rank of Cadet Airman Basic.	Corps Member
C/Amn	Unit Participation: Participated in at least 2 AFJROTC community service or Color Guard events (or 5 flag details) during most recent semester. Uniform Wear: Passed 2 uniform inspections with 90+ Knowledge Check: Air Force Core Values to include meaning of each.	Corps Member
C/A1C	Time in Grade: Served at least 1 full grading period in rank of Airman Unit Participation: Participated in at least three community service or Color Guard events while a C/Airman (or 6 flag details) Uniform Wear: No failed uniform inspections during most recent grading period. Knowledge Check: Mission of AFJROTC & Unit Motto; Air Force Core Values	Corps Member
C/SrA	Time in Grade: Served at least 1 full grading period in rank of Airman 1 st Class Unit Participation: Participated in at least four community service or Color Guard events (or 8 flag details) while an A1C. Uniform Wear: Passed all uniform inspections during most recent grading period. Knowledge Check: Air Force Rank Structure (both officer & enlisted)	Flight Sergeant
C/SSgt	Time in Grade: Served at least 1 full semester in rank of Senior Airman Unit Participation: Participated in at least four community service or Color Guard events during most recent semester and accumulated 12+ hours of community service over the previous 12 months. Uniform Wear: Passed 5 uniform inspections during most recent grading period Knowledge Check: 1 st verse of the Air Force Song; Air Force Rank Structure	Flight Sergeant Section Assistant
C/TSgt	Time in Grade: Served at least 1 full semester in rank of Staff Sergeant Unit Participation: Participated in at least four community service or Color Guard events during most recent semester (or 8 flag details). Demonstrated leadership as Flight Sergeant, NCO or project lead. Knowledge Check: AFJROTC Cadet Creed	Flight Sergeant Officer Position Assistant

C/MSgt	Time in Grade: Served at least 1 full semester in rank of Technical Sergeant Unit Participation: Participated in at least four community service or Color Guard events during most recent semester (or 8 flag details). Interview	Officer Position Assistant
C/SMSgt	Time in Grade: Served at least 1 full semester in rank of Master Sergeant Unit Participation: Participated in at least four community service or Color Guard events during most recent semester (or 8 flag details). Interview	
C/CMSgt	Time in Grade: Served at least 1 full semester in rank of Senior Master Sergeant Unit Participation: Participated in at least four community service or Color Guard events during most recent semester (or 8 flag details). Interview	Senior Enlisted Advisor Director of Special Events

C/2d Lt	Successfully completed a CLC or awarded PEP promotion.	Flight Commander or LDR Commander
C/1 st Lt	Time in Grade: Served at least 1 full semester in rank of Second Lieutenant Interview	Flight Commander, LDR Commander or Director of Special Events
C/Capt	Time in Grade: Served at least 1 full semester in rank of First Lieutenant Interview	Flight Commander, LDR Commander or Director of Special Events
C/Maj	Time in Grade: Served at least 1 full semester in rank of Captain Interview	Deputy Squadron Commander Squadron Commander
C/Lt Col	Selected as Corps Commander by SASI Interview	Group Commander

- 4.5. Demotions: In the event that a cadet fails to live up to the responsibilities of the acquired rank, to the Air Force Core Values, or in any way brings discredit to the Piedmont High School AFJROTC program, the SASI reserves the right to demote them to a lesser rank or remove them from the program entirely.
- 4.6. Job Assignment Policies:
- 4.6.1. The SASI/ASI will select the Cadet Corps (Group) Commander and approve of the Squadron Commanders and other officer positions as nominated by the Corps Commander.
- 4.6.2. The Cadet Corps Commander/Group Commander and all other key staff members and commanders will serve in their positions for one semester following a change of command ceremony.
- 4.6.3. Cadets who have conduct issues or get referrals may be placed on probation. If the cadet fails to achieve minimum standards while on probation or gets another referral in the same semester, the SASI may take action to reduce the cadet in grade and/or removed from positions temporarily or permanently.
- 4.6.4. Cadets who transfer from another JROTC program will temporarily assume their grades they had earned in their last unit. The group will request their cadet records from the losing unit. Upon receipt of their cadet records, the group will evaluate the cadet's record and permanently award an appropriate rank and/or position and equivalent ribbons.

- 4.6.5. Cadet records are maintained in the AFJROTC computer files (Wings). If a cadet leaves the unit, they cannot handcarry their cadet record, but their gaining unit must request that their cadet record be sent to them upon the cadet's enrollment in their program.

