

(Current as of July 2018)

**UNITED STATES AIR FORCE-JROTC
VALLEY HIGH SCHOOL
CA-20017 CADET GUIDE**

CADET: _____

Developing Citizens of Character

FORWARD

This guide has been developed to help you achieve success as an Air Force Junior Reserve Officer Training Corps (AFJROTC) cadet at Valley High School. It provides you with detailed information about AFJROTC directives, policies, organization, procedures, and activities. Occasionally, there will be changes the Aerospace Science Instructors will pass on to you.

This document is periodically revised in order to keep it as current as possible. Any VHS cadet interested in the addition or deletion of information (in order to make Cadet Guide more informative or easier to understand,) should contact a member of the Cadet Junior Staff, the ASI or SASI.

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Note: If it is important enough to call an instructor, it is important enough to leave a message if the instructor is unavailable. DO NOT call and hang up if there is no answer! Make sure to leave your phone number (caller ID doesn't always work). Also, if you are calling an instructor's house after hours, you should be absolutely sure it is for a valid reason. Asking what day the uniform is worn is will NOT be considered a valid reason. Use your chain of command, social media, call a friend, and if you still need assistance after that, call an instructor.

Our Website is: valleyjrotc.weebly.com

Follow our Instagram at: @ vhs.jrotc

Follow us on Twitter:

**UNITED STATES AIR FORCE
JUNIOR RESERVE OFFICER TRAINING CORPS (JROTC)
California 20017th Cadet Squadron-Valley High School
6300 Ehrhardt Avenue-Sacramento, CA 95823
(916)689-6500, ext 6703**

16 June 2017

Dear CA-20017 Cadet:

Let me welcome you and commend you on your election to enter the Air Force Junior Reserve Officer Training Corps program here at Valley High. This is a demanding and challenging program, perhaps in many ways you've never experienced before. You've shown a significant degree of self-confidence by electing to participate. You'll soon find yourself feeling pride and a sense of accomplishment for your participation in cadet activities. This is one of the best programs on this campus. It will offer you a significant number of advantages, such as (1.) learning how to work within a structure and on a team to get things done, (2.) how to follow and lead people through difficult situations, (3.) how to comport yourself properly, diplomatically, and congenially in social and public situations, and (4.) how to organize major projects and make them successful. Your participation in this program will earn you a significant degree of respect, from your peers, superiors, subordinates, teachers, even your parents and family. It will teach you many important things you might never learn elsewhere, about life and how to be successful in it. You will learn leadership.

The program should also help you academically. All of your coursework is accredited, either as social studies, integrated science or aerospace studies. As such you will be receiving elective credits that will help you toward high school graduation as they teach you about science, life and leadership. If you should ever decide to investigate the US military as employment or a profession, you'll know far more than the average high school graduate about it. You may even start off at a higher level in the military because of your Aerospace Studies experience. If you should ever enter the civilian aviation or aerospace field you will also have advantages over others without your cadet experience. If you should want to pursue college after graduation, you may earn scholarship assistance from the military services or even attend a service academy.

You have made a very wise choice. However, it is a choice that will require determination and hard work, as everything in life does. We're happy you're with us, and we look forward to your having successful years as an Air Force ROTC Cadet. Good luck and Aim High!

Thomas A Linster
Colonel, USAF (Retired)
Director, Air Force JROTC

**Thomas A. Linster, Colonel USAF (Retired)
Senior Aerospace Instructor
Rudolph J. Garcia, Master Sergeant, USAF (Retired)
Aerospace Science Instructor**

HISTORY OF THE CA-20017TH CADET SQUADRON

VALLEYHIGH SCHOOL

The California 20017th Air Force Junior ROTC Cadet Squadron was established at Valley High School in July, 2001 by agreement between the Elk Grove Unified School District and The United States Air Force.

The first Senior Aerospace Science Instructor (SASI) was Col William G. "Bill" Norman, Jr. Col Norman retired from active Air Force duty with the Inter-American Defense Board (IADB) in Washington, D.C. in April, 1994. He had extensive experience in training and education assignments over his Air Force career. During Academic Year (AY) 1994-95, he opened another new AFJROTC program in Oregon (OR-941), but moved to his home in Carmichael to open Rocklin High's CA-954 in June 1995.

The current Senior Aerospace Science Instructor (SASI) is Col. Thomas A. Linster, who was the commander of the 349th Maintenance Group, one of four groups assigned to the 349th Air Mobility Wing, Travis Air Force Base in California. The 349 MXG develops, directs and executes plans, policies and procedures for training its 350 logistics personnel.

The Colonel entered the Air Force as an airman in 1967 and performed duties as an aircraft maintenance mechanic. He received his commission through the Reserve Officer Training Program in 1980. He joined the Air Reserve Technician program in 1987. Prior to entering the Air Reserve Technician program, he worked in the private sector as a manufacturing manager, program manager and supervisor on such programs AARAAM Missile development.

The first Aerospace Science Instructor ASI was (and currently is) MSgt Rudolph J. Garcia. MSgt. Garcia retired from active duty service in September of 1992, after a career including significant experience in logistics, career and security management. He also served as a Master Air Force Recruiter, and on the United States Air Force Honor Guard in the nation's capital city, where he participated in two US Presidential Inaugurations. With some civilian experience in shipping management, he has also served on the staff of the Los Angeles area, and Kaiser High in Hawaii Kai, Hawaii. MSgt. Garcia is a California credentialed teacher.

CA-20017 got off to a great first-year start as an AFJROTC unit with 80 new cadets and tremendous support from the school faculty and staff, the school district, and parents and families in the Elk Grove area. The Academic Year (AY) began on August 28th; within a few short weeks the cadet corps was functioning as a fully developed Cadet Squadron. During its first year, Viking Honor Guard Drill Teams and Color Guards competed and won trophies in several Northern California military events. During its second year, Viking JROTC athletic teams joined the Honor

Guard in competing and winning a number of times. CA-20017 has shown steady growth in cadet numbers, moving from 80 to near 200 registrants for its fourth year.

The Mission and Goals of the Air Force Junior Reserve Officer Training Corps (AFJROTC)



Mission

**Develop Citizens of Character Dedicated to Serving Their Nation and
Community**

Goals

**Instill Values of Citizenship, Service to the United States, Personal
Responsibility, and a Sense of Accomplishment**

CA-20017 accomplishes our mission and goals through activities like military drill, ceremonies, classroom studies, and numerous school and community service projects. We follow standard AFJROTC policies by wearing uniforms once a week and adhering to all military customs and courtesies in all activities.

The success of our program depends on the application of the USAF core values:

USAF Core Values

Integrity First; Service Before Self; Excellence in All We Do

CA-20017 Group Goals

Cadet Impact

1. _____
2. _____

School Impact

1. _____
2. _____

Community Impact

1. _____
2. _____

CADET HONOR CODE



The Honor Code is specific and clear in what it demands. A cadet is expected to have complete integrity in both word and deed, to avoid evasive statements, to do individual work in class, and yet be willing to assist others in a sense of cooperation in reaching common group goals.

The Honor Code belongs to the Cadets

Maintaining its high standards of trustworthiness is the responsibility of each cadet. This requires self-control and conscious effort at all times. Eventually it becomes an ingrained habit and part of the cadet's total ethical code and lifestyle.

The Honor Code, by stressing that there can be no toleration of lying, cheating, or stealing, emphasizes that HONOR is a common standard of the cadet corps.

Each cadet is expected to commit this code to memory and to live by it both inside and outside of the classroom:

“I will not lie, cheat or steal, nor tolerate anyone among us who does. I will follow the orders of those appointed over me, and abide by all cadet and school regulations. I will perform my assigned duties to the best of my ability.” Integrity First, Service Before Self, and Excellence in All We Do.”

ADMISSION STANDARDS



1. Eligibility for admission into the Air Force Junior Reserve Officer Training Corps (AFJROTC) program is determined by the Jeanne M. Holm Center for Officer Accessions and Citizen Development in accordance with AFJROTC Instruction CA-20017. The goal is a proportionate representation of the entire student body. To be eligible to participate and continue in AFJROTC, students must be:

a. Enrolled in and attending a regular course of instruction in the school, school with cross town agreement, or home-schooled student. Cross town students may participate if both school principals agree to the participation in writing and the course (transcript) counts for the student's credit toward graduation. Home school students may participate with the permission of the principal and AFJROTC instructor.

b. Selected by the AFJROTC instructor in coordination with the principal (or a designated representative) to ensure enrolled students meet acceptable standards.

c. In grades 9 through 12. Students may participate during the summer between the 8th and 9th grades.

d. A citizen or national of the United States or an alien admitted for permanent residence, or a Foreign Cadet (see 2. below).

e. Physically fit. Students must be qualified, approved, or capable to participate in the school's standard physical education program. NOTE: Individual accommodations will be made as appropriate for disabled students.

2. Foreign Cadets are those who do not meet the citizenship requirements. Foreign Cadets are eligible to fully participate in Eagle River High School's AFJROTC program and must meet all standards of the program.

3. Disenrollment. As a rule, disenrollment from AFJROTC is approved by the principal in coordination with the AFJROTC instructors. Disenrollment should be a last resort, preceded by substantiated documentation and corrective counseling, to maintain the morale and discipline of the unit. A cadet may be disembroiled from AFJROTC for:

Failure to maintain acceptable standards (including uniform wear and grooming)

Inaptitude or indifference to training

Disciplinary reasons

Any other reason deemed appropriate by the principal and AFJROTC instructors

CADET CONDUCT



1. **General:** You represent a select group and should always conduct yourself in a manner that is favorable to your school, CA-20017, and AFJROTC.
2. **Addressing Other Cadets:** A cadet officer is addressed by cadets of lower rank by their rank followed by their last name **OR**, addressed as "Sir" or "Ma'am".
3. **Active Duty, Reserve, and Retired Military Personnel:** Military personnel are addressed by their rank, followed by their last name, **OR** addressed as "Sir" or "Ma'am".
4. **Saluting:** A salute is a formal greeting. When in uniform outside or "reporting" indoors, salute all officers (cadets and adult military officers). All cadet officers must render a salute to cadet officers of a higher rank. The key to saluting is recognition and respect.
5. **Walking With Cadets and Military Personnel of a Higher Rank:** When walking with a person of higher rank, always walk to their left and in step. When passing through a doorway, the person of lower rank holds the door and allows the person of higher rank to proceed through the doorway first. When boarding and leaving a vehicle, the person of lower rank gets in first and gets out last.
6. **Treatment of Cadets:** Hazing is not tolerated in the cadet corps. No cadet is to be embarrassed or degraded in any manner. This includes public reprimands, public punishment, or joking about difference in rank. Abuse of authority in the cadet corps will not be tolerated. Respect all cadets especially those of a higher rank.
7. **Calling the Room To Attention:** When the Principal/Assistant Principals, distinguished visitors, Cadet Group Commander, Vice Commander, or military officer of senior rank to the personnel present in the room enters or leaves the room, the room is called to attention. The occupants of the room remain at attention until ordered otherwise in accordance with military regulations.
8. **Courtesies Rendered To Adults:** Adults are addressed as "Mr.,"/"Ms." (last name). In conversation they are answered "Yes sir/ma'am".
9. **Public Display of Affection (PDA):** Public display of affection will not be tolerated at any time when in uniform, or when participating in any AFJROTC event out of uniform. PDA consists of groping, kissing, holding hands, etc. Any and all displays of affection can be detrimental to the morale and welfare of the corps and can create the perception of favoritism.
10. **Quibbling:** When a cadet officer or NCO superior to you gives an order, it can be considered to be an order from the Commander. You have the right to disagree and present your

ideas, but all lawful orders should be followed. Cadets who feel they are not being treated fairly should see their flight commander, and if necessary take it up the chain of command.

THINGS NEVER TO BE SAID



I can't..... (Yes you can!)

I forgot..... (Use a planner or write a note!)

I don't know..... (Ask someone or do some research!)

It's not my fault..... (Accept responsibility for your actions!)

Who is going to look out for you when your current support system no longer exists?

Stop making excuses and start making good decisions. Plan ahead, take action, and be an advocate for your own success.

**Decisions, Consequences,
Responsibility/Accountability!**

It All starts with Attitude!

**“If you think you can or you think you can't,
either way you are right”!**

**“Integrity” is doing what is right even when no one is
watching!**

THE GROUP COMMANDMENTS



- 1. Thou Shalt “Lead By Example.”**
- 2. Thou Shalt Not Whine.**
- 3. Thou Shalt Make No Excuses.**
- 4. Thou Shalt Not use The Terms “Yeah” and “Nah.”**
- 5. Thou Shalt Not Walk or Stand with Thy Hands In Thy Pockets when in uniform.**
- 6. Thou Shalt give their best effort at all times.**
- 7. Thou Shalt Not Complain About the Other Commandments.**

CLASSROOM PROCEDURES AND CONDUCT



1. TO PASS THIS COURSE, YOU MUST CORRECTLY WEAR THE UNIFORM WHEN DIRECTED TO DO SO. Normally this will be once a week on Wednesday. However, there may be times when we will be called upon to wear it more often.
2. If you are tardy, follow school procedures and request permission to join the flight as described in “Saluting.”
3. Food, drinks, or candy will not be tolerated in the classroom unless authorized by the SASI/ASI (and there is enough for all cadets). Bottled water will be allowed at the discretion of the instructor. All prohibited items should be put away BEFORE class starts.
4. Sleeping will not be permitted in class. If necessary quietly get up, move to the rear of the classroom, and stand at “parade rest” to stay awake. You will **NOT** lay your head on the desk.
5. When class begins, cadets are to stand quietly behind their seat until further directed by their flight commander, SASI or ASI.
6. When the class bell rings, the flight commander will call the room to “*attention*,” lead the class in the verbal recitation of “Pledge of Allegiance,” conduct roll call, and document cadets that are absent/tardy in the class attendance book. The flight commander can put the class “*at ease*” and make announcements until the SASI/ASI enters the room. When the SASI/ASI enters the room, the flight commander will order the class to “*attention*,” report “***Sir, All present or accounted for,***” and state who is absent to the instructor. The class will remain at “attention” until further directed by the instructor.
7. Cadets will display proper courtesy and manners toward the instructors and other cadets at all times. Interrupting or talking at inappropriate times is a sign of disrespect.
8. Profanity, vulgar language, or disruptive comments will not be tolerated.
9. “Cutting down” or making fun of fellow cadets will not be tolerated. Hazing in any form, meaning physical or emotional harassment, will result in immediate disciplinary action.
10. Stay in your seats during class unless given permission by the SASI/ASI. Sharpen pencils before class. Hold all trash until dismissed at the end of class.
11. Cadets will be dismissed from class by the flight commander. He/she will call the flight to “attention,” request permission to dismiss the flight from the instructor (if the instructor is present in the classroom), and once this permission is received, give the order “dismissed.” Do not load book bags, put on coats, etc. until the class is dismissed.
12. When possible, the last three to five minutes of class will be given to the flight commander. That time will be used to brief the class on any new information, upcoming events, and to

straighten the class area. Be sure the area around your table is clean and your chair is left in the proper position. Chairs will be grounded under the table at the end of class.

13. The flight commander is the cadet “in charge” anytime the SASI/ASI is not in the room. If the flight commander is absent, all duties will go to the flight sergeant. If both flight commander and sergeant are absent, the responsibility lies with the highest ranking cadet in the flight. He/She is responsible for making sure all classroom rules are observed.

GRADING CRITERION



Academics	25%	Uniform Wear	25%
Drill/PT	25%	Conduct/Performance	25%

Academics: Grading of cadet performance is done as objectively as possible. Each test administered will be on **any** material covered in class. Classroom work includes workbook assignments, homework, team building exercises, and special projects.

Uniform Wear: The AFJROTC uniform will be worn the entire school day every Wednesday, or as directed by the SASI/ASI. Cadets will be graded based on the proper wear of the uniform and compliance with personal grooming standards. Cadets who do not wear the uniform all day on the specified day will receive a zero (0) for that day. Cadets who are absent on uniform day must wear the uniform on their first day back at school. Extended absences will be handled on a case-by-case basis.

Drill/PT: Each semester, cadets will be expected to learn and perform a drill sequence. Part of the semester final will include a drill evaluation. Physical Training (PT) will be conducted one day each week. Cadets are expected to wear the designated PT uniform and participate in activities. The PT grade is not based on athletic ability, but on attitude and effort. Cadets not dressed in authorized PT gear will lose 5 points or $\frac{1}{2}$ of their total points for the day. The other $\frac{1}{2}$, or 5 points can still be earned through participation.

Conduct/Performance: Cadets are graded **constantly** on their conduct inside and outside of the classroom during all school and/or AFJROTC sponsored activities. A report of misconduct provided by school staff will negatively impact a cadet's grade. Cadets must always demonstrate teamwork, respect for themselves and others, and display courteous and considerate behavior at all times. Cadets are also graded on how well they observe and adhere to military customs and courtesies taught in this course. This area is evaluated throughout every phase of this program. Staff Job performance and Community Service participation will earn points in this category.

Extra Credit: Extra credit can be earned in a variety of ways during this program. On a case-by-case basis, the SASI/ASI may approve projects ranging from reports (written or oral), special projects, or a variety of other activities to help a cadet improve his/her grade. Additionally, extra credit can be earned for volunteer work which directly benefits the AFJROTC program or its image in the community. The SASI/ASI will determine how much credit will be awarded for each project/activity/duty.

PERCENTAGE POINTS vs. LETTER GRADES

	100% - 97.5% = A+
	97.49% - 92.5% = A
	92.49% - 90% = A-
	89.99% - 87.5% = B+
	87.49% - 82.5% = B
82.49% - 80% = B-	
	79.99% - 77.5% = C+
77.49% - 72.5% = C	
72.49% - 70% = C-	
	69.99% - 67.5% = D+
67.49% - 62.5% = D	
62.49% - 60% = D-	

<60% = F (Must Be Retaken For Credit)

EXTRA-CURRICULAR ACTIVITIES



AFJROTC offers many different extracurricular activities and opportunities for volunteer and community service. Participation in extracurricular activities and volunteer/community service will be considered during promotion boards and in the assignment of staff and leadership positions. Also, volunteering for community service to help our school and community during various events such as school grounds cleanup, parent/teacher night, school tournaments, flag detail, school property cleanup, presentation of colors for school and community events adds to your total community service hours which count toward your conduct/performance grade. CA-20017 has a great reputation throughout the school and community for helping those in need. Let's keep building that trust and dependability!

Participation Criteria – Participating on our Color Guard and Drill Teams, assisting in the Howling Wolf Café, and holding staff/leadership positions within the corps require significant commitment and dedication. Your performance overall as a high school student, however, is even more important! That means if you are failing in other areas such as other class grades, you must put forth more effort there. The following are the standards you must maintain in order to assist in the Howling Wolf Café, participate on one of our teams, or hold a staff/leadership position.

- **Must maintain a 2.0 GPA (1st quarter, 1st semester, 3rd quarter, 2nd semester grades) with no more than 1 “F”**
- **If not meeting above criteria, you are ineligible to assist in the Howling Wolf Café, practice/participate on a team, or hold a leadership/staff position**
- **Can regain eligibility at the end of the next quarter by meeting the above criteria**

Color Guard/Saber Team - The Color Guard and Saber teams fall under the control of the Color Guard NCO and Operations Flight Commander. First-Year and Competition Color Guard teams perform at drill competitions, while other teams present at school and community events.

Drill Team - The Drill Team falls under the control of the Drill Team NCO and Operations Flight Commander. The different teams include unarmed and armed regulation, first-year unarmed, and with enough interest and commitment, exhibition teams, both unarmed and armed. The first-year teams are completely manned by first-year cadets including the team commander. All of these teams represent the Group at various drill competitions and give exhibition performances upon request.

Participation on the Color Guard and/or Drill Team involves practicing before school early in the mornings and at other times as required to prepare for an event. Tryouts usually begin in the fall. Cadets who are interested in participating should be ready for a big commitment of time and energy and be ready to learn and master most aspects of military drill.