SECTION F—AFJROTC COMPLETION BENEFITS

- 4.10 Certificates of Completion. Presented to cadets in good standing who have successfully completed at least three years of AFJROTC. SASI/ASI reviews the entire period of enrollment and determines if certificates are to be issued since the SASI certifies to the armed services that the cadets have earned and deserve training credit. Cadets must have this certificate in their possession when enrolling in college ROTC or when enlisting in the armed services to receive following training credit:
- 4.10.1 Excused from one year of the General Military Course (GMC) of the college AFROTC program. Must contact the Professor of Aerospace Science (PAS) at the college or university where the cadet is enrolled to receive training credits.
- 4.10.2 Enlistment in pay grades E-2 or E-3 in the Army, Navy, Marine Corps, Coast Guard or Air Force with recommendations of the instructors and specific service allowances. Provides immediate substantial monetary benefit and accelerated promotion ahead of other enlistees who enter active duty at the same time.
- 4.10.3 Certificate of Training. Presented to senior cadets in good standing who successfully complete two years of AFJROTC. Like the Certificate of Completion, the SASI will review the cadet's entire enrollment to determine if a certificate of training is to be awarded. The cadets must have the certificate in their possession to receive the following training credits:
- 4.10.4 Eligibility. These certificates are very important documents and are not awarded automatically based solely on academic grades. Total performance and conduct is considered, and it is possible to successfully complete the AFJROTC courses but not be awarded a certificate. The SASI and the Principal, Piedmont High School, will determine whether a certificate will be issued.
- 4.10.5 Cadets will have the opportunity to participate in various community service activities throughout the year to include for example color guard ceremonies, flag retirement ceremonies, and adopt-a-highway just to name a few. Community service hours are tracked and upon graduation a transcript of all community service hours can be provided to cadets upon request for use in college/job applications, scholarships or other activities as determined by the cadet.
- 4.10.6 Cadets that have at least three years equivalent AFJROTC participation and maintain an A average in all AFJROTC courses will receive an AFJROTC Cord that may be worn at graduation.
- 4.11 **Disenrollment Procedures**
- 4.11.1 Cadets that fails to meeting AFJROTC standards in regards to behavior, wear of uniform etc. will be considered for disenrollment. The process is as follows.
- a. Cadet initially identified as potential for disenrollment: Cadet will be receiving feedback from SASI or ASI explaining that continued failure to meet standards will result in disenrollment.

b. If above cadet continues to fail to meet standards or show an inability to conform to JROTC good order and conduct, the SASI and ASI will discuss the cadet in attempt to gauge underlying cause. For example, is there a medical or mental impairment or other mitigating factor work considering. This may also include contacting Guidance or Admin for more information.

c. If it is determined, after the SASI/ASI discussion that the cadet should in fact be disenrolled. The SASI will contact the parent or guardian to discuss. Depending upon the conversation there may be additional mitigating factors made known.

d. If after discussing with parent/guardian the SASI/ASI still believe that disenrollment is the right approach, the assigned AP will be contact to initiate disenrollment.

e. Once the student is removed from the class roll in PowerSchool, the appropriate actions are taken in WINGS to update the class roster.

4.11.2 Some circumstance warrant bypassing some of the above steps. For instance, if there is egregious behavior resulting in the student being removed from school, there is no need to provide feedback that continue failures will result in disenrollment. Additionally, every effort will be made to contact a parent/guardian but in some cases the parent/guardian will refuse communication. If after several days of voicemail and email the parent/guardian has refused to acknowledge the situation the SASI/ASI will proceed with the disenrollment.

Chapter 5

UNIFORM & PERSONAL APPEARANCE

- 5.1 Uniforms will be worn in compliance with HQ AFJROTC Operational Supplement Chapter 7. AFI 36-2903 is the governing Air Force instruction for uniform wear and is the authoritative document for any Air Force uniform wear guidance not covered by HQ AFJROTC Operational Supplement Chapter 7.
- 5.1.1 The Air Force Service uniform (blues) will be issued to cadets free of charge and will be worn each Wednesday for a grade. Cadets will wear the identified blues Combo as published weekly by the cadet leadership. Combo 1 - Blues w/tie & service coat. Combo 2 – Blues with tie. Combo 3 – Blues without tie. Note: If a long sleeve shirt is worn a tie must accompany it. Further, cadets may always wear a more formal combo. As example, if the Combo for the week is Combo 3 a cadet may choose to wear a tie or tie and service coat without penalty.
- 5.1.2 ABUs and OCPs are the official utility uniforms of AFJROTC cadets and will be worn by cadets that have been issued them twice a month in place of blues. The date of ABU/OCP wears will be identified by the cadet leadership team at least one week prior. As with blues, this is a required uniform wear for a grade. Cadets that have not been issued ABUs will wear blues, Combo 3.
- 5.1.3 Cadets will receive a weekly grade for their uniform wear based upon an in-class inspection. Cadets must wear the uniform the entire school day (0830-1525) in order to receive credit. Exceptions are made for PE/sports or for classes in which there is a high probability of damage to the uniform such as art, Chemistry labs, or cooking. The intent is not that the cadet never wears the uniform to the class but that they change out of it during the particular class day in which a messy/damaging activity is taking place and change back into the uniform following the class. If a cadet is absent for a uniform wear they must wear the uniform on their next day back at school. On rare exceptions cadets may be excused from uniform wears for medical or personal reasons, or as a reward, as determined by the SASI or ASI, otherwise, failure to wear the uniform on a designated day or upon returning from absence will result in a 0. Uniforms will be inspected during class to determine the grade. If it is a uniform wear day and the cadet is anticipating an early release prior to AFJROTC class they may stop by the AFJROTC office prior to departure to be inspected and receive credit.
- 5.2. Cadets will dress out each Friday in their Physical Training (PT) attire. Time will be provided at the beginning and end of class to change. The PT uniform is comprised of a unit or USAF PT shirt and unit or USAF PT shorts issued at no cost to the cadet, personal athletic socks and shoes, and appropriate undergarments to protect the modesty of the individual performing athletic activities. Short, mid and full length solid black, white or dark blue form fitting sportswear (i.e. spandex, lycra or elastic) may be worn and visible under both the PT shirt and/or PT shorts. Cadets may wear the unit issued Air Force sweatshirt or unit purchased hoodie in lieu of the PT shirt.
- 5.3 Alternate Unit Polo Uniform. Cadets in Reserves may wear an alternate uniform consisting of the blue unit polo shirt with slacks or jeans of a conservative color and with no holes, a belt, and dark socks. The polo should be tucked into the pants. The unit polo may be purchased from Maj Richardson or MSgt Colvin.
- 5.4 **Ribbon Supplement.** Local supplement in addition to requirements set by AFJROTC. Not all ribbons are addressed here; see operational supplement, chapter 7 (Addendum 1) for complete list of Ribbons and AFJROTC requirements.

- a. **Outstanding Flight Ribbon.** Awarded each academic term to members of outstanding flight as determined by the SASI/ASI using all cadet criteria (uniform wear and grades, PT participation and grades, community service participation and hours, class conduct and participation, attendance data, and event participation).
- b. **Outstanding Cadet Ribbon.** Awarded annually to the outstanding first year, second-year, third-year, and fourth-year cadets. The Recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence as determined by the SASI/ASI.
- c. **Leadership Ribbon.** Awarded for outstanding performance in a position of leadership to cadets who have consistently displayed outstanding leadership ability above and beyond expected performance as determined by SASI/ASI.
- d. **Achievement Ribbon.** Awarded for a significant achievement in AFJROTC or other school activities/events as determined by SASI/ASI.
- e. **Superior Performance Ribbon.** Awarded to no more than the top 10% of the cadet corps for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC in recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.
- f. **Academic Ribbon.** Awarded for academic excellence each term. Recipients must have an “A” in AFJROTC with all other grades a “B” or better.
- g. **Cadet Leadership Course (CLC) Ribbon.** Is a ribbon awarded for completion of an approved leadership school program of at least 5 days in duration. For each additional CLC completion an additional bronze star will be awarded. A Silver Star will be awarded for outstanding performance or leadership ability at a CLC instead of the Bronze Star. The Silver Star is limited to 10% of the class.
- h. **Orienteering Ribbon.** Participation in at least one orienteering meet and recommended by instructors.
- i. **Leadership Development Requirement (LDR) Leadership Ribbon.** awarded at the SASI’s discretion for leadership in AFJROTC Leadership Development Requirement activities (such as but not limited to PT team commander, orienteering team commander, drill team commander, color guard team commander, dining-in chairperson, military ball chairperson, etc.).
- j. **Drill Team Ribbon.** Exceptional participation on drill team events with at least 3 drill meets participation. Clusters will be awarded following initial issue for subsequent awards (minimum of 3 events for cluster).
- k. **Color Guard Ribbon.** Exceptional participation on color guard events with at least 5 color guards. 10 flag details may count as 1 CG event to replace a max of 3 of 5 required CG events. Clusters will be awarded following initial issue for subsequent awards (minimum of 5 events for cluster).
- l. **Saber Team Ribbon.** Exceptional participation on saber team events with at least 3 events. Clusters will be awarded following initial issue for subsequent awards (minimum of 3 events for cluster). Same event cannot be used for both Color Guard Ribbon and Saber Team Ribbon.
- m. **JLAB Ribbon.** Cadets must participate in 90% of planned JLAB meetings and participate in a JLAB competition.
- n. **Raiders Team Ribbon.** Cadets that meet the criteria to become an NC-955 Raider and participate in at least 90% of the practices over the course of one semester will earn the Raiders Team Ribbon.
- o. **Military Model Building Team Ribbon.** Cadets that meet the criteria TBD will earn the Military Model Building Ribbon.
- p. **Unmanned Aircraft Systems (UAS) Ribbon.** Cadets that meet criteria TBD will earn the UAS Ribbon.
- q. **Marksmanship Team Ribbon.** Cadets will be allowed to wear Marksmanship ribbon if they transferred in with comparable ribbon from any service JROTC program or if recommended for ribbon by school shooting team coach (if applicable).
- r. **Good Conduct Ribbon.** No disciplinary referrals (ISS, OSS, detentions...) and recommend by cadet officers and instructors. Recipient must also have had less than 5 absences for the year.
- s. **Service Ribbon.** Awarded at instructor’s discretion for distinctive performance in school, community or AFJROTC service projects. Cadets with least 15 hours of service in a given academic year will be considered for this ribbon.
- t. **Health and Wellness Ribbon.** Cadets participating in the Health and Wellness program that improve their overall fitness percentile during a semester by 5% will earn the Health and Wellness Ribbon. Instructors may also waive requirement and award to cadets based on their personal improvement and effort. Intent is for cadet to qualify for ribbon; it is not just a participation ribbon. Cadets will be eligible for bronze, silver and gold star devices if they meet the criteria required at 7.7.43 in the attached Chapter 7 Uniform and Awards Supplement.