AFJROTC General Knowledge for Promotion



All CA-20017 cadets are required to know all of the following General Knowledge information. Cadet leaders must have a score of 75% or higher to qualify for a position. All CA-20017 cadets are responsible for committing facts on these pages to memory and are subject to being quizzed on this information on the drill pad as well as examination in class.

Remember, promotion test material can come from anywhere in the cadet guide.

Air Force Core Values:

1. Integrity First
2. Service Before Self
3. Excellence In All We Do

AFJROTC Mission Statement: “Develop citizens of character dedicated to serving their nation and community.”

Honor Code Pledge: “I will not lie, cheat or steal, nor tolerate anyone among us who does. I will follow the orders of those appointed over me, and abide by all cadet and school regulations. I will perform my assigned duties to the best of my ability. Integrity First, Service Before Self, and Excellence In All We Do.”

Chain of Command: Found in the Cadet Handbook.

Air Force Rank: General, Lieutenant General, Major General, Brigadier General, Colonel, Lieutenant Colonel, Major, Captain, First Lieutenant, Second Lieutenant, Chief Master Sergeant, Senior Master Sergeant, Master Sergeant, Technical Sergeant, Staff Sergeant, Senior Airman, Airman First Class, Airman, Airman Basic.

Department of Defense: Department of the Air Force, Army, and Navy (includes the Marines). The Coast Guard is a part of the Department of Homeland Security.

Basic Air Force Units: Individual Cadet or Airman, Element, Flight, Squadron, Group, Wing, Numbered Air Force, Major Command, Air Staff (Pentagon), Secretary of the Air Force.

Phonetic Alphabet: Alfa, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, Juliet, Kilo, Lima, Mike, November, Oscar, Papa, Quebec, Romeo, Sierra, Tango, Uniform, Victor, Whiskey, X-ray, Yankee, Zulu

Military Time: 24 hour clock. Noon is 1200 hours, 6 p.m. is 1800 hours, midnight is 2400 hrs. All flyers use Greenwich Mean Time (this is also called Universal Coordinated Time or Zulu time). GMT or Zulu time for Alaska would be Local time + 8 hours during Daylight Saving time and during standard time it would be Local time + 9 hours

Aircraft Designations: A is Attack (A-10 Warthog), B is bomber (B-2 Spirit Bomber), C is Cargo/Transport (C-130 Hercules), D is Drone or unmanned vehicle for target or surveillance (DF-24B Douglas), E is Command/Control (E-8C Joint Stars), F is Fighter (F-15 Eagle), H is Helicopter (H-47E Chinook Rescue), K is Tanker (KC-135 Stratotanker), P is Pursuit (P-38 Lightning), R is Reconnaissance (RQ-4A Global Hawk High Endurance Unmanned Reconnaissance Aircraft.), S is Strategic (SR-71 Blackbird), T is Trainer (T-38 Talon), U is intelligence gathering, V is VIP, W is Weather (WC-130 Hurricane Chaser), X is experimental. The number designator stands for the order in which the aircraft series was developed. The letter after the number is the model number. Example X-1A.

Who / What to Salute: Officers of higher rank, American Flag outdoors, National Anthem outdoors, reporting to the SASI or ASI, when receiving an award, and when saluted you ALWAYS return the salute. When receiving an award you “Take, Shake, Salute”

Addressing Air Force Members: Airman = Airman, Sergeant = Sergeant, Chief Master Sergeant = Chief, Officers through Colonel are “sir” or “ma’am” or their rank, General Officers = General, AF JROTC Cadets = “Mister” or “Miss.”

Dress/Cover/Interval/Distance (DCID): Dress: Aligned with the person to left or your right depending upon the formation. **Cover:** Aligned directly behind the person in front of you. **Interval:** The space between cadets and can be either normal (arm’s length) or close interval (4”). **Distance:** The distance between your chest and the back of the person in front of you (40”). Remember, do not adjust your position until given a command to do so--“cover” or “dress-right-dress”.

Common Commands: *Attention:* (Tench-Hut) Stand erect facing forward; *Parade Rest:* Stand feet apart, hands crossed behind back; *At Ease:* Be quiet, relaxed, right foot planted; *Rest:* Relax, talk quietly and keep right foot planted; *Fall Out:* Depart the formation; *Fall in:* Form up at a designated location; *Open Ranks:* Open the formation for inspection, automatic dress-right-dress; *Ready Front:* Arm dropped to your side, face forward; *Dress-Right-Dress:* Left arm out, alignment for dress and cover; *Close Ranks:* Close the formation; *Right/Left Face:* Turn in place 90 degrees; *About Face:* Turn in place 180 degrees; *Right/Left Step March:* Move sideways, 20” steps; *Forward March:* Left step forward, 30”; *Halt:* stop; *Right/Left Flank:* Everyone turn at once 90 degrees; *Right/Left Oblique:* All turn 45 degrees; *Present arms:* Present and hold salute; *Order Arms:* Drop the salute; *Front and Center:* Briskly leave the ranks, come forward, report; *Return to Ranks:* Report out, about face, briskly return to ranks; *Dismissed:* Free to go.

Folding the Flag: Hold flat with the union to the left, fold together lengthwise with 1” blue overlap, fold again evenly, triangle fold starting with red/white end. Fold so flag is all blue with stars, tuck the end, carry with hands over chest, flag tip pointing up.

Uniform Information: The standard Uniform of the Day is Combination 3. Uniform inspections will be carried out and graded each Wednesday. Cadets who have not been issued a uniform (AS-1s) will be graded on hair, shave, military bearing and general appearance.

Combination 1: Service dress uniform (Coat and tie or tab with ribbons)

Combination 2: Short/Long sleeve shirt and tie or tab with ribbons.

Combination 3: Short sleeve shirt, open collar and ribbons.

Combination 4: Short sleeve shirt, open collar, no ribbons.

Combination 5: PT gear

Combination 6: Group T-Shirt or Hoodie

Combination 7: ABU

REQUIREMENTS FOR “EARNED” PROMOTION



Cadet Airman (C/AMN), Cadet Airman First Class (C/A1C), and Cadet Senior Airman (C/SrA):

1. Regular uniform wear with a minimum average of 80% for the promotion term
2. Satisfactory progress towards learning and performing military drill.
3. No Significant discipline problems.
4. Ability to fold the U.S. Flag and serve on the flag detail.
5. Academic grade of “C” or better in AFJROTC and passing grades elsewhere.
6. Six weeks’ time in Grade (TIG).

Cadet Staff Sergeant (C/SSgt), Cadet Technical Sergeant (C/TSgt), Cadet Master Sergeant (C/MSgt) Cadet Senior Master Sergeant (C/SMSgt) and Cadet Chief Master Sergeant (C/CMSgt):

1. Regular uniform wear with a minimum average of 85% for the promotion term
2. Promotion Fitness Examination score greater than an 75%.
3. Display satisfactory military bearing and knowledge of basic drill.
4. Successfully command an element during a predetermined drill sequence.
5. Demonstrate the ability to serve on a Color Guard.
6. Demonstrate the ability to contribute to the corps in a staff position.
7. Academic grade of “B” or better in AFJROTC and passing elsewhere.
8. No significant discipline problems.
9. Six weeks minimum Time in Grade (TIG).
10. Interview/Selection by Cadet Promotion Board (SASI, ASI, Group Commander).

Cadet Second Lieutenant (C/2Lt), Cadet First Lieutenant (C/1Lt), Cadet Captain (C/Capt.), Cadet Major (C/Maj), Cadet Lieutenant Colonel (C/Lt Col), Cadet Colonel (C/Col):

1. Regular uniform wear with a minimum average of 85% for the promotion term
2. Interview/Selection by Cadet Promotion Board (SASI, ASI, Group Commander).
3. Display satisfactory military bearing and knowledge of basic drill.
4. Display the ability to teach basic military drill.
5. Successfully command an element during a predetermined drill sequence.
6. Demonstrate leadership qualities by doing the following:
 - a. Working well with other cadets.
 - b. Ability to serve in Senior Leader positions (squadron/flight commander, etc.)
 - c. Ability to develop basic plans and carry them out.
 - d. Demonstrate a willingness to accept responsibility for personal actions and the actions of those under their supervision.
7. Set an example for other cadets by meeting and enforcing standards.
8. Develop and present a military briefing.
9. Academic grade of “A” in AFJROTC and a “C” average elsewhere.
10. No significant discipline problems.
11. Six weeks’ Time in Grade (TIG).

All promotions must be approved by the SASI / ASI.

CHAIN OF COMMAND



Why Have a Chain of Command?

In all military units authority is distributed according to rank, position held, and level of responsibility. This distribution of authority is called the chain of command and is absolutely necessary for a smooth running unit. The lines of this chain can be drawn from the lowest ranking individual to the Commander-In-Chief of the US Armed Forces, the President of the United States. In order for our Cadet Corps to be successful, every member must understand the chain of command and know how to use it to accomplish our objectives and solve problems.

United States Air Force

(Current as of June 2018)

President of the United States/Commander in Chief:	The Honorable Donald J. Trump
Secretary of Defense:	The Honorable James Mattis
Chairman of the Joint Chiefs of Staff:	General Joseph Dunford
Secretary of the Air Force:	The Honorable Heather Wilson
Chief of Staff of the Air Force:	General David L. Goldfein
Air Education and Training Command Commander:	Lt Gen Darryl L. Roberson
Air University Commander:	Lt Gen Steven L. Kwast
Holm Center Commander:	Brig Gen Steven D. Garland
Air Force Junior ROTC Director:	Colonel Bobby C. Woods Jr.

VALLEY HIGH SCHOOL

Principal:	Mr. Richard Gutierrez
SASI:	Col. Thomas Linster
ASI:	MSgt. Rudy Garcia

SUMMER CADET LEADERSHIP COURSE



Cadets may be offered the opportunity to attend Cadet Leadership Course (CLC) each summer, normally in July. This two-week summer camp is typically conducted at Dublin, California. Only the selected cadets from AFJROTC units in our region has the right to attend. The curriculum is fast moving and exciting.

To hold a staff leadership position at CLC, you must be academically eligible at the end of the 3rd quarter...no exceptions!

The unique aspect of these leadership schools is that they are led by a cadre of cadets. These cadets make up the command structure of the camp and they gain valuable leadership experience in their roles for the two weeks. The commander is responsible for everything that goes on during the week. The commander is supported by a staff and flight cadre who perform all the same jobs of a normal AFJROTC unit.

Cadets who attend these camps must be in good physical condition and should be able to pass the Physical Fitness Test. The Air Force funds a portion of these summer camps, however, each cadet will be required to fund the remaining balance (approximately \$230.00).

Cadets in good standing are eligible to attend. Initial letters will be sent by the SASI/ASI before the end of the 3rd quarter to all eligible cadets to determine if cadets are interested in attending. No payment is required. Since slots are limited, the final selection is made based on overall performance in the cadet corps, and final payment of the total fee. This fee is not refundable (unless not selected to attend), since we must pay for the slots in advance and usually do not get refunded for unused slots. It is critical for cadets who have signed up for CLC to fulfill their obligation as refunds will only be given for extremely unique and valid situations.

Incoming freshmen will be offered the opportunity to attend CLC if slots are available and they are recommended by the SASI/ASI.

Scholarships (partial or full) for those most deserving cadets who cannot afford the cost of CLC may be available. Please see the SASI/ASI for further information.

HISTORY OF THE CA-20017TH CADET SQUADRON

VALLEYHIGH SCHOOL

The California20017th Air Force Junior ROTC Cadet Squadron was established at ValleyHigh School in July, 2001 by agreement between the ElkGroveUnifiedSchool District and The United States Air Force.

The first Senior Aerospace Science Instructor (SASI) was Col William G. "Bill" Norman, Jr. Col Norman retired from active Air Force duty with the Inter-American Defense Board (IADB) in Washington, D.C. in April, 1994. He had extensive experience in training and education assignments over his Air Force career. During Academic Year (AY) 1994-95, he opened another new AFJROTC program in Oregon (OR-941), but moved to his home in Carmichael to open Rocklin High's CA-954 in June 1995.

The current Senior Aerospace Science Instructor (SASI) is Col. Thomas A. Linster, who was the commander of the 349th Maintenance Group, one of four groups assigned to the 349th Air Mobility Wing, Travis Air Force Base, California. The 349 MXG develops, directs and executes plans, policies and procedures for training its 350 logistics personnel. The Colonel entered the Air Force as an airman in 1967 and performed duties as an aircraft maintenance and combat camera man. He received his commission through the Reserve Officer Training Program in 1980. He joined the Air Reserve Technician program in 1987. Prior to entering the Air Reserve Technician program, he worked in the private sector as a manufacturing manager, program manager and supervisor on such programs AARAAM Missile development.

The first Aerospace Science Instructor ASI was (and currently is) MSgt Rudolph J. Garcia. MSgt. Garcia retired from active duty service in September of 1992, after a career including significant experience in logistics, career and security management. He also served as a Master Air Force Recruiter, and on the United States Air Force Honor Guard in the nation's capital city, where he participated in two US Presidential Inaugurations. With some civilian experience in shipping management, he has also served on the staff of the Los Angeles area, and Kaiser High in HawaiiKai, Hawaii. MSgt. Garcia is a California credentialed teacher.

CA-20017 got off to a great first-year start as an AFJROTC unit with 80 new cadets and tremendous support from the school faculty and staff, the school district, and parents and families in the Elk Grove area. The Academic Year (AY) began on August 28th; within a few short weeks the cadet corps was functioning as a fully developed Cadet Squadron. During its first year, Viking Honor Guard Drill Teams and Color Guards competed and won trophies in several Northern California military events. During its second year, Viking JROTC athletic teams joined the HonorGuard in competing and winning a number of times. CA-20017 has shown steady growth in cadet numbers, moving from 80 to near 200 registrants for its fourth year.

AFJROTC CODE OF HONOR

We pledge ourselves to:

Act according to all AFJROTC standards.

Ignite Esprit de Corps and unity among fellow cadets.

Respect our teachers, appointed officers and classmates, as well as our
AFJROTC and school's property.

Manifest in life the high principles our school offers.

Appreciate and recognize the sacrifices our parents/guardians have made to further our
education, and show them all due respect and gratitude.

Nurture and grow as cadets throughout our high school careers.

PRIDE

*Pride is what represents our self-respect--
the way we feel about ourselves despite what is being said.
Pride is what we feel inside
It can't always be detected in outside appearance.
It's that inner drive.
Pride is the feeling that can't be described.
You contain it, but the correct word never comes to mind.
You become filled with it at moments like these:
graduation days, passing exams, and Fourth of July festivities.
But most of all I can say that pride is felt
more than ever every Leadership Day.
It's something about the uniform that does it every time.
It gives me so much pride,
that I believe it can be seen on the outside.
It's displayed by everyone...not only me.
I represent the pride of everyone in the military--
the PRIDE of the ones before me,
the PRIDE of the ones in it with me,
and the PRIDE that will belong to the ones yet to come after me.*

Thanks to:
Cadet Sherre Whittle
AFROTC Detachment 485
Rutgers University

CHAPTER 1

MISSION AND OBJECTIVES



1. **MISSION:** “to build better citizens for America.”

The **GOALS** of the AFJROTC program are:

- a. to strengthen character, citizenship and leadership skills of all cadets in the areas of self-discipline, the pursuit of excellence, integrity and service.
- b. to encourage respect for authority and motivation.
- c. to achieve through teamwork.
- d. to generate specific interest in aerospace education.

2. **OBJECTIVES:** The Air Force Junior Reserve Officer Training Corps should develop:

- A. An appreciation for the basic elements of national security.
- B. Respect and understanding of the need for the constituted authority in a democratic society.
- C. Patriotism and an understanding of the personal obligation to contribute toward national security.
- D. Habits of orderliness and precision.
- E. A high degree of personal honor, self-reliance, and leadership.
- F. Knowledge of fundamental aerospace doctrine.
- G. Basic military skills.
- H. A knowledge of and an appreciation for the traditions of the United States Air Force.

CHAPTER 2

AEROSPACE EDUCATION CURRICULUM



The AFJROTC curriculum consists of four Aerospace Studies (AS) courses, with each course normally covering a single school year, plus a Summer Leadership School (SLS). These courses are identified as AS-I, AS-II, AS-III, AS- IV, and AS-V. Each Aerospace Studies course is comprised of 60% Aerospace Science and 40% Leadership Education.

1. **AEROSPACE STUDIES I (AS-I):** Aerospace Science I is an introductory course which discusses the historical development of flight, the role of the military in U.S. history, the role of aerospace forces as instruments of national policy, and the composition of the aerospace community. Leadership Education I promotes leadership and followership fundamentals, customs and courtesies, drill and ceremonies, time management, communications and organization of the cadet corps [and uses practical activities to provide experiences that acquaint the cadet with discipline, responsibility and leadership.] The following instructional topics constitute AS I:

Aerospace Science 100: Journey into Aviation History	
Unit 1:	Imagining Flight Chapter 1: Ancient Flight >Lesson 1: Discovering Flight >Lesson 2: The Early Days of Flight
Unit 2:	Exploring Flight Chapter 2: Pioneers of Flight >Lesson 1: The Wright Brother >Lesson 2: Developing Aircraft >Lesson 3: Air Power in World War Chapter 3: Expanding the Horizon >Lesson 1: The Barnstormers >Lesson 2: Flight Goes Mainstream >Lesson 3: Commercial Flight, Airmail, and Helicopters
Unit 3:	Developing Flight Chapter 4: The Early Air Force >Lesson 1: The Army Air Corps >Lesson 2: Air Power in World War II Chapter 5: Commercial Flight >Lesson 1: The Propeller Era in Commercial Flight >Lesson 2: The Jet Era in Commercial Flight Chapter 6: The Modern Air Force >Lesson 1: Air Force Beginning Through the Korean War >Lesson 2: The Vietnam War and Other Military Operations >Lesson 3: Global Interventions From 1990
Unit 4:	Extending Flight Chapter 7: Astronomy and Space >Lesson 1: The Solar System and Some Early Astronomers >Lesson 2: Rocketry and the Space Race Chapter 8: Exploring Space

	>Lesson 1: The Space Program >Lesson 2: The Future of Air and Space Power
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Leadership Education 100: Traditions, Wellness, Foundations of Citizenship	
Chapter 1:	Introduction to JROTC Programs >Lesson 1: Organization of the JROTC >Lesson 2: The Military Uniform and Appearance Standard >Lesson 3: Customs and Courtesies for Junior ROTC >Lesson 4: Attitude, Discipline, and Respect >Lesson 5: Ethics, Values, and Morals >Lesson 6: Social Etiquette and Dining-In, Dining-Out
Chapter 2:	Personal Behavior >Lesson 1: Note Taking and Study Skills >Lesson 2: Managing Stress >Lesson 3: Making Positive Decisions >Lesson 4: Emotional and Mental Health Care >Lesson 5: Avoiding and Preventing Violence
Chapter 3:	Be Health Smart >Lesson 1: Your Body Systems >Lesson 2: Nutrition >Lesson 3: The Benefits of Physical Activity >Lesson 4: Understanding Your Body Image >Lesson 5: First Aid
Chapter 4:	Making Safe, Drug-Free Decisions >Lesson 1: Medicines and Drugs >Lesson 2: Tobacco >Lesson 3: Alcohol >Lesson 4: Environmental Health
Chapter 5:	The Foundations of United States Citizenship >Lesson 1: The American Flag and Other National Symbols >Lesson 2: Civics >Lesson 3: The Constitution of the United State >Lesson 4: Interpreting the Bill of Rights and Other Amendments >Lesson 5: US National Government

. **AEROSPACE STUDIES II (AS-II):** This is a general study of the science of aeronautics and components of individual and group behavior. The topics of this course are:

The Science of Flight: A Gateway to New Horizons	
Chapter1:	How Airplanes Fly >Lesson1:Principles of Flight >Lesson2:The Physics of Flight >Lesson3:The Purpose and Function of Airplane Parts >Lesson4:Aircraft Motion and Control >Lesson5:Flight Power >Lesson6:Aviation Innovation
Chapter2:	Working Through Flight Conditions >Lesson1: The Atmosphere >Lesson2: Weather Elements >Lesson3: Aviation Weather >Lesson4: Weather Forecasting >Lesson5: The Effects of Weather on Aircraft
Chapter3:	Flight and the Human Body >Lesson1: Human Physiology and Air Flight >Lesson2: Protective Equipment and Aircrew Training
Chapter4:	Flying From Here to There > Lesson1: Navigational Elements > Lesson2: Navigational Aids > Lesson3: Dead Reckoning and Wind > Lesson4: Flight Instrumentation > Lesson5: Navigation Technology

Leadership Education 200: Communication, Awareness, and Leadership	
Unit 1:	Learning, Communication, and Personal Development Chapter1 : Learning and Communication >Lesson1: Learning to Communicate >Lesson 2: Learning to Listen >Lesson 3: Learning to Think Critically Chapter2: Communicating Effectively >Lesson 1: The Basic Checklist >Lesson 2: Writing Effectively >Lesson 3: Speaking Effectively
Unit 2:	Building Personal Awareness Chapter 3: Understanding Your Attitude >Lesson 1: Interpreting Events and Experiences >Lesson 2: Building a Positive Attitude >Lesson 3: Overcoming Challenging Experiences Chapter 4: Understanding Your Actions >Lesson 1: Integrity and Character

	>Lesson 2: Personality, Style, and Interactions >Lesson 3: Consequences and Responsibilities
Unit 3	Understanding Groups and Teams Chapter 5: Developing Visions and Teams >Lesson 1: Group and Team Dynamics >Lesson 2: Building Mutual Respect >Lesson 3: Establishing a Common Vision Chapter 6: Solving Conflicts and Problems >Lesson 1: Identifying Levels of Conflict >Lesson 2: Steps for Problem Solving >Lesson 3: Building Consensus
Unit 4	Preparing for Leadership Chapter 7: A Leadership Model >Lesson 1: Leadership Factors >Lesson 2: Leadership Traits >Lesson 3: Leadership Principles Chapter 8: Adaptive Leadership >Lesson 1: Leadership Style and Mission Demands >Lesson 2: Situations and Team Capabilities >Lesson 3: Leadership Preparation

3. **AEROSPACE STUDIES III (AS-III):** This is a course which studies our present military and civilian space systems and the social aspects of space. Leadership emphasis is on management, citizenship and ethics. The topics of this course are;

Cultural Studies: An Introduction to Global Awareness	
Chapter1:	The Middle East >Lesson1: The Middle East: An Introduction >Lesson2: The Arab-Israeli Conflict >Lesson3: The Persian Gulf Wars >Lesson4: Islamic Fundamentalism and Terrorism >Lesson5: US Interests and Regional Issues in the Middle East
Chapter2:	Asia >Lesson1: Asia: An Introduction >Lesson2: Japan, Korea, and China >Lesson3: India, Pakistan, and Afghanistan >Lesson4: Environmental and Social Issues in Asia >Lesson5: US Interests and Regional Issues in Asia
Chapter3:	Africa >Lesson1: Africa: An Introduction >Lesson2: The Shadow of Western Colonialism >Lesson 3: Dictators, Leadership Challenges, and Ethnic Clashes >Lesson 4: AIDs, Health, Poverty, and Human Rights >Lesson 5: US Interests and Regional Issues in Africa

Chapter4:	Russia and The Former Soviet Republics >Lesson1: Russia and the Former Soviet Republics: An Introduction >Lesson2: Economic Restructuring: Communism and Capitalism >Lesson3: Russia and the Republics >Lesson4: Russia and World Relationships >Lesson5: US Interests and Regional Issues in Russia and the Former Soviet Republics
Chapter 5:	Latin America >Lesson1: Latin America: An Introduction >Lesson2: Economic Reform, Leadership, and the Political Pendulum >Lesson3: Cartels and the Growing Drug Trade >Lesson4: Poverty, Educational Limitations, and Environmental Challenges >Lesson5: US Interests and Regional Issues in Latin America
Chapter 6:	Europe >Lesson1: Europe: An Introduction >Lesson2: The European Union >Lesson3: Immigration, Terrorist Cells, and Ethnic Strife >Lesson4: The Creation and Collapse of Yugoslavia >Lesson5: US Interests and Regional Issues in Europe

Leadership Education 300: Life Skills & Career Opportunities	
Chapter1 :	Charting Your Financial Course >Lesson1: Creating a Budget >Lesson 2: Saving and Bank Account >Lesson 3: Real-Life Issues in Buying and Selling
Chapter2:	Managing Your Resources >Lesson 1: Avoiding the Credit Trap >Lesson 2: Insurance for Protecting Your Resources
Chapter 3:	Career Opportunities >Lesson 1: Researching Careers >Lesson 2: Self-Discovery >Lesson 3: Career Paths
Chapter 4:	Aiming Towards a College Degree >Lesson 1: Financing for College >Lesson 2: Selecting a College >Lesson 3: Navigating the Test Maze >Lesson 4: Essays Interviews, and Campus Visits
Chapter 5:	Charting Your Course >Lesson 1: Adjusting to College Life >Lesson 2: Choosing a Major >Lesson 3: Planning Your Schedule
Chapter 6:	Applying for Jobs >Lesson 1: The Job Search Process >Lesson 2: Preparing Your Resume >Lesson 3: Building Interviewing Skills
Chapter 7:	Working For the Federal Government

	>Lesson 1: Military Careers >Lesson 2: Careers in Aerospace >Lesson 3: Careers in Public Service
Chapter 8:	>Lesson 1: Planning Your Professional Development >Lesson 2: Learning to Work With Others >Lesson 3: Seeking Feedback and Promotions >Lesson 4: Your Civic Responsibilities

4. **AEROSPACE STUDIES IV (AS-IV):**This course is limited to ROTC cadets in their Senior Year who have had the previous three years of instruction. It teaches the policy and organization of the US military establishment and discusses life after high school in detail. It integrates and applies all previous instruction to the operation of the cadet corps. Here the emphasis is on leadership and management concepts and techniques previously learned. The course consists of the following subjects:

1. Exploring Space: The High Frontier	
Unit 1:	The Space Environment Chapter 1: The History of Astronomy >Lesson1: Prehistoric and Classical Astronomy >Lesson2: Astronomy and the Renaissance >Lesson3: The Enlightenment and Modern Astronomy Chapter2: The Earth and Moon >Lesson1: Earth, Inside and Out >Lesson2: The Moon: Earth's Fellow Traveler Chapter 3: The Sun and the Solar System >Lesson 1: The Sun and Its Domain >Lesson 2: The Terrestrial Planets >Lesson 3: The Outer Planets >Lesson 4: Dwarf Planets, Comets, Asteroids, and Kuiper Belt Objects Chapter 4: Deep Space >Lesson1: The Milky Way Galaxy >Lesson2: What Lies Beyond
Unit 2:	Exploring Space Chapter 5: Why Exploring, Living and Working in Space >Lesson1: Why Explore Space? >Lesson2: Assembling a Space Mission >Lesson 3: The Hazards for Spacecraft >Lesson 4: Making-Space People-Friendly
Unit 3:	Manned and Unmanned Spacecraft Chapter 6: Space Programs >Lesson 1: The US Manned Space Program >Lesson2: The Soviet/Russian Manned Space Program >Lesson3: Space Programs Around the World Chapter 7: Space Stations and Beyond

	>Lesson 1: The Shuttle Program >Lesson 2: Lessons Learned: Challenger and Columbia Chapter 8: Space Stations and Beyond >Lesson1: From Salyut to the International Space Station >Lesson2: The Future in Space Chapter 9: The Unmanned Missions of Space Probes >Lesson1: Missions to the Sun, Moon, Venus, and Mars >Lesson2: The Hubble Space Telescope and Missions to Comets and Outer Planets
Unit 4:	Chapter 10: Orbits and Trajectories >Lesson1: Orbits and How They Work >Lesson2: Maneuvering and Traveling in Space Chapter 11: Rockets and Launch Vehicles >Lesson 1: It is Rocket Science: How Rockets Work >Lesson 2: Propulsion and Launch Vehicles Chapter 12: Robotics in Space >Lesson1: Developing Robots for Space >Lesson2: The Mars Rover and Beyond Chapter 13: Commercial Use of Space >Lesson 1: Private Industry Enters Space >Lesson 2: Space in Your Daily Life

2. Leadership Education 400: Principles Of Management	
Unit 1:	Introduction to Management Chapter 1: Managers and Management >Lesson1: Management Basics >Lesson 2: Management in the Market Chapter2: The Historical Roots of Contemporary Management Practice >Lesson 1: Management Theories >Lesson 2: Management Approaches Chapter 3: The Management Environment >Lesson 1: Management and the Economy >Lesson 2: Management and Society
Unit 2:	Planning Chapter 4: Foundations of Planning >Lesson 1: Planning Basics >Lesson 2: Establishing Goals and Developing Chapter 5: Foundations of Decision Making >Lesson 1: The Decision Making Process >Lesson 2: Decision-Making Challenges
Unit 3	Organizing Chapter 6: Managing Change, Stress, and Innovation >Lesson 1: Managers and Change >Lesson 2: Change and the Organization

	>Lesson 3: Managing Yourself-Stress and Time Management
Unit 4	Leading Chapter 7: Foundations of Individual and Group Behavior >Lesson 1: Behavior and Personality >Lesson 2: Managers and Group Behavior Chapter 8: Understanding Work Teams >Lesson 1: Work Teams 101 >Lesson 2: Managing Teams Chapter 9: Communication and Interpersonal Skills >Lesson 1: Communication Skills and Challenges >Lesson 2: Developing Interpersonal Skills Chapter 10: Leadership and Trust >Lesson 1: Leadership Theory >Lesson 2: Leadership Issues >Lesson 3: Effective Coaching and Mentoring

Survival: Survive. Return V-702T	
Unit 1:	The Elements of Surviving
Unit 2:	Personal Protection
Unit 3:	Necessities to Maintain Life
Unit 4:	Orientation and Traveling

AEROSPACE STUDIES V - (AS-V): Summer Leadership School (SLS) This is a special summer course designed to: a.) introduce new students to the ROTC program, and b.) provide practical leadership, command and management training to returning ROTC cadets. It consists of 80 hours of instruction over two 5-day academic weeks. This is the equivalent of a full semester course at Valley High School; graduates receive five (5) units of elective Aerospace Studies credit toward graduation. Overviews of the entire Aerospace Science and Leadership Education curricula are presented, including:

Aerospace Science:

- a. Aviation History
- b. Aviation Science
- c. Space Science
- d. Cadet Corps Management

Leadership Education:

- a. Military Customs and Courtesies
- b. Drill and Ceremonies
- c. Health and Wellness

d. Citizenship and Community Service

AEROSPACE STUDIES VI (AS VI)-COMPETITION MILITARY DRILL: This is a special extended day (8th-period) class designed to teach interested AFJROTC cadets the finer points of competition military drill. Dependent on cadet numbers, from one to four competitive teams will be formed. The objective will be to field teams in local statewide and possibly out-of-state performances and competitions. Some time will be spent in the classroom studying regulations, instructions and other required knowledge of drill and ceremonies. The majority of activity will be primarily physical, conducted outside the classroom as a series of precision drill exercises. The course is designed to improve students' physical skills while they respond to verbal instructions. It will also build cadets' emotional strength, self-confidence, physical and mental agility, teamwork and leadership skills.

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AFJROTC GRADING CRITERIA

PERCENTAGE BREAKDOWN

Academics **25%**

Uniform Wear **25%**

Drill/PT 25%

Conduct/Performance____25%

PERCENTAGE POINTS vs. LETTER GRADES

	100% - 97.5% = A+
	97.49% - 92.5% = A
	92.49% - 90% = A-
89.99% - 87.5 =B+	
	87.49% - 82.5% =B
82.49% - 80% =B-	
	79.99% - 77.5% =C+
	77.49% - 72.5% = C
72.49% - 70% =C-	

69.99% - 67.5% = D+

67.49% - 62.5% = D

62.49% - 60% = D-

<60% = F (Must Be Retaken For Credit)

CHAPTER 3

CO-CURRICULAR, EXTRACURRICULAR AND CLUB ACTIVITIES



1. Co-curricular, extracurricular and club activities add interest and prestige to our organization.
2. Each cadet is encouraged to participate in at least one of these activities.
3. The following activities are presently offered; if sufficient interest is generated in other areas and the cadets wish to start an activity or club, a request to the cadet staff must be submitted.
 - a. **COLOR GUARD:** This elite group has the honor of presenting and posting the national and state colors at important school and community functions. Distinctive uniform items are worn (helmets, berets, shoulder cords, belts, and ascots). NOTE: Considerable effort is required to become a regular member of this elite group, but the honor more than compensates for the effort expended.
 - b. **DRILL TEAMS:** A great deal of extra effort is required in this elite activity. CA-20017's drill teams command instant recognition and respect

on the RHS campus. Here is a chance to polish the basic skills learned in the leadership laboratory. After-school practice, learning the manual of arms, extreme concentration, complete compliance with commands, extra care of the uniform, the desire for public performance and recognition, and individual desire will limit this activity to a small percentage of the unit.

c. AEROSPACE CLUBS AND ACTIVITIES:

(1) **ROCKET ACTIVITY:** Members of this group will learn to build and launch model rockets at scheduled rocket launches. Awards are offered at rocket competitions against other AFJROTC units in categories such as altitude, duration, and spot landings. Members are urged to join the National Association of Rocketry. Cadets who meet the qualifications established by AFJROTC are also eligible for the rocketry badge, which will be worn on the uniform.

(2) **MODEL AIRPLANE ACTIVITY:** Cadets who enjoy building model airplanes or aerospace vehicles where attention is paid to detail, or who enjoy flying models, may compete in contests with other AFJROTC units. No previous experience is necessary, and this activity can be educational as well as enjoyable.

4. Each of these activities will be headed by a cadet charged with the responsibility of reporting the activities of that club. It is not sufficient to sign up for one or more of these activities and then not participate. Cadets may join more than one club and are encouraged to join and participate in as many activities as their schedules permit.

5. EXTRACURRICULAR ACTIVITIES: Additional programs are offered to those who wish to compete against other AFJROTC units. These activities include, but are not limited to:

a. Softball – an annual tournament is held at valley high school that consists of teams competing at the same time on different fields until we get our top 3 places to give out trophies. We also offer food (most times its hotdogs and hamburgers) in which many people come to watch as teams work together and against each other.

b. Bowling – an annual field trip (usually to Travis) that consists of 20+ people in the program. You may buy food and play at the arcade as well as bowl with your classmates.

c. Volleyball – an annual tournament that also consists of different schools competing for first, second, and third place to receive a trophy. We spend up to 2 weeks practicing before this event to make sure we are at our best.

d. Basketball

e. Fun Olympics

- f. Academic Challenge
- g. Drill Team/Color Guard Competitions (TITAN, NORCAL)
- h. Chess
- i. Orienteering
- k. Local/NORCAL Parades/Performances, (Homecoming Parade, Memorial Day, Veteran's Parade)

CHAPTER 4

ADMISSION, TRANSFER, AND WITHDRAWAL



1. **ADMISSION:** To be eligible for membership in the AFJROTC program, a student must be:
 - a. Enrolled in and attending a full time, regular course of instruction with the Elk Grove Unified School District
 - b. Officially enrolled at Valley High School.
 - c. A male or female citizen of the United States of America. Non-citizens may take the AFJROTC course of study, but will be classified as special students for reporting purposes only.
 - d. In the 9th grade or higher.
 - e. Of good moral character.
 - f. Physically capable to participate in AFJROTC training. This means the cadet must be able participate in the High School Physical Education Program.
 - g. Accepted by the Aerospace Science Instructors with approval of the Principal.

2. **TRANSFER:** Cadets from Army, Navy, Marine Corps, or other AFJROTC units may be enrolled with full credit for training already received. A copy of their cadet record will be necessary to give full credit - cadets must obtain their own records.

3. **WITHDRAWAL:** A cadet may be removed from the AFJROTC training program for any of the following reasons:

- a. failure to maintain acceptable course standards (haircut, grooming, uniform wear, etc.)
- b. ineptitude, indifference to training, disciplinary problems, or reasons involving undesirable character traits.
- c. failure to remain enrolled at Valley High School
- d. individual's request for a course change.

4. **RESPONSIBILITY:** Each cadet must agree to abide by the rules and directives of the Aerospace Education Program and to accept responsibility for the proper care and maintenance of his/her uniform, textbooks, and other equipment entrusted to his/her care.

CHAPTER 5

GENERAL INFORMATION



1. **ACCOUNTABILITY, RESPONSIBILITY AND AUTHORITY:** Some of the most important fundamental concepts taught by this program deal with personal accountability and responsibility. A quick reference to chapter 1 of this guide will show that: “(a)...personal obligation..., (b)...habits of orderliness and precision..., and (c)...personal honor, self-reliance, and leadership...,” are very important. All of these traits can be exhibited individually through demonstration of accountability and responsibility. In other words, “How good is a cadet’s word? Can he be counted on to do something he says he’s going to do? Can she be relied upon to be somewhere she says she’ll be—at the appointed time?” Unfortunately the lack of these two traits is also very easily demonstrated. Since these elements are critical here, a cadet must exhibit accountability and responsibility for his/her actions in order to succeed. If a cadet commits herself, for example, to a community service project by signing up on a list, and then doesn’t show up or do something prior to the event to either get a replacement, or at least let someone in the supervisory chain know she’s not going to be there, she will lose points toward her next promotion. It follows that continued lack of accountability

and responsibility will result in a lack of authority. In other words, the successful cadet (the one who gets promoted and competes for command positions) is the one who can be counted on—the responsible one. In order to earn authority, a cadet must continuously exhibit personal accountability and responsibility.

2. **MILITARY COURTESY:** The practice of saying "YES SIR" or "NO SIR", and "YES MA'AM" or "NO MA'AM" to instructors and to more senior cadets is always observed in the ROTC program. This is a long-established military courtesy. Cadets may find it difficult to become accustomed to at first, but soon it will become a good habit that can reap many benefits, starting with greater respect from teachers. The military command, "AT EASE" has two meanings--one when information on the drill pad and one when seated in the classroom. In the classroom it means "BE QUIET." All talking will cease immediately when this command is given.

3. **HATS, FOOD, AND DRINKS:** The wear of hats is not authorized in AFJROTC rooms. If a cadet is observed wearing a hat in any AFJROTC room, it will be taken away from him/her and returned at a later date as determined by the SASI/ASI. Non-cadets will be politely asked to remove their hats upon entry, and will be asked to leave for non-compliance with the request. The only times food and drinks are allowed in the classroom are during the lunch period, after school hours, or when specifically approved by the SASI/ASI.

4. **CLASSROOM PROCEDURES:**

a. Promptness is an objective of this program; therefore, cadets will be at their seats waiting for roll call at the beginning of class (when the bell rings). Classroom instruction begins with the cadets standing at attention. Immediately after class begins, Flight Commanders will take roll. When names are called, the cadets will respond to the Flight Sergeant, "Present, Flight Sergeant." The Flight Commander will lead the flight in the Pledge of Allegiance, make announcements, and then report the roll to the instructor. All tardy cadets will report to the Flight Commander or instructor with the reason for being tardy. For a tardy to be excused, a note from a teacher, counselor, or administrator must accompany the cadet. All tardiness will be recorded by the Flight Sergeant.

b. Common Courtesy applies at all times. Questions and discussion are encouraged. However, a hand should be raised to be recognized, and others should not be interrupted.

5. **GRADES:** AFJROTC cadets are evaluated in two areas--Leadership and Academics. Leadership covers weekly uniform inspections, activity participation, and leader/follower skills. Academics cover tests and quizzes, homework, and classroom participation. The cadet's academic and leadership grades are combined to provide an overall grade for report card purposes. Grading criteria percentage breakdown and the point score and letter grade conversion charts are provided in Chapter 2 of this guide. Tardiness, cuts, and disruptive or disrespectful behavior will directly affect the Leadership grade, and thus will draw the cadet's overall grade for the Aerospace Studies course down.