- u. **Recruiting Ribbon.** Outstanding effort in support of unit recruiting activities. Cadets must have directly contributed to the recruitment of two new members to AFJROTC with at least 1 viable cadet (remained for a semester).
- v. **Activities Ribbon.** Awarded to cadets that participate in an LDR other than those qualifying for other ribbons such as the Color Guard, Drill Team, Raiders Team and/or Special Teams Competition Ribbons. Examples include Academic Team.
- w. **Attendance Ribbon.** Attendance that is clearly superior to others based on instructor required standards (no unexcused absences and no more than two excused absences during the semester in which enrolled in AFJROTC).
- x. **Dress and Appearance Ribbon.** 100% uniform wear on all required days with 90+ average grade.
- y. **Longevity Ribbon.** Awarded for successful completion of each AFJROTC semester.
- z. **Death March Memorial Hike Ribbon.** Awarded to cadets who fully complete a 14-mile hike to honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March. The event can be accomplished on a locally determined 14-mile course (trails, road courses, tracks, etc.,) and hike must be in a span of one to no more than 3-days.
- aa. **Patriotic Flag Ribbon.** Awarded for participation in a minimum of 5 non-color guard flag events specifically designed to honor our nation's flag (such events include flag raising ceremonies, flag retirement ceremonies, elementary school flag mentorship efforts, flag-folding training and performances and historical flag demonstrations). Alternately, every 20 recorded flag details will count as 1 flag raising ceremony.
- bb. **Special Teams Placement Ribbon.** Awarded to team members for placing 1st, 2nd or 3rd in an Air Force or Joint Service Competition to include Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, and Drill Teams (for Drill placing 1st-3rd in competitions with over 8 attending schools or 1st-2nd with less than 8 schools attending).

- 5.4.1 Metal Tabs: There are two possible metal tabs cadets can earn to wear with their blues; Raiders and Drill Team. The Raiders tab is earned by either meeting the "Elite Raiders" criteria and participating in at least one Raiders competition or successfully serving in the position of Raiders Commander for one semester. The Drill Team tab is earned by attending 90% of drill practices and competing in a drill competition.
- 5.5 Personal appearance and grooming while in uniform must be in compliance with AFI 36-2903. The following are some of the key aspects of the instruction but are not all inclusive. For a complete guide to appearance and grooming refer to the attached AFI 36-2903.
- 5.5.1. Hair-Male. Tapered appearance on both sides and the back of the head, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the member's hair so that it conforms to the shape of the head, curving inward to the natural termination point without eccentric directional flow, twists or spiking. A block-cut is permitted with tapered appearance. Hair will not exceed 2 ½ inches in bulk, regardless of length and ¼ inch at natural termination point; allowing only closely cut or shaved hair on the back of the neck to touch the collar. Hair will not protrude under the front band of headgear.
- 5.5.2 Hair-Female. No minimum hair length, to a maximum bulk of 4 inches from scalp and allows proper wear of headgear. Hair will end above the bottom edge of collar and will not extend below an invisible line drawn parallel to the ground, both front to back and side to side unless pulled back and secured or worn in an authorized ponytail or equivalent or long braid(s). If hair is pulled back and secured behind the head, radius will not exceed 6 inches from the point where the hair is gathered (i.e., no more than 6 inches to the left and 6 inches to the right, 12 inches total width; and 6 inches protruding from where hair is gathered) and must allow for proper wear of headgear. One or two braids or a single ponytail or equivalent may be worn down the member's back with length not extending below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades. The braid(s) or ponytail or equivalent cannot be worn over the shoulder or pulled in front of the body. They shall extend down the member's back. Bangs, or side-swiped hair, may touch eyebrows but will not touch or cover eyes. When in doubt, assess correct length of hair with the Airman standing in the position of attention.