6. **ATTENDANCE AND TARDINESS:** Instructors strictly monitor all absences and tardiness. The instructor will contact the cadet's parent or guardian if the cadet accumulates an excessive amount of one or the other. Points will be deducted for all tardiness and absences that are not excused, and may result in the cadet being ineligible for promotion during that grading period. If this behavior continues, the SASI will refer the cadet to the appropriate counselor. In extreme cases dismissal from AFJROTC will be requested from the school administration.

7. **TESTS AND HOMEWORK ASSIGNMENTS:** When a test or homework assignment is missed - for whatever reason - the cadet has three (3) school days to make it up. The three days begin on the first day the cadet returns to school. Failure to do so will result in a grade of zero (0) for that test or assignment. Make-up tests will be offered before school, after school, or during the student's lunch period. No make-up of a test or homework assignment will be allowed if the cadet misses a test or assignment because of suspension or unexcused absence. Cadets will have three (3) weeks from the end of a quarter to make up grades of "Incomplete". Special considerations may be made at the discretion of the instructor; however it is the cadet's responsibility to inform the instructor of his/her hardship.

8. **BOOKS:** Cadets are fully responsible for all textbooks and workbooks. Books should be returned in good condition. Writing in textbooks is prohibited. If a book is lost or damaged beyond normal wear and tear, the cadet will be charged for it. When books are issued, they should be taken home. **There is a classroom set of all textbooks, but workbooks should be brought to class.** All books are the property of the AFJROTC unit and will be issued by and returned to the instructors. Cadets will sign for each book issued.

9. **UNIFORMS:** A complete uniform is issued to each cadet. A \$15.00 fee is collected at this time to defray maintenance costs. Air Force directives require cadets to wear the uniform at least once each week. The uniform is to be worn for the entire class day (physical education or after-school activities not included). **The wear of the uniform is part of the course grade--if the uniform is not worn, a passing grade will not be given.** The uniform consists of a service dress coat, pants, hat, a short-sleeved shirt, windbreaker jacket with liner, shoes, socks, tie or tab, belt, buckle, and appropriate insignia. Various combinations of these uniform items will be worn, depending on the weather, type of ceremony and other requirements. It is the cadet's personal responsibility to check the uniform requirement for each week (it is posted in the classroom on the Friday prior), and to wear the proper uniform combination to school. Wearing the incorrect uniform

combination is treated as not wearing the uniform--the cadet will not receive credit. The uniform is Air Force property. It is the cadet's responsibility to keep it clean throughout the school year. If a cadet is not returning to the program for any reason, the complete uniform (except shoes and socks, name tag, ribbons, and hat) must be turned in. Uniform items must be dry cleaned or laundered prior to turn in. Cadets must pay for lost or damaged uniform items. A list of uniform items not turned in (or their appropriate costs) is turned over to the VHS registrar. Grades, transcripts, diplomas, etc. will be held for unpaid debts. New cadets will be issued a nametag at no cost. Replacement nametags are at the cadet's expense.

10. GROOMING STANDARDS: Because all cadets wear the Air Force uniform, haircut and grooming standards will apply throughout the year and will be strictly enforced. Weekly inspections are conducted. Cadets who continually refuse to conform to these standards will be dismissed from the program. Inspections are also normally conducted prior to NORCAL intramural competitive events. Cadets found non-compliant with USAF standards will not compete.

11. OVERWEIGHT CADETS: Overweight cadets are strongly encouraged to lose weight to improve their health, enhance their military bearing, and allow for uniform fitting. An official Air Force weight chart is in the *Physical Fitness* section of this guide.

12. ENCAMPMENTS: Cadets will have the opportunity to participate in a Spring Training Encampment. This encampment stresses military and physical training and all AS-I, II, III and IV cadets may attend. It is challenging--similar to a mini-military academy or basic training experience. A Summer Leadership School (SLS) is also conducted each August, to familiarize new freshmen with the program and give upperclassmen command and management experience. The SLS is an VHS-accredited course (5 units). Limited spaces are available at these encampments on a first-come, first-served basis, and small fees are necessary for supplies.

13. FIELD TRIPS: Each cadet will be required to have a standard Elk Grove Unified School District Field Trip Permission Form, signed by the individual's parent or guardian (to include the medical/doctor information) turned in to the instructor **before** any field trip. Other forms may be required, dependent on the nature of the trip. Failure to turn in the permission (or other required) form by the specified date will result in the cadet's removal from that trip roster. Field trips are normally taken on school days. Therefore, each cadet is required to receive the permission of each teacher to go on the trip. Only those cadets who are in proper uniform and those who meet all standards for cleanliness and proper military grooming will be permitted to participate in field trips.

14. FUND RAISING: It is occasionally necessary to conduct fund raising operations to support corps activities. Each cadet is encouraged to participate in these fund raising activities so as to contribute to the finances of the squadron, and to submit ideas to make each fund raiser successful.

15. **CADET ROOM DURING LUNCH:** The use of the cadet room (Classroom L-5) during lunch is a benefit for AFJROTC cadets. No NON-CADETS ALLOWED due to past issues. Cadets are permitted to eat lunch, socialize, or do homework. However, the area must be kept clean and relatively quiet. Cadets are responsible for cleanup and should respect the rights of others to accomplish work. This is a privilege, not a right. If it is abused it will be taken away.

16. **JROTC LOGISTICS FACILITY:** The logistics facility (the small room in the back of the ROTC classroom) is **off limits to unauthorized personnel**. Permission must be obtained from cadet logistics personnel, the SASI or ASI before **any other person** enters this room.

17. **DEMILITARIZED WEAPONS:** Demilitarized M-1 weapons are for show, drill and ceremony only. They will not be taken off-campus unless they are being used in a competitive event or other official activity supervised by the SASI or ASI. **Weapons will not be taken home by cadets for practice. Any unauthorized activity with a CA-954 demilitarized weapon, whether in jest or not, will result in removal of the cadet/s involved from the team they were working on. POINTING A WEAPON AT ANY PERSON WILL RESULT IN REMOVAL OF THE CADET INVOLVED FROM THE ROTC PROGRAM**

CHAPTER 6 EXTRA CREDIT PROJECTS



1. Each cadet is given the opportunity to work on an extra credit project of his or her own choosing, subject to the approval of the SASI/ASI. Due dates for completion of the projects will be the last week of each quarter.

2. **Extra credit projects cannot take the place of or make up for uniform wear deficiencies. Such deficiencies canonly be made up by wear of the uniform on another class day.**

3. The value of the project is most important since the points awarded for completion of the project are added to the cadet's incomplete grade. Satisfactory completion of projects can mean the difference between an A and a B, or a C and an Incomplete. Points

awarded will be in direct proportion to the effort expended and the quality of the project. Number of points awarded is at the discretion of the SASI/ASI.

4. Below are some suggested projects. Projects may be accomplished individually or through group effort. Cadets are encouraged to complete a project that interests them and one that they will enjoy.

a. A project from Activities, Challenges, or Brainteasers at the end of each chapter of either History of Air Power, Science of Flight, or Exploration of Space textbooks.

b. Building and launching a rocket.

c. Building a model airplane or a series of models and donating them to the AFJROTC program for classroom display and decoration.

d. Conducting a demonstration or experiment in class related to the theories and principles of flight.

e. Writing a paper on a person who is associated with aerospace. (Minimum of 500 words).

f. Writing a report on a particular aircraft or rocket.

g. Researching and briefing the class on a job associated with aerospace. (Minimum of 500 words.)

h. Any other project related to aerospace approved by the SASI, who will be grading the project.

CHAPTER 7

UNIFORM/PERSONNEL INSPECTION



1. *The United States Air Force uniform will not be worn in any circumstance or condition that would discredit the Armed Forces of the United States of America.*

2. All AFJROTC cadets are required to wear their uniforms and be inspected once each week. Uniforms are worn all day except for Physical Education classes. During shop, lab, or Art class, cadets are allowed to wear something that will cover the uniform. Exceptions to these rules may be made by the SASI/ASI.

3. Leadership Day, also known as uniform inspection day, will normally be the second Blue/Silver day of every week. However, due to certain school events or other circumstances, the SASI/ASI may designate another day during the week as Leadership Day. Each cadet is responsible for knowing which day has been designated Leadership Day for that week. Designated Leadership Days are posted in the classroom by the Friday of the week prior. Cadets

should check with their Element Leaders, Flight Sergeants, or Flight Commanders if they have questions.

4. On Leadership Day, each cadet will be inspected and graded using the uniform inspection form. There is a maximum of 100 points available for each uniform inspection. Uniform inspections are specified assignments and are not excused by class absence. Cadets will not pass the course without accomplishing a uniform wear and inspection for each week of the official grading period.

5. The following rules apply to those cadets who do not wear their uniforms on the designated date:

a. **CADET IS PRESENT, BUT NOT IN UNIFORM:** Cadets deliberately not wearing the uniform will be referred to the Assistant Principals' office for administrative action/detention. The cadet must schedule a make-up day with the SASI/ASI **prior to the next uniform inspection.** On the make-up day, the uniform must be worn for the entire day (except in PE or after school activities). The cadet will be inspected during his/her scheduled JROTC class period, or anytime if the ROTC class does not meet on that day. To get credit for a non-wear, cadets must be inspected. **Failure to make up the uniform inspection prior to the next scheduled inspection will result in a grade of zero (0) for the original inspection. Make up grade will be no greater than 70%.**

b. **CADET IS ABSENT, ABSENCE EXCUSED:** Upon return to school, the cadet must contact the SASI/ASI to schedule a make-up day for each uniform inspection missed. On scheduled make-up days, the uniform will be worn the entire day (except for PE or other after-school activities). The cadet will be inspected during his/her scheduled JROTC class period, or anytime if the ROTC class doesn't meet that day. **Failure to make up any uniform inspection will result in a grade of zero (0) for each inspection missed. Make up will be at 100% maximum.**

c. **CADET IS ABSENT, ABSENCE IS UNEXCUSED:** The cadet will receive a grade of zero (0) for the inspection.

6. **CARE OF THE AIR FORCE UNIFORM:** The uniform is not unlike any civilian suit of clothes. It should be cared for as such. Cadets must assure that the uniform is kept in good, clean condition. This will require laundering and ironing of some items and dry cleaning of others. A good, basic rule of thumb is to launder shirts and socks in standard clothing detergent and dry clean everything else. Another good rule is to dry clean anything that is dark blue. If the uniform is kept hung up when not worn, it will last longer and earn the cadet better grades at inspection time. The trousers, skirts, service dress jacket, windbreaker jacket/liner and flight cap must be dry cleaned. Do not throw these items into a washing machine, as they will be destroyed and the cadet will be held financially responsible for them. While shirts and socks should probably be laundered after each wear, it is not necessary to dry clean the uniform every time it is worn. If it is taken care of between wears, dry cleaning every third or fourth time worn should be sufficient. Uniform shoes are standard, Government Issue (GI), high-quality, black leather oxfords. They should be kept clean, brushed and buffed with standard black shoe polish. Most cadet flights share costs for a shoe maintenance kit, which is kept in one of the classroom closets.

7. **DAMAGED/LOST UNIFORM ITEMS:** Cadets will be held financially responsible for items lost, damaged or soiled beyond repair. Items "worn out" or "grown out of" will be replaced at no cost to the cadet. Cadets should mark personal items with temporary

markings (e.g. tape with name) inside, as most VHS faculty, staff and students turn found military items back in to the ROTC unit. **Flight caps are the most commonly misplaced uniform items by far. They currently cost between \$6.00 and \$10.00 to replace.**

8. USE OF MILITARY CLOTHING SALES STORES: Cadets are permitted to shop in Military Clothing Sales Stores on local bases, but should check with the SASI/ASI before buying items that are not issued (e.g. patent leather shoes, gloves, long-sleeved shirts) to determine if they are authorized for cadet wear. Patent leather shoes (Corfams) are authorized for cadet wear.

9. AUTHORIZED UNIFORM COMBINATIONS: THE UNIFORM IS EITHER WORN AS A COMPLETE AUTHORIZED COMBINATION OR NONE OF IT IS WORN. Air Force uniform items are authorized to be worn only in certain combinations and circumstances. The following guidance pertains to items issued to CA-20017 cadets.

a. **SERVICE DRESS JACKET**--The service dress jacket is worn **only** over a buttoned shirt with tie or tab. The jacket is **always** worn completely buttoned. All authorized insignia must be worn at all times.

b. **TROUSERS**--The trousers are never worn without an issued belt. They are tailored to be worn above the hips--not hung on them or hanging below them.

c. **BLUE, SHORT-SLEEVED SHIRT**--The Air Force blue shirt is worn either (1.) open-collared, with the top button (**only**) open, or (2.) buttoned completely up with an issued necktie or tab. All authorized insignia must be worn at all times.

d. **UPPER BODY UNDERGARMENTS**--Air Force regulations require the wearing of plain, white undergarments under the blue shirt. No part of the undergarment may show at the neck area when the blue shirt collar is unbuttoned (worn open). Undershirts must be V-necked or sleeveless, athletic-style to comply with this requirement. **UNDERGARMENTS MUST BE PLAIN WHITE--WRITING OR PICTURES ON THEM ARE PROHIBITED, AS THEY CAN BE SEEN THROUGH THE UNIFORM SHIRT.**

e. **WINDBREAKER JACKET/LINER**--The windbreaker is worn over either an open-collared blue shirt or a shirt-and-tie combination. *It is always worn zipped, and the zipper should be closed approximately 2/3rds up the front.* The liner is optional, dependent on temperature.

f. **SHOES**--**Only authorized shoes are worn with the uniform--ever.** Currently, only issued plain, black, laced, leather or purchased patent-leather oxfords are authorized.

g. **FLIGHT CAP**--**The flight cap is always worn with the uniform when outdoors**, unless under conditions outlined in chapter 16, or on an aircraft flight line, for safety purposes.

10. PERSONAL GROOMING: The following USAF grooming standards are required of cadets during Leadership Day uniformed inspections, **and at any time the uniform is worn.**

PERSONAL GROOMING STANDARDS TABLE PAGE (1)

LINE	Item of Grooming (M-Men W-Women)	Will Be/Have	Will NOT
1	Beards (M)	Will be shaved regularly	Be worn except for health reasons when authorized by a commander on the advice of a medical officer. If commander authorizes, members keep facial hair trimmed not to exceed to ¼ inch in length. Individuals granted a shaving waiver will not have any facial hair. Commanders and supervisors will not monitor progress in treatment to control these waivers.
2	Cosmetics (W)	Conservative and in good taste.	Will not be exaggerated and will not involve vibrant colors
3	Hair, Overall Standard (M & W)	Clean, well-groomed and neat. If dyed, will look natural.	contain excessive amounts of grooming aids. Hair will not touch eyebrows when groomed or protrude below the front band of properly worn headgear. EXCEPTION: Hair may be visible in front of women's flight cap.
4	Hair Style (M) With AF-style uniforms	a tapered appearance on both sides and back, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the individual's hair so that it conforms to the shape of the head, curving inward to the natural termination point. Block cut permitted with tapered appearance.	be worn in an extreme or fad style or in such a way that exceeds length or bulk standards or violates safety requirements. Will not touch the ears and only closely cut or shaved hair on the back of the neck may touch the collar. Will not exceed 1 1/4 inches in bulk regardless of length and not exceed 1/4 inch at the natural termination point. Will not contain or have any visible foreign items attached to it.
5	Hair Style (W) With AF-style uniforms	styled to present a professional appearance. Plain and conservative pins, combs, headbands, elastic bands, and barrettes similar to the individual's hair color permitted to keep hair in place.	be worn in an extreme or fad style or violate safety requirements. Will not extend in length on all sides below an invisible line drawn parallel to the ground at the bottom edge of the shirt collar at the back of the neck. Will not exceed 3 inches in bulk or prevent proper wear of headgear. Will not include hair ornaments such as ribbons or jeweled pins.

6	Mustache (M) With AF- uniforms	Neatly trimmed	extend downward beyond the lip line of the upper lip or extend sideways beyond a vertical line drawn upward from the corner of the mouth.
	Sideburns (M) With AF- style uniforms	neatly trimmed and tapered in the same manner as the haircut. Will be straight and of even width (not flared) and end in a clean-shaven horizontal line.	extend below the lowest part of the exterior ear opening. (this does not apply to individuals with shaving waivers.)
8	Wigs and Hairpieces (M & W)	in conformance with the same standards required for natural hair, be of good quality, and fit properly.	exceed limits stated for natural hair. Will not be worn by personnel engaged in aircraft flight line or in-flight operations
9	Nails (W)	*conservative, single color, and in good taste.	contain any ornamentation.

Note 1. The items listed represent the most common appearance issues.

Note 2 - Commanders do not have the authority to waive appearance and grooming standards.

The United States Air Force Uniform will not be worn in any circumstance or condition that would discredit the Armed Forces of the United States of America.

AIR FORCE JUNIOR ROTC INSIGNIA

CADET OFFICER RANK



SECOND
LIEUTENANT



FIRST
LIEUTENANT



CAPTAIN



MAJOR



LIEUTENANT
COLONEL

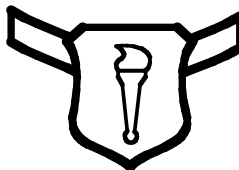


COLONEL

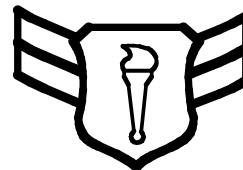
CADET AIRMAN RANK

(no rank insignia)

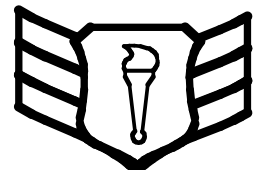
AIRMAN BASIC



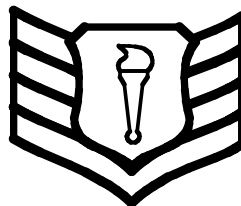
AIRMAN



AIRMAN
FIRST CLASS



SENIOR
AIRMAN



STAFF
SERGEANT



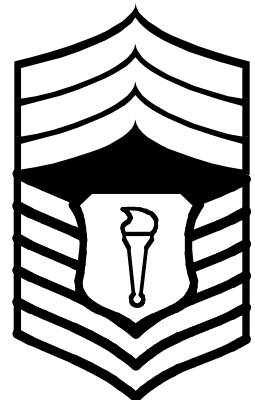
TECHNICAL
SERGEANT



MASTER
SERGEANT



SENIOR
MASTER
SERGEANT



CHIEF
MASTER
SERGEANT

AIR FORCE JUNIOR ROTC BADGES



LAPEL INSIGNIA
(METAL)



OFFICERS
FLIGHT CAP
AND BERET
INSIGNIA



FLIGHT CAP
AND BERET
INSIGNIA



SERVICE CAP
INSIGNIA



OFFICERS
SERVICE CAP
INSIGNIA



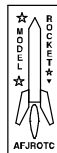
GROUND SCHOOL
BADGE



FLIGHT SOLO
BADGE



FLIGHT CERTIFICATE
BADGE



MODEL ROCKETRY
BADGE



AWARENESS
PRESENTATION
TEAM BADGE



DISTINGUISHED
AFJROTC
BADGE



ACADEMY OF
MODEL AERONAUTICS
SILVER WINGS



KITTY HAWK
AIR SOCIETY
BADGE



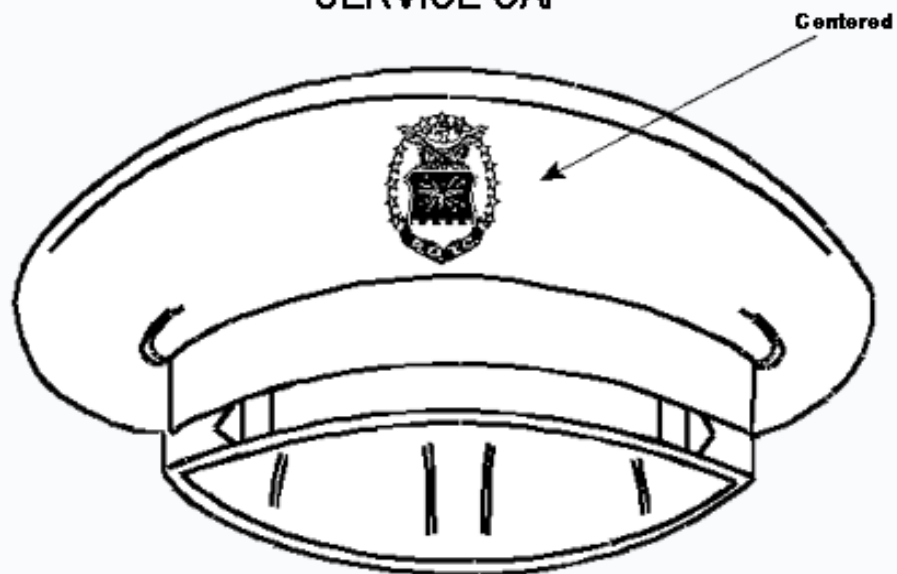
AEF BADGE



SHOULDER TABS

CADET MALE HEADGEAR

SERVICE CAP



FLIGHT CAP



**Centered top to bottom and
1 1.2 inches from front of cap**

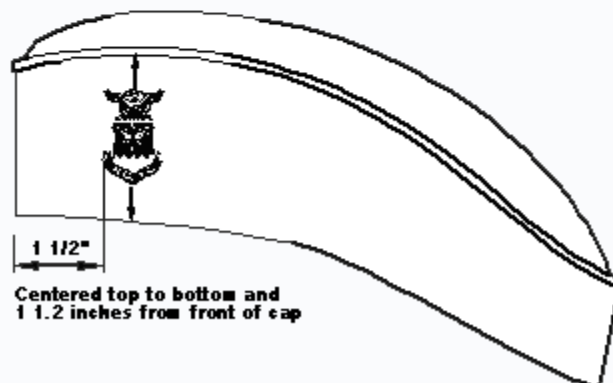
Officers wear hat insignia with stars

CADET FEMALE HEADGEAR

SERVICE CAP

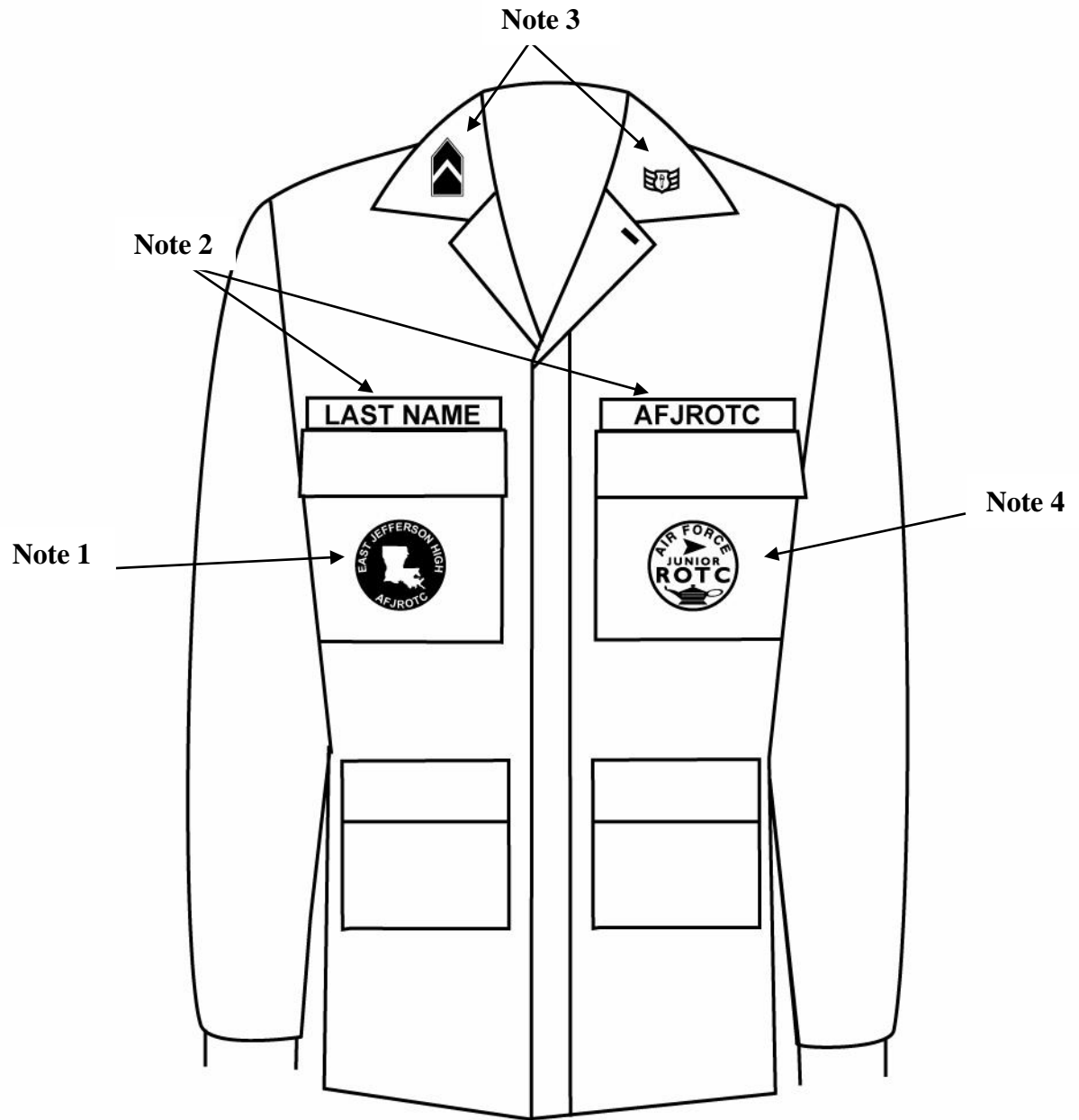


FLIGHT CAP



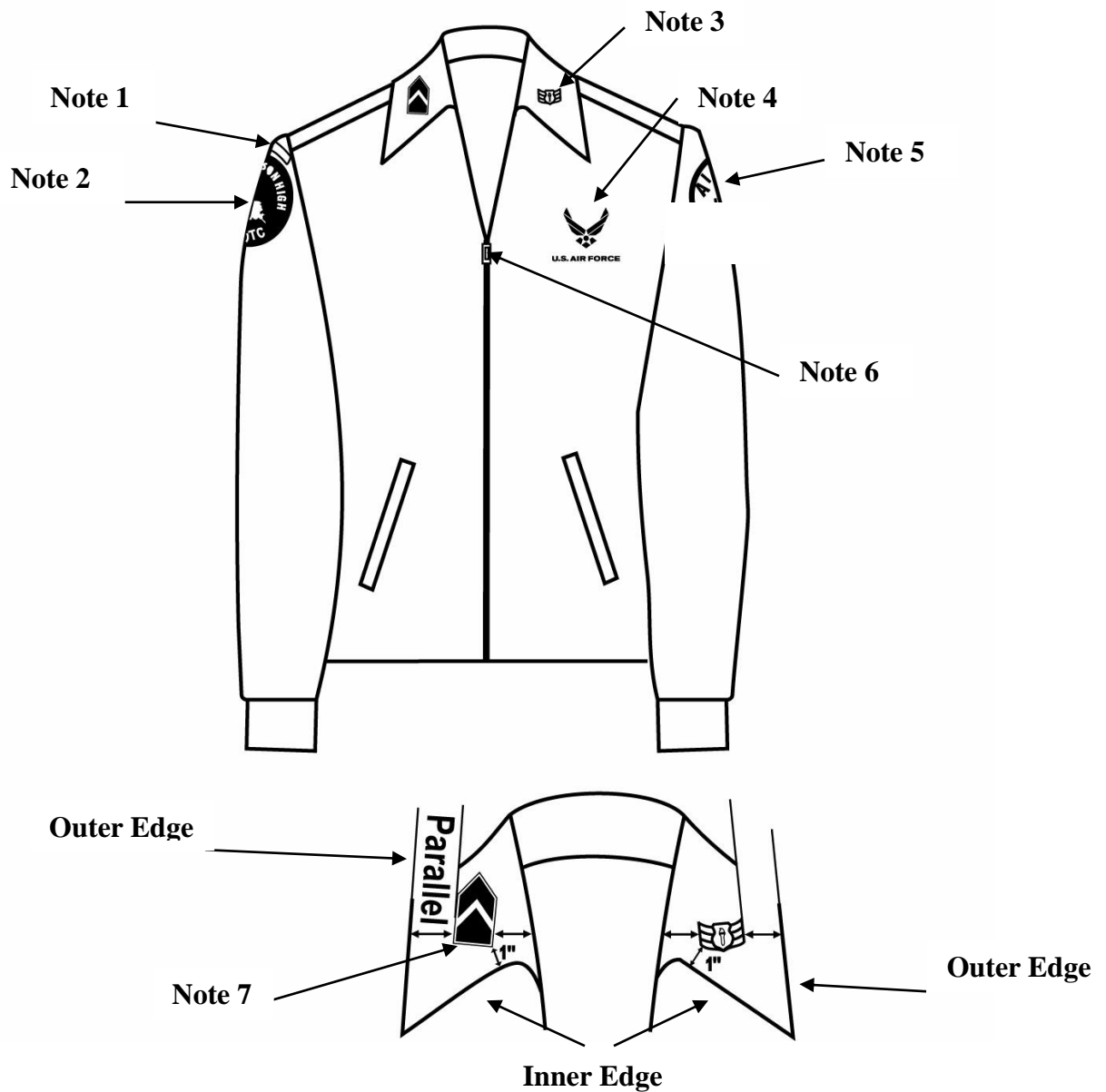
Officers wear hat insignia with stars
Insignia without stars in worn by enlisted

CADET BATTLE DRESS UNIFORM (BDU) Male and Female



1. Unit patch worn on right pocket and centered.
2. Tapes grounded and centered on pockets.
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. Airman Basic has no collar insignia.
4. AFJROTC patch worn on left pocket and centered.

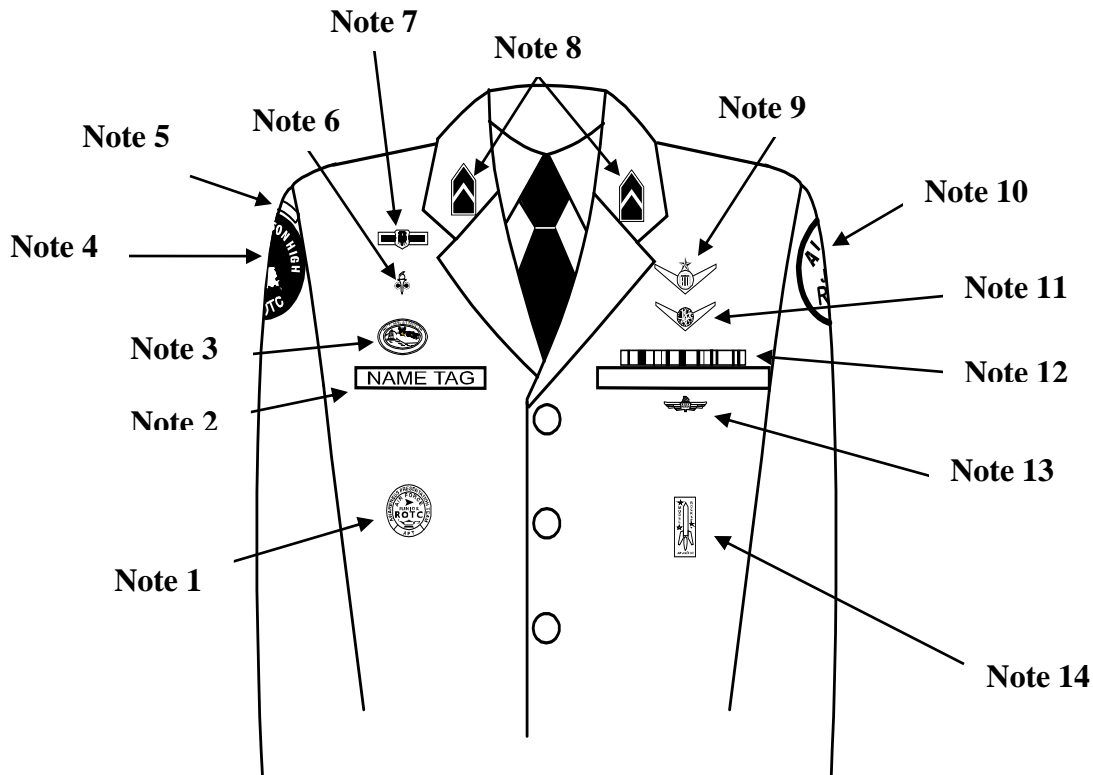
CADET LIGHTWEIGHT BLUE JACKET



1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1" below shoulder seam.
2. Unit patch on right sleeve ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) is worn on both left and right collar. Airman Basic have no collar insignia.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
5. AFJROTC patch on left sleeve ½ to 1 inch below shoulder seam and centered.
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.

CADET MALE 1620 SERVICE DRESS

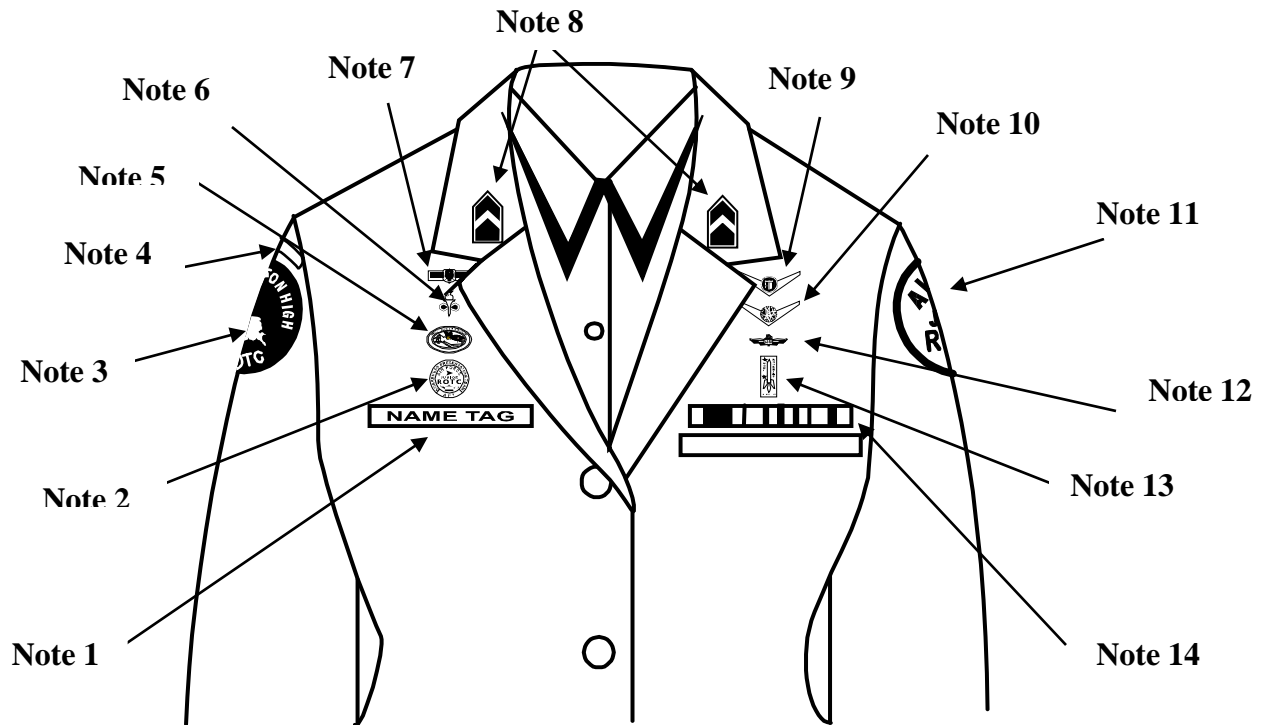
Note: Cadets may wear the rank on both coat and shirt at the same time or only on the coat. The cadets must be in proper uniform at all times. If they have the coat on, the rank insignia must be on the coat. If they remove the coat, the rank must be on the shirt.



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 ½ to 1 inch below shoulder seam and centered.
5. Shoulder tabs: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
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. Airman Basic wear lapel insignia on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch: Placed ½ 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 or some.
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 ½ inch above nametag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge

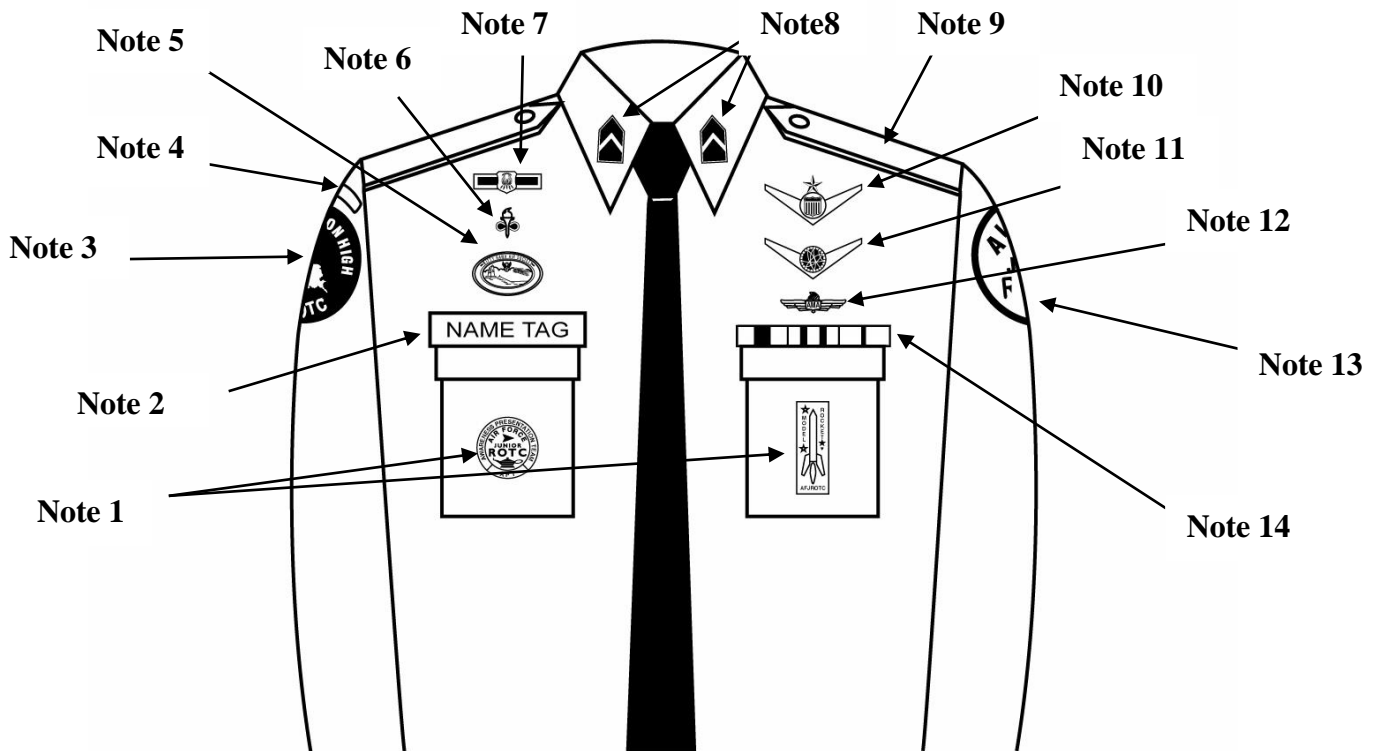
CADET FEMALE 1620 SERVICE DRESS

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.