- 5.5.3 Piercings - With the exception of earrings for women, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry or ornamentation to or through the ear, nose, tongue, eye brows, lips, or any exposed body part (includes visible through the uniform).
- 5.5.4 Male Airmen are not authorized to wear earrings while in uniform or in civilian attire for official duty, but are authorized to wear earrings in civilian attire while off duty on a military installation. Female Airmen may wear small (not exceeding six mm in diameter) conservative (moderate, being within reasonable limits; not excessive or extreme) round or square white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If member has multiple holes, only one set of earrings are authorized to be worn in uniform and will be worn in the lower earlobes. Earrings will match and fit tightly without extending below the earlobe unless the piece extending is the connecting band on clip earrings. When not wearing earrings, male and female Airmen are authorized to wear transparent piercing spacer(s) in lower earlobes while in uniform. Transparent spacers are not allowed in ear holes outside of the lower earlobes or any other piercing holes visible in uniform (nose, lip, eyebrow etc). Piercing holes will not be large enough to permit light to shine through.
- 5.5.5. Airmen may wear one bracelet around their wrist. If worn, the bracelet will be conservative (moderate, being within reasonable limits; not excessive or extreme) in design, no wider than ½ inch, gold or silver in color, and will not have any inappropriate pictures or writing. Medical alert/identification bracelets are authorized. If worn, medical alert/identification bracelets will be conservative and moderate. Bracelets will not be excessive or extreme, which is defined as plain, not drawing inappropriate attention. Gemstones/tennis bracelets may only be worn with the mess dress uniform. Bracelets espousing support for cause, philosophy, individual or group are not authorized (Exception: Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized).
- 5.5.6 Rings. Airmen may wear a total of no more than three rings; wedding sets count as one ring when worn as a set. Rings will be worn at the base of the finger, and may be worn on the thumb.
- 5.5.7 Necklaces will not be visible at any time. If worn, will be concealed under a collar or undershirt.

Chapter 6

AFJROTC NC-955 LDRs AND ACTIVITIES

There are several voluntary cadet extracurricular activities, which supplement aerospace or leadership experiences. These activities bring cadets together with common interests, build esprit de corps, are ways to create lasting friendships, and guarantee a good time to those who get involved. Involvement teaches responsibility, teamwork, and cooperation. It also is a positive, visible way to publicize to the community the values at work that we teach to our cadets. Although participation is encouraged it is not required to pass the course. However, the more you participate the more you will get out of JROTC and we attempt to have something for everyone! The SASI and/or ASI will monitor all activities and will serve as advisors. Additionally, active duty military and sponsors will help monitor and teach these activities.

6.1 Leadership Develop Requirement - HQ AFJROTC uses the term LDR (Leadership Development Requirement), for cadet led organized teams that are not simply one-time events or activities but continuing throughout a semester or academic year, therefore the term LDR is synonymous in most cases with AFJROTC co-curricular teams and clubs. The following description of NC-955 LDRs is not all-inclusive and will change depending on what activities the NC-955 cadets desire to participate and support in a given year.

6.1.1 Color Guard, Drill/Rifle/Sabre Teams.

Color Guard. This elite cadet corps presents and posts the US, North Carolina, and school colors at school, Corps, and community functions. This co-curricular activity provides an opportunity for cadets to learn to respect and properly present national and state flags. Color Guard Commander will be a senior cadet selected by the group who has normally been on the team in the past and serves on the cadet staff as a senior commander. Color Guard Commanders will write operating instructions describing color guard operation and membership, designate practice times, ensure equipment is maintained, and supervise Color Guard operations.

Drill/Rifle Team. Cadets who enjoy drill, "polish" their drill skills learned in the leadership laboratory and form a drill team that performs in local and area-wide drill competitions and demonstrations. Drill practice will normally be two times a week immediately after school (Wednesdays and Thursdays – or as determined by senior staff). If there is interest, a rifle team commander may be appointed. The commander will be responsible for leading and training cadets in rifle instruction and will identify cadets who want to refine their rifle handling skills and knowledge of manual of arms. The Rifle Team Commander will be appointed by the drill team commander to lead and train the team and may be the same individual selected to lead either Exhibition or Regulation Armed Teams. If there is interest, cadets may appoint a Sabre Team Commander who will be responsible for leading and training sabre instruction. Color Guard and Drill Team members will compete to participate in annual competitions to represent the Corps and Piedmont High School.