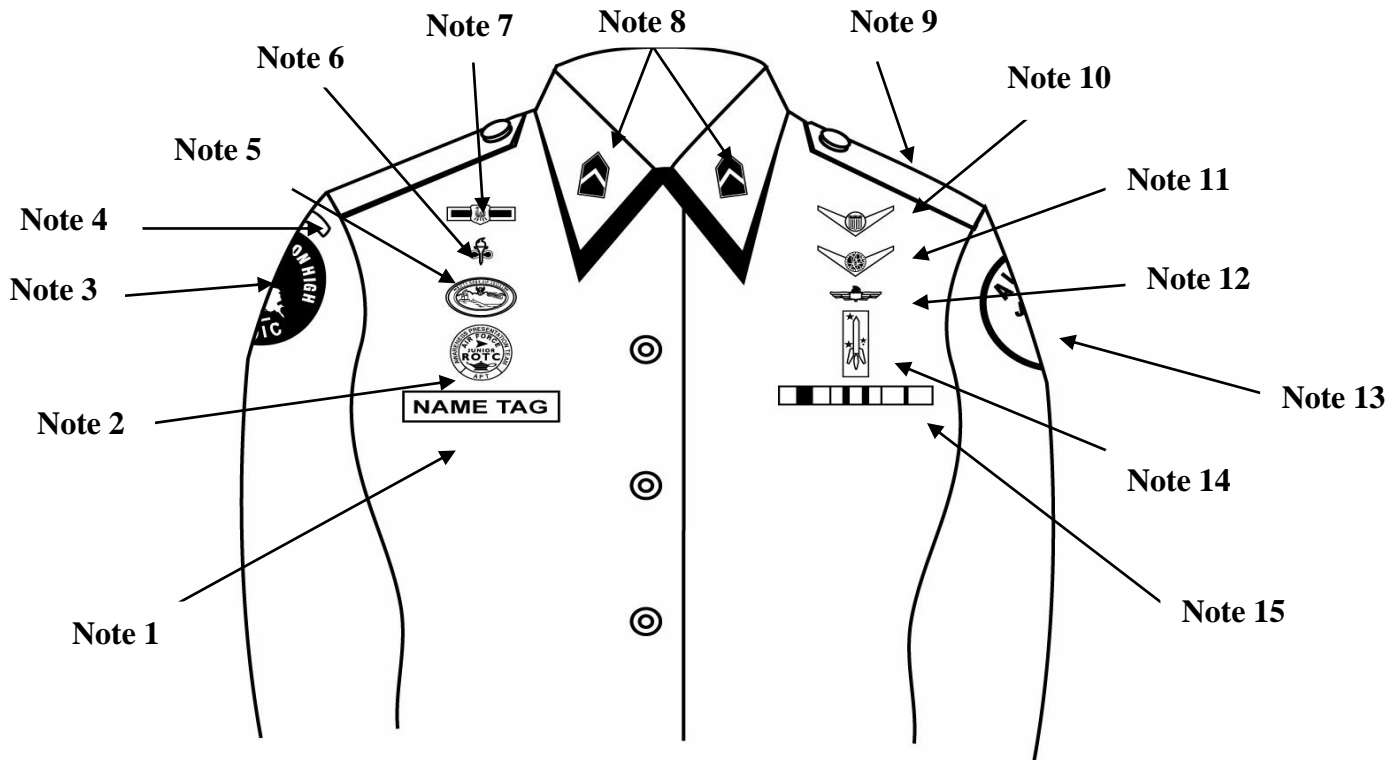
1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center 1/2 to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder 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. Airman Basic wear lapel insignia on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
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 or some.
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 badges.

CADET 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: authorized for wear and is to be grounded and centered over wearer's right pocket.
3. Unit patch: center $\frac{1}{2}$ 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. For enlisted rank, the bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman Basic have no insignia of any kind on the collar.
9. (Officers only) When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. AFJROTC Patch: center $\frac{1}{2}$ to 1 inch below shoulder seam.
14. Ribbons: ground and center on pocket.
15. First badge placed $\frac{1}{2}$ inch above nametag or ribbons and is centered horizontally. Additional badges placed $\frac{1}{2}$ inch above previous badge.
16. Wearing the blue tie is mandatory with the long sleeve blue shirt, optional with the short sleeve blue shirt.

CADET FEMALE BLUE 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 16.
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 16.
6. Aerospace Education Foundation (AEF) Badge: see note 16.
7. Distinguished Cadet Badge: see note 16.
8. Grade insignia (officer or enlisted) worn on both left and right collar, centered side to side and top to bottom. For enlisted rank, bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman Basic have no insignia of any kind on the collar.
9. (Officers only) When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge: see note 16.
11. Ground School Badge: see note 16.
12. Academy of Model Aeronautic (AMA) Wings: see note 16.
13. AFJROTC Patch: center 1/2 to 1 inch below shoulder seam.
14. Model Rocketry Badge: see note 16.
15. Ribbons: Center, parallel with ground. Align with bottom of nametag. Or, if no nametag, align bottom of ribbons even with to 1 1/2 inches higher or lower than the first exposed button.
16. First badge placed 1/2 inch above nametag or ribbons (whichever is appropriate) and is centered horizontally. Additional badges placed 1/2 inch above previous badge.
17. Wearing the blue tab is mandatory with the long sleeve blue shirt; it is optional with the short sleeve blue shirt.

. How to Tie a Tie: To tie the Windsor Knot, select a tie of your choice and stand in front of a mirror. Then simply follow the steps below:



1) The wide end "W" should extend about 12 inches below narrow end "N". Cross wide end "W" over narrow end "N".



4) Bring wide end "W" across the front from left to right.



2) Bring wide end "W" up through loop between collar and tie; then back down.



5) Pull wide end "W" up through the loop again



3) Pull wide end "W" underneath narrow end "N" and to the left, back through the loop and to the left again so that the wide end "A" is inside out.



7) Using both hands, tighten the knot carefully and draw up to collar

CHAPTER 8

PROMOTIONS



1. Promotions provide constant challenge and motivation to all members of any organization, whether military or civilian. All members should be enthusiastically striving to improve themselves and to reap the rewards of their hard work, motivation, dedication to the organization and willingness to assume additional responsibility. Any promotion should be based on demonstrated leadership abilities and potential. Above all else, promotions mean that **YOU** must constantly be striving for **LEADERSHIP BY EXAMPLE!** An organization or unit is usually as spirited and successful as its leaders and managers.

2. Promotions in the CA-20017th will be based on academic and leadership grades, demonstrated leadership qualities, and certain other factors explained later in this chapter. Instructors and cadet staff are looking for quality cadets for promotion to the Non-Commissioned Officer (NCO) and Commissioned Officer ranks, as they are the leaders of this organization. Cadets must continually strive to be and do their best in order to attain higher grade and rank.

3. The promotion system is patterned after the active duty Air Force, and conforms to the guidance provided by Headquarters, AFROTC. The following provisions apply:

a. There are two types of grades each cadet may hold. Normally, both grades are held at the same time.

(1) **Permanent Rank:** This rank is awarded based on years of satisfactory service in the AFJROTC program. The permanent rank authorized for first-year cadets is Cadet Airman. Second-year cadets are authorized as Cadet Airmen First Class, third-year cadets are authorized as Cadet Senior Airmen, and fourth-year cadets are authorized as Cadet Staff Sergeants. These ranks will be assigned at the end of the first quarter of each year, and if a higher temporary rank has not been assigned, the insignia of the permanent rank will be worn. For example, all first-year cadets who successfully complete the first semester will be awarded the rank of Cadet Airman unless a higher temporary rank has been awarded.

(2) **Temporary Rank:** This rank is awarded based on demonstrated leadership ability and Unit Manning Document (UMD) requirements. Cadets will NOT be awarded the highest grade authorized for the position on the UMD unless already holding that rank (example: if a cadet is a Lieutenant and moves into a job which authorizes a Cadet Major, he/she must progressively work toward Cadet Major, and does not automatically assume the highest rank). This allows a cadet to be promoted on a normal, progressive basis as shown below, and based on actual performance in positions. Cadets serving in temporary ranks in command or staff positions may revert to their permanent ranks upon completion of their command/staff assignments.

(Promotion System Provisions, Continued)

b. Graduating Seniors may retain their highest ranks regardless of course level. Exceptions to these policies will be made at the discretion of the SASI to meet the needs of the unit.

4. Normal promotion through the cadet ranks will approximate the following:

- a. First year: AB to SrA
- b. Second year: SrA to MSgt or Cadet 1st Lt if exceptionally qualified
- c. Third-fourth year: promoted up to authorized UMD limits of job assignments

5. The Unit Manning Document (UMD) will be used to determine the number of cadet officers and NCOs assigned to CA-20017. The SASI/ASI may add or delete positions as deemed necessary to fulfill mission requirements.

6. **PROMOTION CYCLE:** The promotion cycle will be approved by the SASI for each promotion date, but will generally be as follows:

- a. FIRST WEEK OF THE FIRST QUARTER - Command position assignments.
- b. FIRST WEEK OF THE SECOND QUARTER - All AS-I cadets PASSING the first quarter and RECOMMENDED by their flight commanders or staff officers are eligible. All other cadets who meet all qualifications and are recommended by their flight commanders or staff officers are also eligible for promotion to the next higher grade.
- c. The SASI may promote any cadet that he/she feels is OUTSTANDING or has achieved continued superior performance. The Special Achievement promotion may be awarded without regard to meeting all promotion criteria, and may be awarded at any time of the year.

7. The Quarterly Promotion Factors Sheet for both Officer and Enlisted ranks is attached to this chapter. This information is invaluable to any cadet who desires promotion.

8. **NON-COMMISSIONED OFFICER GRADES**--A candidate for enlisted/NCO-level promotion:

- a. must display a positive attitude toward being an NCO and support cadet officers in the squadron by respecting authority.
- b. must not have a grade "Incomplete" in AFJROTC when the board meets.
- c. must be active in JROTC activities such as special teams, sports programs, social events and fund raising. Special consideration will be given to cadets involved in other school programs such as band, drama, sports, student government, etc.
- d. must have taken the Promotion Fitness Exam (PFE); the score must be available to the Promotion Board.

9. COMMISSIONED OFFICER GRADES--Candidates:

- a. must have met all criteria for NCO grades.
- b. must have been selected to fill a Commissioned Officer position in the UMD.
- c. must demonstrate that he/she has the understanding of drill & ceremonies to command a flight or squadron formation whenever necessary.
- d. must be able to command/conduct a Reveille/Retreat ceremony.
- e. must have demonstrated the potential to hold commissioned officer authority and responsibility.
- f. must have demonstrated the "Whole Person Concept," including initiative, self-confidence, respect for authority and the ability to be a TEAM PLAYER who supports the Cadet Squadron Commander and Staff.
- g. must be able to accept increased responsibility, have produced high standards of work and demonstrated outstanding leadership traits.
- h. must be able to effectively use all available resources and work well with all cadets.
- i. should be in the 2nd, 3rd or 4th year of AFJROTC.
- j. must not have a grade of "Incomplete" in any class when the promotion board meets.
- k. must have taken the Promotion Fitness Exam--score must be available to the board.

10. CADET SQUADRON COMMANDER INVOLVEMENT: The Cadet Squadron Commander will be responsible to the SASI/ASI for screening all promotion recommendations as follows:

- a. He/she insures the Cadet Squadron Promotion Board meets normally once each quarter (grading period) during the academic year. He/she may observe proceedings. Board members consist of:
 - (1) Deputy Commander (President of the Board)
 - (2) Operations Commander (Voting Member)
 - (3) First Sergeant (Voting Member)
 - (4) Personnel Officer (Voting Member)
 - (5) Promotion/Testing Officer (Non-Voting Member)
- b. He/she insures that individual personnel records of promotion-eligible cadets are reviewed by the promotion board.
- c. He/she reviews the board's findings and recommendations, and if desired will add comments to the list of names before submitting to the SASI/ASI for final consideration and approval.
- d. He/she provides the Information Management Officer (IM) a copy of the promotion list so that a special order will be created and copied. The IM will forward copies to the Personnel Officer for inclusion in the promotees' personnel folders.
- e. He/she insures that the Public Affairs Officer is given the promotion list so that it may be included in the local media. The SASI/ASI must approve all news releases.
- f. He/she insures that promotion ceremonies will be held at the earliest possible date/time following FINAL APPROVAL.

DEMOTION
(Reduction in Grade/Removal from a Position)

1. At the time a cadet receives an overall JROTC grade of “Incomplete” for a grading period, he/she reverts to the permanent grade held at the completion of his/her last successful year of AFJROTC. If no previous year, the rank will be Cadet Airman Basic. While an “Incomplete” exists, promotion consideration will be held by the SASI.
2. When a cadet fails to maintain satisfactory standards of appearance and conduct (including wear of the uniform) demotion and/or removal from a position will be fully coordinated with the staff before final action is taken.
 - a. Appearance includes hair, cleanliness, neatness of personal clothing and uniforms, including proper arrangement of insignia, ribbons, rank and devices.
 - b. Conduct includes attitude, behavior and discipline in ALL school classes, not just AFJROTC; maximum participation in school and AFJROTC activities (consistent with one’s overall personal schedule); performance of duties and keeping UNEXCUSED ABSENCES AT ZERO.

NOTE: Any unexcused absence from class will place a cadet on warning for demotion and/or removal from a position. A second unexcused absence in a nine-week period will result in demotion/removal action.

SAMPLE

8 July 2010

MEMORANDUM FOR CA-20017/CC

FROM: C/SSgt Smith

SUBJECT: 3rd Quarter Promotion

Request promotion to TSgt based on the following:

I have been involved in the following VHS and community activities for the 3rd Quarter:

- I work at Taco Bell.
- I am a member of ASB.
- I am a member of the French Club
- I performed in the recent VHS school play.

I have been involved in the following Cadet Squadron activities for the 3rd Quarter:

- I am on the Drill Team.
- I have performed in two Color Guards.
- I hold the position of “A” Flight Sergeant.
- I participated in the NORCAL Olympics.
- I am a member of the Model Rocketry Club.

I have a “Complete” grade in AFJROTC and I appreciate and respect the Cadet Corps and all it offers. Thank you for considering me for promotion.

Sign your name here
TOM B. SMITH, C/SSgt
CA-20017th Cadet Squadron

CHAPTER 9

ORGANIZATION AND JOB DESCRIPTIONS



1. **DESIGNATION:** The official United States Air Force and AFROTC designation of this unit is the “California20017th Cadet Squadron.” The Squadron may also be identified as “CA-20017.”
2. **ORGANIZATION:** CA-20017 will operate as a Squadron in accordance with the most current AFROTC Instruction 36-10. Special staff offices will be established and disestablished when needed to satisfy the needs of the Squadron and the Aerospace Studies Program.
3. **CADET STAFF:** The Senior Aerospace Science Instructor (SASI) will appoint the Cadet Squadron Commander. The Cadet Squadron Commander will be selected after meeting an interview board consisting of the SASI and ASI. The Cadet Deputy Squadron Commander will be selected after meeting an interview board consisting of the SASI, ASI, and the Cadet Squadron Commander. The remainder of the Squadron Staff will be selected for the positions by submitting a letter to the Cadet Squadron Commander, with the approval of the SASI/ASI. Cadets must apply for staff positions by submitting a letter to the Squadron Commander. All positions will be announced on special orders.
4. **ROTATION:** Rotation of cadets into different staff and flight positions should be made at least twice each year. However, to meet the needs of the cadet organization and to provide effective leadership experience to a large number of cadets, rotation may be made at any time as directed by the Cadet Squadron Commander and approved by the SASI/ASI. Flight Commanders are encouraged to rotate the Element Leader positions to gain the best leadership benefits in regard to drill and ceremonies.
5. **ORGANIZATIONAL CHARTS:** The following charts reflect the Cadet Squadron Organization and Chain of Command. Organization Charts break the functions of the Squadron into specialized tasks. The responsibilities associated with each task are found in the corresponding job description for each position within the Squadron. Each cadet should study all the job descriptions to gain a complete understanding of jobs as they relate to the total Squadron mission, and be completely informed on Squadron activities.

UNIT MANNING DOCUMENT (UMD)

FUNCTION	POSITION/TITLE	MAX GRADE	AUTH
Command	Squadron Commander	Cadet Lt Col	1
	Deputy Squadron Commander	Cadet Maj	1
	First Sergeant	Cadet CMSgt	1
Staff	Chief, Operations Division	Cadet Maj	1
	Chief, Personnel Division	Cadet Maj	1
	Chief, Info Mgmt Division	Cadet Maj	1
	Chief, Resource Mgmt Division	Cadet Maj	1
	Chief, Public Affairs Division	Cadet Maj	1
	Chief, Logistics Division	Cadet Maj	1
Flight	Flight Commander	Cadet Capt.	6 Flight
	Sergeant	Cadet MSgt	6
Operations	Drill Team Commander	Cadet Capt.	1
	Color Guard Commander	Cadet Capt.	1
	Co-Curricular Activities Officer	Cadet Capt.	1
	NCOICs	Cadet SMSgt	9
Personnel	Awards and Decorations Officer	Cadet Capt.	1
	NCOICs	Cadet SMSgt	1
Public Affairs	Recruiting Officer	Cadet Capt.	1
	Awareness Officer	Cadet Capt.	1
	NCOICs	Cadet SMSgt	2
Logistics	Property Maintenance Officer	Cadet Capt.	1
	NCOICs	Cadet SMSgt	1

JOB DESCRIPTIONS

1. As with the United States Air Force, cadet responsibilities and duties increase with each increase in rank and position. A cadet is expected to be capable of assuming the duties of the position to which he or she is promoted. The following job descriptions provide only the major elements of each of the leadership positions contained in the UMD.

2. **SPECIAL ASSISTANT TO THE ASI:** This position is one of extreme importance, and the honor and privilege is given only to former Squadron Commanders or Deputy Commanders. The Special Assistant will advise and assist the SASI/ASI on cadet activities, organization, and personnel. The Special Assistant will attend all unit staff meetings as an advisor and will assist the Commander when requested. He/she will maintain the Special Assistant's Continuity Folder.

3. JOB DESCRIPTIONS:

a. SQUADRON COMMANDER: The Squadron Commander is required to:

- (1) Command and control the Squadron using his/her staff subordinate commanders. Maintain the Squadron Commander's Continuity Folder.
- (2) Conduct weekly staff meetings and meet with the SASI/ASI weekly.
- (3) Supervise the grooming and appearance, discipline, efficiency, training, and conduct of the Squadron.
- (4) Supervise the accomplishment of the Leadership Training Program and mission of the Squadron as outlined by the SASI/ASI.
- (5) Assist the SASI/ASI in the accomplishment of leadership laboratory activities.
- (6) Inspect each staff function, squadron and flight activity at least every nine weeks. Include detailed check of all continuity folders, and all project checklists. Discuss the results at regular staff meetings.
- (7) Attend meetings of all the co-curricular/extracurricular activities of the squadron on a frequency to permit complete knowledge of the accomplishments of these activities.
- (8) Convene and review the results of Cadet Promotion Boards and Evaluation Boards.
- (9) Inform the Cadet Deputy Squadron Commander when to assume command.

(Squadron Commander, Continued)

(10) Brief the Principal, SASI/ASI, Area Manager, and all distinguished guests on current squadron activities, special occurrences and/or events.

(11) Oversee the Flight Commanders.

(12) Assist the SASI/ASI in the accomplishment of leadership activities.

(13) Ensure that all members of the Squadron have the opportunity to develop leadership qualities according to their individual abilities.

(14) Inspect the Squadron at least once every six weeks. Provide the results at scheduled staff meetings.

(15) Serve as a member of Cadet Promotion Boards and Evaluation Boards.

b. DEPUTY SQUADRON COMMANDER: The Deputy Squadron Commander is required to:

1) Coordinate and control the efforts of the Squadron Staff. Maintain the Deputy Commander's Continuity Folder.

(2) Serve as Commander in the absence of the Squadron Commander.

(3) Be ultimately responsible for all Squadron Commissioned Officers.

(4) Keep track of all information pertinent to the promotion of Squadron Commissioned Officers.

(5) Convene and control Cadet Evaluation and Promotion Boards.

c. CHIEF, OPERATIONS DIVISION: The Chief, Operations Division, is required to:

(1) Coordinate all Co-curricular activities (Drill Teams, Color Guard, Sports, and Club activities) with the commander of each special unit; maintain the Operations Continuity Folder.

(2) Supervise and control Squadron involvement in school activities (e.g. Homecoming Float/Parade, etc.)

(Chief Operations Division, Continued)

- (3) Actively pursue ways to involve the Squadron in non-school community service projects.
- (4) Maintain accurate records of cadets' participation in service projects and issue Service Ribbon Orders when appropriate.
- (5) Supervise and coordinate the activities of the Color Guard, Drill Team, and Co-Curricular Activities Officer.

d. CHIEF, PERSONNEL DIVISION: The Chief, Personnel Division, is required to:

- (1) Maintain an accurate personnel file on each cadet.
- (2) Ensure that all special orders are filed, then posted.
- (3) Supervise the efforts and actions of the Awards and Decorations Officer and maintain responsibility for those efforts and actions.
- (4) Maintain and organize the Squadron Organizational Chart.

e. CHIEF, INFORMATION MANAGEMENT DIVISION: The Chief, Information Management Division, is required to:

- (1) Publish the JROTC Daily Announcements and put all information of importance to cadets therein.
- (2) Write all Special Orders for ribbons, promotions, badges, etc.
- (3) Record staff meeting minutes, type and publish them.
- (4) Supervise the efforts of the Computer Systems and Data Management Officer and maintain responsibility for those efforts and actions.
- (5) Prepare all Squadron written correspondence and update all publications as necessary.
- (6) Serve as a member of Cadet Promotion and Evaluation Boards.

f. CHIEF, RESOURCES MANAGEMENT DIVISION: The Chief, Resources Management Division, is required to:

- (1) Assist the SASI/ASI in maintaining cadet funds.

- (2) Assist the SASI/ASI in the drafting of a budget for the academic year.
- (3) Actively inquire into methods of obtaining funds through donations and fund-raisers involving community businesses and organizations.
- (4) Organize and coordinate all fundraising activities.

g. CHIEF, PUBLIC AFFAIRS DIVISION: The Chief, Public Affairs Division, is required to:

- (1) Publish the Squadron Newsletter monthly.
- (2) Provide articles promoting cadet activities to the school newspaper, Parent Connection Newsletter, the Placer Herald, and the Neighbors Magazine section of the Sacramento Bee. (This list is not all-inclusive. Use all available sources of publicity).
- (3) Coordinate with the school yearbook staff on yearbook publication.
- (4) Maintain the squadron photo album and scrapbook.
- (5) Maintain the Public Affairs Continuity Folder.
- (6) Maintain the squadron history and update it quarterly.
- (7) Supervise the actions of the Awareness and Recruiting Officers and maintain responsibility for their efforts and actions.

h. CHIEF, LOGISTICS DIVISION: The Chief, Logistics Division, is required to:

- (1) Keep inventory of all unit property and equipment.
- (2) Be responsible for the maintenance and inventory of all squadron uniforms.
- (3) Maintain, organize, and clean the Logistics room and its contents.
- (4) Ensure all cadets are properly outfitted with all appropriate uniform items.

(Chief, Logistics Division, Continued)

- (5) Maintain responsibility for accountability of weapons & maintenance of facilities.
- (6) Issue, maintain, and ensure the proper use of all JROTC room cabinet and locker space.

i. DRILL TEAM COMMANDER: The Drill Team Commander is required to:

- (1) Actively recruit cadets for the Drill Team.
- (2) Maintain responsibility for all Drill Team members.
- (3) Select individual performance team commanders and supervise their actions.
- (4) Ensure all Drill Team entries into competitions are of adequate quality.
- (5) Actively pursue ways to increase the number of Drill Team performances.
- (6) Take inventories of weapons and all drill/color guard equipment.

j. COLOR GUARD COMMANDER: The Color Guard Commander is required to:

- (1) Actively recruit cadets for the various Color Guard teams.
 - (2) Maintain responsibility for members of the Color Guard.
 - (3) Train and equip all cadets interested in performing Color Guards.
 - (4) Appoint commanders for individual performances and ensure that there are adequate numbers of cadets for each performance.
 - (5) Supervise Color Guard entries into judged competitions and monitor their quality.
 - (6) Maintain records of Color Guard performances and regularly issue Color Guard ribbon orders and ensure cadets receive block letter and promotion credit for their Color Guard activity.
- (Color Guard Commander, Continued)*
- (7) Coordinate with the Logistics Officer on proper procedures for issuing and maintaining equipment and gear.
 - (8) Assure that all RHS campus flags are maintained in good condition and flown appropriately.

k. CO-CURRICULAR ACTIVITIES OFFICER: The Co-curricular Activities Officer is required to:

- (1) Coordinate all Squadron entries into NORCAL sporting events.
- (2) Coordinate all Squadron recreational picnics, parties, trips, etc.
- (3) Supervise the Military Ball.
- (4) Issue orders for the Co-curricular Activities Leadership Ribbon whenever and to whoever it is appropriate.
- (5) Ensure all After-Action Reports for all above projects are completed in a timely fashion, and that orders are put through as appropriate.
- (6) Take responsibility for all Model Rocketry correspondence and any other related material.

l. AWARDS AND DECORATIONS OFFICER: The Awards and Decorations Officer is required to:

- (1) Maintain the files and records for all awards, including the Block Letter.
- (2) Prepare a list of award recipients and deliver them to Information Management (IM) for publication.
- (3) Ensure that all eligible cadets receive the awards they earn.
- (4) Plan, organize, and coordinate the Winter and Spring Awards Nights.

m. RECRUITING OFFICER: The Recruiting Officer is required to:

- (1) Actively recruit new cadets into the CA-20017th, not only from Valley High School, but also from Samuel Jackman Middle Schools.
- (2) Schedule regular recruiting missions to other schools, and ensure all cadets are properly versed on their duties during these.
- (3) Maintain responsibility for all cadets participating in recruiting missions.
- (4) Coordinate with the Public Affairs Officer to improve interest in and the image of the cadet corps within ValleyHigh School.
- (5) Actively pursue new methods of increasing the number of CA-954 cadets that may not be mentioned herein.

n. PROMOTIONS AND TESTING OFFICER: The Promotions and Testing Officer is responsible for:

- (1) Maintaining cadet promotion records and preparing a list of eligible cadets for use by the Cadet Promotion Board.
- (2) Serving as the recorder on the Cadet Promotion Board and Evaluation Board.
- (3) Preparing the Promotion List for the ASI to publish.
- (4) Assist in the creation and administration of the Quarterly Promotion Fitness Test.

o. SQUADRON FIRST SERGEANT: The Squadron First Sergeant is responsible for:

- (1) Holding periodic NCO staff meetings to insure proper support is being given to the Squadron Commander and the Deputy Squadron Commander.
- (2) Training and general supervision of Cadet NCOs and Airmen, particularly in situations outside the ROTC facility.
- (3) Direct support of SASI/ASI leadership training.
- (4) Planning Cadet Formations.
- (5) Following up on decisions of cadet boards concerning discipline.
(*Squadron First Sergeant, Continued*)
- (6) Maintenance of discipline among cadets.
- (7) Sitting as permanent member of the Cadet Promotion Board.
- (8) Training Cadet Squadron Guide-on Bearer in the duties of this position.

p. FLIGHT COMMANDERS: Flight Commanders are required to:

- (1.) Maintain order in the absence of the instructor, including classroom time before the bell rings.
- (2) Lead the flight in the Pledge of Allegiance and through other phases of classroom time as directed by the SASI/ASI.
- (3) Command the flight in parades.

- (4) Report absentees to the instructor.
- (5) Maintain record of absentees and tardiness and inform the SASI/ASI.
- (6) Inform the flight of actions and information passed out during Squadron Staff Meetings.
- (7) Represent the flight at staff meetings when required.
- (8) Train, supervise, and ensure the Flight Sergeant carries out all assigned duties.

q. FLIGHT SERGEANTS: Flight Sergeants are required to:

- (1) Call the flight to attention at the beginning of each class, take roll and report all absences/tardiness to the flight commander.
- (2) Prepare the flight for inspection & assist the Flight Commander.
- (3) Serve in place of the Flight Commander when required.
- (4) Assist the Flight Commander in the training of cadets in mastering Drill and Ceremonies. Serve as flight guide.
- (5) Represent the Flight Commander at unit staff meetings.
- (6) Ensure all flight personnel are informed and reminded about their assigned details.
- (7) Supervise and ensure the grooming, appearance, discipline, efficiency, and training standards are maintained for all Flight Non-commissioned Officers (NCO) and Airmen.
- (8) Counsel cadets in need of assistance.

(Flight Sergeants, Continued)

r. EDUCATION AND TRAINING OFFICER

- (1) Monitor accuracy and update all graded events for all AS & LE classes.
- (2) Advise Squadron Commander on all pertinent education/training topics.

s. SQUADRON GUIDON

- (1) Train flight guides on individual responsibilities and procedures.
- (2) Represent the squadron as the guide bearer during parades.

CHAPTER 10 CADET EVALUATION BOARD



1. **PURPOSE:** The purpose of the cadet evaluation board is to review cases of alleged misconduct, insubordination, or adverse attitude toward or on the part of any cadet. These procedures have also been established to provide a vehicle to discipline, demote, or remove cadets from positions on the Unit Manning Document (UMD), or from the ROTC program for cause.

2. **CRITERIA:** The following criteria will be used to determine the need to convene a Cadet Evaluation Board:

- a. Misconduct in school. This includes the use of drugs, fighting, disrespect or insubordination to teachers, staff members or others in command, major school violations resulting in suspension, or other misconduct that brings discredit to the cadet corps.
- b. Failure to wear the uniform four (4) times on scheduled uniform wear days during the school semester, without a valid excuse.
- c. Failure to maintain proper grooming standards during the school semester.
- d. Failure to meet financial obligations to the AFJROTC program (i.e., lost books, uniform items, fund raiser, etc.).
- e. Failure to carry out job responsibilities in AFJROTC.
- f. A semester grade of "I" in AFJROTC is an automatic demotion and recommended removal from AFJROTC. Removal will be worked out with the counselors and school administration. The school administration ultimately determines whether or not a student will be removed.

3. **CADET EVALUATION BOARD:** The Cadet Evaluation Board will consist of four of the staff members listed below in addition to the Deputy Squadron Commander. The Squadron Commander, Deputy Squadron Commander, or SASI/ASI may remove anyone from the board whom he/she considers partial toward (or against) the person brought before the Evaluation Board. In this instance, the Deputy Squadron Commander will appoint a new member. Should the Board President be disqualified, the Squadron Commander will appoint the senior officer remaining as the Board President.

- a. Deputy Squadron Commander (President)
- b. Chief, Operations Division
- c. Chief, Personnel Division
- d. Chief, Information Management Division
- e. First Sergeant
- f. All Flight Commanders
- g. Promotions and Testing Officer (Recorder)

4. PROCEDURES: Those cadets who fall into any category in paragraph 2 will be submitted to the board by the SASI/ASI for recommendation. The SASI/ASI has the final decision on all actions.

a. The Cadet Evaluation Board will review all cases referred to it and make recommendations to the SASI/ASI concerning an appropriate course of action. The Board is limited to the following recommendations:

(1) Letter of reprimand placed in the cadet's personnel file for a specified time

(2) Removal from promotion eligibility for a specified time

(3) Removal from staff position

(4) Reduction in cadet rank

(5) Removal from the AFJROTC program

b. If necessary, the Deputy Squadron Commander will appoint an investigating officer whose duties will be as follows:

(1) To determine, through the questioning of potential witnesses or by reviewing records, if sufficient cause exists to call an Evaluation Board and make recommendations to the Squadron Commander.

(2) If the Squadron Commander determines that an Evaluation Board is to be held, the investigating officer will determine the individual(s) who will be called as a witness(es).

(3) At the Board, the investigating officer will present his/her findings to the Board members so that they know the facts surrounding the case and are able to formulate their own questions for the witness(es).

c. The Board will discuss the case in private and make recommendations for action to be taken to the Squadron Commander and the SASI/ASI. This recommendation will be written by the Board President and presented to the Squadron Commander and the SASI/ASI on the morning following the Evaluation Board. Recommendations will be signed in ink by all board members.

d. The SASI or ASI will be present at the Cadet Evaluation Board.

CHAPTER 11

AWARDS AND DECORATIONS



1. Numerous distinctive awards and decorations are authorized for AFJROTC cadets, to recognize outstanding performance in academics and leadership or for a specific display of valor. Medals, insignia, badges, ribbons, certificates and in some cases monetary prizes are awarded in the following categories:

NATIONAL-LEVEL AWARDS

2. Awards are presented annually by each of the organizations listed. Specific requirements for each award are spelled out in AFROTCI 36-2001.

- a. Air Force Association - Presented annually to the outstanding third-year cadet.
- b. Daedalians - Presented annually to an outstanding third-year cadet.
- c. American Legion (Scholastic) - Presented annually to an outstanding third/fourth-year cadet.
- d. American Legion (General Military Excellence) - Presented annually to an outstanding third/fourth-year cadet.
- e. Daughters of the American Revolution - Presented annually to an outstanding fourth-year cadet.
- f. American Veterans (AMVETS) - Presented annually to a first-through fourth year cadet.
- g. Reserve Officers Association (ROA) - Presented annually to an outstanding fourth-year cadet.
- h. Military Order of World Wars - Presented annually to a first-year cadet.
- i. The Retired Officers Association (TROA)- Presented annually to an outstanding third-year cadet.
- j. Veterans of Foreign Wars (VFW) - Presented annually to an outstanding third/fourth-year cadet.
- k. National Sojourners - Presented annually to an outstanding second- or third-year cadet.

(National-Level Awards, Continued)

- l. Sons of The American Revolution - Presented annually to an outstanding third-year cadet.
- m. Scottish Rite, Southern Jurisdiction Award - Presented annually to an outstanding third-year cadet.
- n. Military Order of the Purple Heart - Presented annually to an outstanding third- or fourth-year cadet.
- o. Air Force Sergeants Association Award (AFSA) - Presented annually to an outstanding third/fourth-year cadet.
- p. Noncommissioned Officers Association (NCOA) JROTC Award - Awarded to the most outstanding Cadet Noncommissioned Officer in the unit

AFJROTC INSIGNIA AND BADGES

3. Insignia and badges are awarded to cadets in recognition of various achievements within the AFJROTC program.

- a. Ground School Badge: Awarded for completion of the honors ground school curriculum option or completion of an aviation ground school program prescribed by the FAA.
- b. Flight Solo Badge: Awarded to any cadet possessing a solo flight certificate signed by an FAA-certified flight instructor for either powered or non-powered aircraft.
- c. Flight Certificate Badge: Awarded to any cadet who possesses an FAA flight examiner pilot's certificate for either powered or non-powered aircraft.
- d. Awareness Presentation Team Badge: Awarded for participation in an Awareness Presentation Team.
- e. Kitty Hawk Air Society Badge: Awarded to cadets who are members of the Kitty Hawk Air Society.
- f. American Modeling Association (AMA) Wings: Awarded to cadets who are members of the model aircraft club and qualified by the AMA.

(AFJROTC Insignia and Awards, Continued)

- g. Distinguished AFJROTC Cadet Award: Awarded annually to the outstanding junior-year cadet. The badge is worn throughout the cadet's senior year.
- h. Aerospace Education Foundation (AEF) Academic Cadet Award: Awarded to recommended Junior and Senior cadets with an overall 3.3 GPA and no grade below C on their transcripts.
- i. Model Rocketry Badge: Awarded to cadets who have fulfilled model rocketry program requirements.

AFJROTC RIBBONS

4. Ribbons are awarded to cadets in recognition of various achievements within the AFJROTC program.

- a. Air Force ROTC Valor Award (Gold): recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty.
- b. Air Force Valor Award (Silver): for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award
- c. Cadet Humanitarian Award: for actions above and beyond the call of duty
- d. Outstanding Cadet Ribbon: Given annually to a first-, second-, third- and fourth-year cadet for the highest combined academic and leadership grade.
- e. Leadership Ribbon: For outstanding performance in a position of leadership in a corps training activity.
- f. Achievement Ribbon: Awarded to a cadet for significant achievement in support of the corps as deemed by the SASI/ASI.
- g. Superior Performance Ribbon: Awarded annually for outstanding achievement or meritorious service on behalf of AFJROTC
- h. Outstanding Unit Award: Awarded to cadets enrolled during the period a unit's "outstanding" rating is valid.

(AFJROTC Ribbons, Continued)

- i. Excellent Unit Award: Awarded to cadets enrolled during the period a unit's "excellent" rating is valid.

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

k. Outstanding Flight Ribbon: Awarded each academic term to members of the outstanding flight under criteria determined by the SASI.

l. Leadership School Ribbon: Presented to each cadet completing an approved Summer Leadership Program of at least five days duration (Normally, the NORCAL Spring Training Encampment will qualify for this Ribbon). A star is awarded for outstanding performance or leadership.

m. Drill Competition Ribbon: Awarded to drill team members for “placing” in an Air Force or Joint Service drill meet.

n. Orienteering Competition Ribbon: Awarded to team members for “placing” in an orienteering meet.

o. Co-curricular Activities Leadership Ribbon: Awarded for leadership in co-curricular activities (Military Ball Chairperson, Team Coach, etc.) In addition, the commanders of teams at large drill competitions (i.e. Titan, MIDGET and SCIDM will be eligible for this award).

p. Service Ribbon with Drill Team Bar (Bronze): Awarded for distinguished participation in at least 75% of all scheduled drill team events. The bar is awarded only once and is worn on the Service Ribbon.

q. Service Ribbon with Color Guard Bar (Bronze): Awarded to members of the Color Guard who have participated in at least 75% of all scheduled color guard performances in a semester. The bar is awarded only once and is worn on the Service Ribbon.

r. Service Ribbon with Saber Team Bar (Bronze): Awarded for distinguished participation in at least 75 percent of all scheduled saber team events. The bar is awarded only once and is worn on the Service Ribbon.

(AFJROTC Ribbons, Continued)

s. Service Ribbon (Basic): Awarded for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. If a cadet has qualified for the Drill Team, Color Guard and Sabre Team Bars, and qualifies for the Service Ribbon, the cadet may wear a total of four ribbons in the appropriate order as directed in AFROTCVA 36-4, AFJROTC Ribbon Chart.

t. Longevity Ribbon: Presented to each cadet who successfully completed one full year in the AFJROTC program. Cadets entering mid-semester will receive the Ribbon one year later.

u. Physical Fitness Ribbon: Presented to cadets who meet all the requirements outlined in Chapter 14.

v. Recruiting Ribbon: Presented to each cadet who recruits two or more students into AFJROTC, or participates in two or more recruiting missions. The newly recruited cadet must remain in AFJROTC for one semester for the recipient to receive credit. This award is limited to 10% of the cadet corps each year.

w. Activities Ribbon: Presented to each cadet participating in a formally scheduled co-curricular competitive activity. (e.g. NORCAL Sports, Drill Competitions, any parade in which the unit receives a score, Rocket Meets, etc.) If a cadet has qualified for the Leadership Ribbon and also qualifies for the Activities Ribbon, he/she may wear two ribbons (the maximum allowed).

x. Attendance Ribbon: Awarded to cadets with no more than 4 excused absences and no unexcused absences in a semester.

y. Good Conduct Ribbon: Awarded to cadets with no school suspensions of any kind, and no adverse reports from other staff or faculty in a semester.

z. Dress and Appearance Ribbon: Awarded for wearing the uniform on all designated Leadership Days and conforming with all AFJROTC dress and appearance standards. This award is limited to 25% of the cadet corps.

** Bronze Oak Leaf Cluster: Presented to a cadet receiving a ribbon for the second, third, fourth, and fifth time.

** Silver Oak Leaf Cluster: Presented to a cadet receiving a ribbon for the sixth time.

(AFJROTC Ribbons, Continued)

5. The order of precedence (how ribbons are placed on the uniform) for national and AFJROTC awards is displayed on the next page, and on a color chart posted in the classroom.

6. Medals are authorized for wear only at specified formal occasions, such as the Military Ball, where cadets may wear both the ribbon and the medal at the same time.