6.1.2 STEM LDRs.

Rocketry. Members of this LDR will learn how to build and launch model rockets. Cadets who meet the AFJROTC qualifications are also eligible for a rocketry badge, which is worn with the uniform. Rocketry may be instituted as a part of the curriculum in which case all cadets would be responsible for academic portions. Those that complete the instructor established requirements and successful launches would also be eligible for the rocketry badge. If enacted cadets may elect a club leader with SASI/ASI approval.

Aviation Club. This club is organized around the enjoyment of aviation. It meets regularly to discuss topics in aviation and fly our flight simulator and/or multicopter. Note that depending upon cadet interest, UAS or Multicopter may be organized as a separate LDR.

Academic Bowl Team. This team will meet regularly in the fall to practice and compete in JLAB (JROTC Leadership & Academic Bowl) competition.

ESport. Our unit is actively pursuing the establishment of an ESport team to compete against other JROTC teams on an ESport platform such as HSEL (High School Esports League).

- 6.1.3 Raiders Team. This is among our newest LDRs. Raiders Teams compete regionally in physically demanding team competitions such as obstacle courses and Army JROTC Raider competitions that typically involve distance running, 1-rope bridges, various physical challenges and other tactical tasks such as knot tying, first aid, and land navigation. To be a Piedmont Raider you must be willing to put in the effort to become physically fit and have team mindset.
- 6.1.4 Awareness Presentation Team. This worthwhile voluntary LDR consists of cadets that feel comfortable talking to elementary and middle school students about selected topics which could include drug education, study skills, and staying in school. Our involvement brings our Corps favorable publicity and is a valuable social service to the community. Cadets can earn an APT badge to wear on the uniform if they participate in three events.
- 6.2 Field Trips/CIAs (Curriculum-In-Action). This is an important part of the AFJROTC curriculum. We have the privilege of visiting several military installations with very active and diverse missions. In the past, we visited flying operations, base support facilities, and security facilities. Visits will occur throughout the year. The instructors will choose cadets who are students in good standing, are passing AFJROTC, and have not had a history of uniform or personal appearance violations. Cadets who are not on the GSL due to referrals, failure to wear uniform or other GSL violations will be asked to sit out the field trip. The SASI/ASI will check cadet records for referrals and uniform wear and will determine eligibility for cadets.
- 6.3 Fund Raising Activities. The booster club needs money to support many of the JROTC activities, field trips and community service projects. Various fund raising activities are done each school year to raise money. The extent that cadets and their sponsors support these activities will determine the level of funding the corps has to minimize costs for social and formal functions and to purchase items that will enhance corps operations and cadet esprit de corps. Some fundraising activities we will identify for cadets to raise money for their “cadet account”. This is a running total maintained by the SASI that the cadet may choose to apply toward field trips and other designated events throughout the year. At the end of the school year any money remaining in the “cadet account” will go to the general purpose fund.
- 6.4 Dining In/Out (Military Ball). This is a formal Air Force traditional activity. Cadets will plan the function and will serve in traditional positions that direct the evening's festivities. This formal meal followed by traditional activities is a fun filled activity for all participants. If a joint ball is elected, then our Corps will have representatives attending the joint committee meetings.
- 6.5 Community Service. A major component of AFJROTC is community service. There will be many opportunities throughout the year to participate in AFJROTC organized community service events such as color guards, middle school visits, and adopt-a-highway. The events are tracked by AFJROTC and contribute to promotions and other awards. Additionally, cadets may choose to participate in community service events outside the scope of AFJROTC. If documentation is provided and approved by the SASI/ASI these activities may contribute to the annual service award and/or toward generating points for the return to the Good Standing List.
- 6.6 Cadet Leadership Camp (CLC). Each year a portion of our cadets are invited to participate in a summer Cadet Leadership Camp in the Blue Ridge Mountains that involves cadets from North Carolina, South Carolina and Tennessee. High standards of conduct, performance and physical capabilities must be met to attend. There is also a financial cost which may be met through fundraising activities. Cadets that attend and complete the CLC will have earned additional promotion opportunities.

Chapter 7

PHYSICAL FITNESS PROGRAM

7.1 Although AFJROTC does not have maximum/minimum cadet weight or physical fitness requirements, all cadets will participate in the AFJROTC Health and Wellness Program which comprises 20% of the course. Health care, nutrition, body image, and physical fitness are all covered in the AFJROTC curriculum. In the Wellness component, cadets will be given the opportunity to put into practice the wellness concepts that are taught in Leadership Education. It consists of an initial fitness assessment at the start of each semester to establish a baseline of an individual's fitness and another fitness assessment at the end of the semester to measure improvement. Physical Training will take place each Friday throughout the semester with the goal to show an improvement for each individual at the end of the semester. It's important to mention here that although cadets are given a percentile of how they place against other cadets across the country they are encouraged and rewarded for improving their own fitness regardless of their starting baseline or the performance of other cadets in the program. Physical Fitness Consent Forms need to be signed and returned to AFJROTC where they will be kept on file. Any changes to your health that could affect participation needs to be updated as soon as practical.

7.2 AFJROTC Fitness Assessment.

The AFJROTC Fitness Assessment is comprised of three events; right angle push-ups, sit-ups and a timed 1-mile run. Right angle push-ups – count of how many push-ups a cadet can accomplish within one minute. Push-ups are done in a standardized form for all male and female cadets with the back rigid/straight and the body lowered to a fists length from the ground with elbows at approximately a 90 degree angle and then return all the way up. The number of proper form push-ups accomplished in one minute is scored. Sit-ups – count of how many sit-ups a cadet can accomplish within one minute. Sit-ups are done in proper form with knees bent at approximately 90 degrees, arms crossed and hands placed on shoulders/chest. The cadet will maintain contact with shoulders/chest and rise to and touch elbows to their knees or thighs when in the up position. The number of proper form sit-ups accomplished in one minute is scored. Timed 1-mile run will generally consist of four laps around the track at Piedmont High School. The cadet may walk or run but may not leave the track during the timing or it will terminate the event.

7.3 Additional Fitness Requirements.

Some activities cadets participate in may require them to meet certain fitness standards for their own safety. A good example is summer Cadet Leadership Camp. We typically participate in a challenging summer camp located in the Blue Ridge Mountains in which the cadets must participate in daily PT, drill, and sports at a high elevation while navigating difficult terrain. For their own safety the camp provides fitness requirements prior to attending.

Chapter 8

RESERVE FLIGHT PROGRAM

- 8.1 SASI/ASI will determine whether or not to activate Reserve Flight based on cadet recommendations. If Reserve Flight is activated, procedures will be as follows:
- 8.2 The Piedmont AFJROTC Reserve Program provides an opportunity for cadets who are enrolled in an AFJROTC course during one semester of a 4x4 academic year, but not the other, to maintain full affiliation with AFJROTC program throughout the year. **Cadets must have completed at least one year of JROTC (1 semester in a 4x4 block schedule) and be registered for either the fall or spring semester of the current academic year to be in Reserves.** Cadets in the reserve program may participate in all extracurricular activities of the AFJROTC program, including drill team, staff positions, field trips, dining-in, military ball, etc., as long as the requirements of this agreement are met.
- 8.3 UNDERSTANDING: It must be understood that participation in the AFJROTC Reserve Program does not commit or obligate any student to military service. Nor does participation guarantee special consideration if a student chooses to enter military service. **NO ACADEMIC OR MILITARY CREDIT WILL BE GIVEN FOR PARTICIPATION.** Cadets who have not missed any uniform days are eligible to participate in ROTC activities, drill teams, and field trips.
- 8.4 AGREEMENT: In order to maintain the high standards of courtesy, personal conduct, and appearance required by the Air Force and Piedmont High School, as an AFJROTC cadet in the reserve program, you understand and agree to:
- a. Enroll in an AFJROTC course during one of the two semesters of the current academic year.
 - b. Wear the AFJROTC uniform on “uniform day” or other occasions as required by participation in the reserve program. Reserve cadets will wear the uniform of the week the entire day, on Wednesdays or other designated day each week that the regular class wears the uniform. Alternately, Reserve cadets may purchase and wear the NC-955 polo on Wednesdays instead the Uniform of the Day. Failure to wear the uniform or polo as required or deliberate improper wear of the uniform will result in removal from the reserve program and loss of all AFJROTC privileges.
 - c. Participate in afterschool drill practice at least once monthly at Piedmont High School. Note that Reserve cadets are encouraged to attend more than once a month, once a month is the minimum. Failure to wear uniform or polo weekly and attend drill practice once a month, will result in removal from the Reserves Program.
 - d. It is primarily the Reserve cadets’ responsibility to maintain contact with NC-955 instructors and cadet leadership to ensure informed of upcoming events. The Reserve cadet can do this by joining the GroupMe, attending drill practices, and interfacing with the semester Canvas course Reserves page.
 - e. Maintain the uniform in a clean, properly fitted and repaired manner. Turn in the complete uniform upon demand. Cadets are responsible for cost of cleaning, loss, theft or damage to the uniform.
 - f. Meet the personal grooming standards established by the Air Force.

g. Meet the standards of attitude, behavior and courtesy expected of AFJROTC cadets as described in the Cadet Handbook. Cadets who fail to meet acceptable standards or who are suspended from school for behavior problems risk losing cadet rank, position, and privileges and may be removed from the reserve program.

h. Meet the objectives of the cadet-managed group to: (1) Encourage a high degree of personal honor, self-reliance, and leadership. (2) Promote patriotism. (3) Develop habits of orderliness and precision. (4) Develop respect for constituted authority.

i. Respond positively to other cadets who have been appointed to leadership positions in the cadet group. Conduct yourself properly if/when you are placed in a position of leadership.

j. Strive to develop self-discipline and responsibility for personal actions.

k. Participate in community service projects in order to be eligible for promotions and to assist unit in meeting unit goals. Reserve Cadets will participate in at least one AFJROTC community service event during the Reserve semester with the goal to achieve a minimum of 15 hours of community service for the year. The goal for senior staff Officers and NCOs should be at least 25 hours of service per year.

8.5 Failure to live up to the requirements as stated above and in the Cadet Reserves Program contract will result in removal from the Reserves Program. If removed from the Cadet Reserves Program MSgt Colvin will determine uniform turn-in requirements. Further, removal from the Cadet Reserves Program will result in the loss of ability to attend AFJROTC fieldtrips and activities during the semester and may result in the loss of opportunity to participate in the Cadet Reserves Program during future semesters. However, unless the infraction is egregious, the removal from the Reserve Program will in no way impact the cadet's standing or ability to participate during the follow-on active status semesters.

Chapter 9

COMMUNICATION

- 9.1 Communication is vital to the successful operation of an AFJROTC unit. With the variety of systems now available and with cadets attending from Piedmont Middle School, Porter Ridge High School and Piedmont High School, communication can be difficult at times if everyone doesn't strive to ensure it is done effectively. Remember that communication runs two-ways and that it takes effort on both parties for success. The systems and processes below provide the baseline of how we plan to communicate within NC-955.
 - 9.1.1 E-mail: School email is an effective way for instructors and cadet leaders to get information out quickly, particularly if there are attached files or for forwarding information on opportunities such as scholarship applications. E-mail however is only effective if cadets check it. Please check your email daily!
 - 9.1.2 Discord: This is a downloadable app in which cadets may download and join our NC-955 Official group. It is highly effective for getting out immediate information to cadets since it sends messages to their phones. Such things as meeting time changes or short notice LDR events are typically communicated on Discord. This is one of the most effective means of communicating we have so if you have a cell phone I encourage to use this.
 - 9.1.3 CANVAS: UCPS provides teachers and students with CANVAS access and we will continue to use it for class information and to post information to the Reserves page. If you are in Reserves please ensure you have been added to the current JROTC class and all cadets should ensure the notification options are set to send them emails when course announcements have been made.
 - 9.1.4 Facebook: Our page "AFJROTC NC-955" is used primarily to advertise our activities and communicate to parents, for example if we are on a field trip and want to let parents know our expected time of return. Only cadets and parents may join by answering the provided questions for access.
 - 9.1.5 Instagram: Our Instagram page "pmhs_afjrotc" is similar to our Facebook page with the exception that anyone can follow it. It is primarily used for advertising within the community.
 - 9.1.6 In-Person Communication: We can never get so reliant on technology that we forget to simply meet in person. By attending drill practices and/or stopping by the JROTC classroom now and then you will often pick up on information that may have not found its way onto the above mediums. Don't be afraid to stop by and say hello!
- 9.2 Communication with instructors. Per HQ AFJROTC guidance, instructors are not allowed to text cadets. Therefore, please do not text MSgt Colvin or Maj Richardson. You may however, send e-mails or call if the situation warrants it but please do not call after hours unless it is an emergency or important to an ongoing JROTC activity. Further, if the issue is not of a personal nature and relates to routine JROTC business you are encouraged to utilize your cadet chain-of-command.
- 9.3 E-mail format. When drafting e-mail communication it is important to use proper formatting. The tips below will help you come across more confident and professional than you might otherwise.
 - 9.3.1 Utilize the subject field to give the reader an idea of why you are corresponding. This helps them gauge immediacy of the correspondence and sort and find the email if necessary at a later date.

- 9.3.2 In the text, first identify whom you are addressing. i.e. MSgt Colvin, C/Moss, Maj Richardson. This is particularly important if you have multiple addresses on the email cc'd.
- 9.3.3 Utilize proper grammar and watch the tone which can be misinterpreted in e-mail; learn to utilize tact when providing feedback or arguing your case.
- 9.3.4 Conclude with closing salutation (i.e. Best Regards, Very Respectfully, Thanks, or Much Appreciated) followed by your cadet rank and name. Always remember to precede your rank with C/ for cadet (example, C/LtCol Moss).

ATTACHMENTS

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