7. Cadets who have ribbons from other JROTC organizations (Marines, Army, or Navy) are authorized to wear them behind the AFJROTC ribbons. The only Civil Air Patrol ribbons authorized for wear on the AFJROTC uniform are:

- a. The General Carl Power Award
- b. The General Billy Mitchell Award
- c. The General J.F. Curry Achievement Award
- d. The Amelia Earhart Award

8. CADET RESPONSIBILITY FOR AWARDS & DECORATIONS: Each cadet must submit a memo to the Cadet Awards and Decorations Officer near the end of an academic quarter (dates will be announced regularly), stating the awards and/or decorations he/she believes he/she has qualified for. A sample memo is attached to this chapter.

9. ORDER OF PRECEDENCE FOR RIBBONS: Ribbons should be worn over the left breast pocket from top/right to bottom left in the following descending order.

Valor Award (Gold)

- Valor Award (Silver)
- Cadet Humanitarian Award
- Air Force Association Award
- Daedalian Award
- American Legion Scholastic Award
- American Legion General Military Excellence Award
- Daughters of the American Revolution Award
- American Veterans Award
- Reserve Officers Association Award
- The Military Order of World Wars Award
- The Retired Officers Association Award
- Veterans of Foreign Wars Award
- National Sojourners Award
- Sons of the American Revolution Award
- Scottish Rite, Southern Jurisdiction Award
- Military Order of the Purple Heart Award
- Air Force Sergeants Association Award
- Non-Commissioned Officers Association Award
- Outstanding Cadet Ribbon

(Ribbon Precedence, Continued)

- Leadership Ribbon
- Achievement Ribbon
- Superior Performance Ribbon
- Outstanding Unit Award
- Excellent Unit Award
- Academic Ribbon
- Outstanding Flight Ribbon
- Outstanding Cadet Ribbon
- LeadershipSchool Ribbon
- Drill Competition Ribbon
- Orienteering Competition Ribbon
- Co-Curricular Activities Leadership Ribbon
- Service Ribbon with Drill Team Bar

Service Ribbon with Color Guard Bar
Service Ribbon with Saber Team Bar
Service Ribbon
Longevity Ribbon
Physical Fitness Ribbon
Recruiting Ribbon
Activities Ribbon
Attendance Ribbon
Good Conduct Ribbon
Dress and Appearance Ribbon

10. **Devices:** If a ribbon is initially awarded with a star, an additional award will be indicated by adding a star. Additional awards of ribbons initially without devices will be indicated by the addition of clusters. A maximum of four devices is worn on each ribbon. Silver devices are placed to the wearer's right of bronze devices. The bronze device is replaced with a silver device after receipt of the fifth bronze device. Clusters are placed horizontally and tilted slightly downward to the wearer's right to allow a maximum number of clusters and other devices on the ribbon. All devices should be tilted or none. If all devices do not fit on a single ribbon, a second ribbon should be worn. When future awards reduce devices to a single ribbon, the second ribbon is removed.

11. **Ribbons of Other Services:** AFJROTC cadets are authorized to wear ribbons earned while enrolled in US Army, US Navy, US Marine Corps, or US Coast Guard JROTC. Ribbons are grouped according to service with the order of precedence determined by the regulations of each service. AFJROTC cadets will wear AFJROTC ribbons ahead of other service JROTC ribbons or awards. Other services' ribbons are grouped by service in the following order: Army, Navy, Marines and Coast Guard. Only four CAP ribbons (listed above) will be worn on the AFJROTC uniform. Badges or insignia from Active Duty, Guard, Reserve, or any other non-AFJROTC group are not authorized on the AFJROTC uniform.

12. **Valor Awards:** Valor awards from all services are worn ahead of all other ribbons from any service. The AFJROTC Valor Awards will be worn first, with other services' Valor Awards worn in the following order:

- a. Army
- b. Navy
- c. Marine Corps
- d. Coast Guard.

13. **Simultaneous Wear of Medals and Ribbons:** Medals and ribbons may be worn simultaneously for formal or semiformal, special occasions of a limited nature. The routine wear of ribbons and medals is prohibited.

14. **Shoulder Cords:** Cadets are authorized to wear one shoulder cord on the left shoulder. The shoulder cord is worn only on the short- or long-sleeved light blue shirt and the service dress coat. Colors to denote different honors may be used.



AIR FORCE JUNIOR ROTC

Wear Your Ribbons Proudly & Properly



- | | | | | |
|--|---|--|--|---|
| 1

Air Force JROTC
Valor Award (Gold) | 2

Air Force JROTC
Valor Award (Silver) | 3

Cadet Humanitarian
Award | 4

Community Service
with Excellence Award | 5

Air Force
Association Award |
| 6

Daedalian Award | 7

American Legion
Scholastic Award | 8

American Legion
General Military
Excellence Award | 9

Daughters of the American
Revolution Award | 10

American Veterans
Award |
| 11

Reserve Officers
Association Award | 12

The Military Order of
World Wars Medal | 13

Military Officers
Association Award | 14

Veterans of Foreign
Wars Award | 15

National Sojourners
Award |
| 16

Sons of the American
Revolution Award | 17

Scottish Rite, Southern
Jurisdiction Award | 18

Military Order of
the Purple Heart | 19

Air Force
Sergeant Association | 20

Sons of Union
Veterans of the
Civil War |
| 21

Tuskegee Airmen Inc.
AFJROTC Cadet Award | 22

The Retired Enlisted
Association Award | 23

Celebrate Freedom Foundation/
Embry Riddle Aeronautical
University JROTC Award | 24

The Outstanding
Cadet Ribbon | 25

Leadership
Ribbon |
| 26

Achievement Ribbon | 27

Superior Performance
Ribbon | 28

Distinguished
Unit Award | 29

Aerospace & Technology
Honors Camp Ribbon | 30

Top Performer
Award |
| 31

Academic Ribbon | 32

Outstanding Flight
Ribbon | 33

Leadership School
Ribbon | 34

Drill Competition
Ribbon | 35

Orienteering
Competition Ribbon |
| 36

Cocurricular Activities
Leadership Ribbon | 37

Drill Team Ribbon | 38

Color Guard Ribbon | 39

Sabre Team Ribbon | 40

Marksmanship
Ribbon |
| 41

Good Conduct
Ribbon | 42

Service Ribbon | 43

Health and Wellness | 44

Recruiting Ribbon | 45

Activities Ribbon |
| 46

Attendance Ribbon | 47

Dress & Appearance
Ribbon | 48

Longevity Ribbon | 49

Gen Carl Spaatz
Award (CAP) | 50

Gen Ira C. Eaker
Award (CAP) |
| 51

Amelia Earhart
Award (CAP) | 52

Gen Billy Mitchell
Award (CAP) | 53

Gen J.F. Curry
Achievement Award (CAP) | | |

SAMPLE

8 July2011

MEMORANDUM FOR: CA-20017TH Awards &Decs Officer

FROM: C/ SSgt Smith

SUBJECT: 3rd Quarter Awards/Decorations

I have earned the following descriptions for the 3rd quarter of this year:

- Service Ribbon and 1 Oak Leaf Cluster—I completed and turned in 20 documented hours of Community Service.
- Activities Ribbon (Basic)—I participated in the NORCAL Olympics.
- Attendance Ribbon—I have not missed a day of school.

I am maintaining a 3.5 GPA. I feel I have worked hard for and deserve the above listed decorations. Thank you for taking me into consideration.

Sign your name here in pen
Tom B. SMITH, C/SSgt
CA-20017th Cadet Squadron

CADET OF THE SEMESTER



1. The purpose of the Cadet of the Semester Award is to recognize individual cadets who excel in their appearance and performance each semester.

2. CRITERIA:

- a. Academic performance
- b. Leadership performance
- c. Wear of uniform
- d. Participation
- e. Discipline
- f. Attitude
- g. Cooperation

3. Each semester one cadet from each class level (e.g. freshman, sophomore, junior, and senior) will be chosen, based on the above criteria, for the cadet of the semester award.

a. Selection will be made by the SASI/ASI, Cadet Squadron Commander, Deputy Commander, and Special Assistant (if assigned) from a list of nominations obtained from each Flight Commander. The Flight Commander of each flight will nominate a cadet from each level represented in his/her flight.

b. If there are no outstanding cadets in a given semester, Flight Commanders need not nominate a cadet for each level; they need only nominate outstanding cadets for the level they represent. An explanation as to why each level does not have a nomination will be required.

c. The SASI/ASI have the final decision on all selections.

4. RECOGNITION: The Cadet of the Semester will be recognized as follows:

- a. Picture posted on the Cadet of the Semester board in the classroom.
- b. Presented a Certificate of Achievement.
- c. Letter of Congratulations sent to parents/guardians.
- e. A special shoulder cord will be worn for the entire semester. If the chosen cadet has a cord, the Cadet of the Semester cord will take priority.
- e. A chosen Cadet of the Semester will represent ca-954 at the NORCAL Cadet of the Semester board.

CHAPTER 13

VALLEYHIGH SCHOOL AFJROTC BLOCK LETTER



1. An AFJROTC block letter "R" has been authorized for wear by qualified CA- cadets. The basic letter will be awarded to cadets earning it for the first time. Distinctive gold pins are given for the 2nd, 3rd, and 4th-year awards.

2. The purpose of this award is to recognize individual cadets who devote significant extra time and effort toward AFJROTC program goals, which are to encourage assumption of responsibility and to become a good citizen. The types of activities recognized by the award are those which contribute to the community, school, and cadet corps, and require additional effort and time beyond the normal school day. The extra effort and time may be in preparation for an event or participation in the activity. It may be during school hours, prior to or after school.

3. Credit for an activity will be logged by the activity leader and reported to the Awards and Decorations Officer. The Awards and Decorations Officer will keep track of each cadet's status in his/her quest to obtain the block letter.

4. The Block Letter can be awarded to a cadet at only two functions during the year. These functions are the first annual awards ceremony and the Military Ball, approximately half-way through the academic year.

5. Point System: Listed below are the activities and the respective point values earned for participation in them. ***NOTE: These scores are not cumulative and all points must be earned in a single school year.***

- a. AFJROTC **end-of-semester** grades--an "A" = 10 points, a "B" = 5 points
- b. Drill Team: (Competitions, performances - Rocklin Jubilee, NORCAL, TITAN, SCIDM, Loyalty Day)----each event is valued at 5 points. **(max 5 events)**
- c. Color Guard: (Competitions, performances - Athletic events, NORCAL, TITAN, SCIDM)-----each event is valued at 5 points. **(max 5 events)**
- d. Community Service Projects: (Poppy Distribution, Rocklin Cemetery clean-up, feeder school Open House)--standard community service project--**(5 points/event)**
- e. School Activities (any ASB approved activity or organization)--**(5 points/event)**

(Block Letter Point System, Continued)

- g. Military Ball, Dining Out, other ROTC Social Functions (not necessarily at RHS)-----
-----**(10 points/event)**
- h. Completion of Leadership Encampment or Summer Leadership School-----
-----**(10 points/event)**
- i. NORCAL Activities (Any NORCAL event participation)-----**(10 points/event)**

j. CA-954th Fund-raisers (Graduation Concession Stand, Parking, Rocklin Preview, Hot Chili-Cool Cars, Rocklin Jubilee)-----**(10 points/event)**

k. Recruiting Missions (feeder schools and RHS Open House)----**(5 points/event)**

6. The minimum number of points necessary to be eligible for the "V" AFJROTC Block Letter is as follows:

First Year in AFJROTC.....125 points.
Second Year in AFJROTC.....125 points.
Third Year in AFJROTC.....150 points.
Fourth Year in AFJROTC.....150 points.

*Note: The points earned for the Letter and pins are not cumulative. To receive subsequent pins, the required points must be earned each year as stated above.

A sample cadet memo of accumulated points for award of the block letter is at the next 2 pages.

SAMPLE

8 July 2011

MEMORANDUM FOR: CA20017th Awards & Dec's Officer

FROM: C/SSgt Smith

SUBJECT: 3rd Quarter Awards/Decorations

I have earned the following decorations for the 3rd quarter of this year:

- Service Ribbon and 1 Oak Leaf Cluster--I completed and turned in 20 documented hours of Community Service.
- Activities Ribbon (Basic)--I participated in the NORCAL Olympics.
- Attendance Ribbon--I have not missed a day of school.

I am maintaining a 3.5 GPA. I feel I have worked hard for and deserve the above listed decorations. Thank you for taking me into consideration.

TOM B. SMITH, C/SSgt
CA-20017th Cadet Squadron

SAMPLE

ACTIVITY	POINTS
Drill Team:	
1. Titan-----	5
2. MIDGET-----	5
3. SCIDM-----	5
4. Loyalty Day-----	5
5. Annual Inspection Performance-----	5
	25
Color Guard:	
1. Football Games (1)-----	5
2. Basketball Games (1)-----	5
3. Summer Leadership School-----	5
	15
Grades:	
1. 1 st Semester ~ A-----	10
2. 2 nd Semester ~ B+-----	5
	15
Community Service:	
1. Concert (6)-----	30
2. Poppy Distribution-----	5
	35
Social Functions:	
Military Ball-----	10
	10
Leadership:	
1. Summer Leadership School-----	10
2. Spring Training Encampment-----	10
	20
Sports:	
1. NORCAL Olympics-----	10
2. NORCAL Bowling Tournament-----	10
3. NORCAL Softball Tournament-----	10
	30
Fund-raising:	
1. Parking (5)-----	25
2. Hot Chili, Cool Cars-----	5
3. Rocklin Preview-----	5
4. Penny War-----	5
	40
Recruiting:	
1. RHS Open House-----	5
2. Springview Open House-----	5
	10
Total Score=200 Points	

CHAPTER 14

PHYSICAL FITNESS



1. To qualify for the Physical Fitness Ribbon, cadets must first meet the height and weight standards established by the Air Force (see Attachment 2). The physical fitness tests include the following exercises: pull-ups, flexed arm hang, sit-ups, push-ups, and the mile run. Cadets will have their scores added using the chart provided. To receive the Physical Fitness Ribbon, the overall score must be **280 or more for male cadets and 260 or more for female cadets**. *Male and Female top scores will receive the achievement ribbon.*

2. Physical fitness tests will be given quarterly, only to those cadets who have participated in the ROTC Physical Training Program for the previous 9 weeks.

3. If a cadet completes any authorized encampment that involves top physical conditioning (e.g. CA-954 Summer Leadership School, NORCAL Spring Training Encampment), the SASI/ASI may authorize award of the Physical Fitness Ribbon.

4. Testing Categories and Descriptions:

a. Pull-Ups/Flexed-Arm Hang (female cadets only)

(1) No Time Limit

(2) Pull up repetitions will be counted if:

(a) Chin rises above the bar and is level

(b) The elbows are locked on the down position

(c) No kicking or swinging occurs

(d) Overall, simple pull-ups. No cheat pull-ups

(3) For Flexed Arm Hang:

(a) Female cadets will be tested using this method only if they are unable to complete a pull up.

(b) Timing will continue until the chin rests on the bar or falls below it.

b. Push-Ups:

(1) Female cadets may do "Knee Push-Ups" with legs crossed

Optional: Standard Push-Ups.

(2) Male cadets must do Standard Push-Ups.

(3) Repetitions will count every time you come to the "up" position.

(4) At the "down" position the chest must touch an object no larger than 4 inches.

(5) The back must remain straight.

(6) There is no time limit.

(7) There will be no resting or stopping.

(8) Arms are shoulder width apart.

(Physical Fitness Testing Categories and Descriptions, Continued)

c. Sit-Ups

(1) Cadets may request to have their feet held in place.

**4. Feet on Bench
Push-Ups– Boys (in 1
minute)**

Age	13	14	15	16	17	18
100%	40	45	50	55	60	65
90%	38	43	48	53	58	63
80%	36	41	46	51	56	61
75%	34	39	44	49	54	59
70%	32	37	42	47	52	57
60%	30	35	40	45	50	55

**Feet on
Bench
Push-Ups –
Girls**

Age	13	14	15	16	17	18
100%	23	24	25	30	35	40
90%	21	22	23	28	33	38
80%	19	20	21	26	31	36
75%	17	18	19	24	29	34
70%	15	16	17	22	27	32
60%	13	14	15	20	25	30

- (2) No time limit.
- (3) Sit-ups will be continuous. No resting or stopping.
- (4) Arms will be crossed across the chest.
- (5) Repetitions will be counted when cadets come to the "up" position. The elbows must not touch the knee in order for the repetition to be counted.
- (6) Cadets must go all the way down. Shoulders must touch the ground.
- (7) Knees will not be bent more or less than 45 degrees.

d. Mile Run

- (1) The mile will be run on a track. VHS's track is a quarter mile per lap. Therefore, four laps must be completed in order to achieve a full mile.
- (2) Male and female cadets may choose to run separately or combined.

5. Cadets may only pass the test and be awarded the Physical Fitness Ribbon once a year. The only exception to this policy will be made for those meeting the requirements during a qualified encampment.

*Cadets may calculate their scores in each event using the chart provided on the next page

50%	28	33	38	43	48	53
40%	26	31	36	41	46	51
30%	24	29	34	39	44	49
25%	22	27	32	37	42	47
20%	20	25	30	35	40	45
10%	18	23	28	33	38	

50%	11	12	13	18	23	28
40%	9	10	11	16	21	26
30%	7	8	9	14	19	24
25%	5	6	7	12	17	22
20%	3	4	5	10	15	20
	1	2	3	8	13	18

43

10%

2. Bent Knee Push-Ups– Boys (in 1 minute)

Age	13	14	15	16	17	18
-----	----	----	----	----	----	----

Bent Knee Push-Ups – Girls

Age	13	14	15	16	17	18
-----	----	----	----	----	----	----

Fitness Charts

100%	60	63	66	69	72	75
90%	57	60	63	66	69	72
80%	54	57	60	63	66	69
75%	51	54	57	60	63	66
70%	48	51	54	57	60	63
60%	45	48	51	54	57	60
50%	42	45	48	51	54	57
40%	39	42	45	48	51	54
30%	36	39	42	45	48	51
25%	33	36	39	42	45	48
20%	30	33	36	39	42	45
10%	27	30	33	36	39	42

100%	35	38	41	44	47	50
90%	32	35	38	41	44	47
80%	29	32	35	38	41	44
75%	26	29	32	35	38	41
70%	23	26	29	32	35	38
60%	20	23	26	29	32	35
50%	17	20	23	26	29	32
40%	14	17	20	23	26	29
30%	11	14	17	20	23	26
25%	8	11	14	17	20	23
20%	5	8	11	14	17	20
10%	2	5	8	11	14	17

5. AFJROTC Pushup – Boys (in 1 minute)

Age	13	14	15	16	17	18
100%	25	27	29	31	33	35
90%	23	25	27	29	31	33
80%	21	23	25	27	29	31
75%	19	21	23	25	27	29
70%	17	19	21	23	25	27
60%	15	17	19	21	23	25
50%	13	15	17	19	21	23
40%	11	13	15	17	19	21
30%	9	11	13	15	17	19
25%	7	9	11	13	15	17
20%	5	7	9	11	13	15
10%	3	5	7	9	11	13

AFJROTC Pushup – Girls

Age	13	14	15	16	17	18
100%	15	17	19	21	23	25
90%	13	15	17	19	21	23
80%	11	13	15	17	19	21
75%	10	12	14	16	18	20
70%	9	11	13	15	17	19
60%	8	10	12	14	16	18
50%	7	9	11	13	15	17
40%	6	8	10	12	14	16
30%	5	7	9	11	13	15
25%	4	6	8	10	12	14
20%	3	5	7	9	11	13
10%	2	4	6	8	10	12

6. Plank – Boys

Age	13	14	15	16	17	18
100%	1:35	1:40	1:45	1:50	1:55	2:00
90%	1:28	1:33	1:38	1:43	1:48	1:53
80%	1:21	1:26	1:31	1:36	1:41	1:46
75%	1:14	1:19	1:24	1:29	1:34	1:39
70%	1:07	1:12	1:17	1:22	1:27	1:32
60%	1:00	1:05	1:10	1:15	1:20	1:25
50%	0:53	0:58	1:03	1:08	1:13	1:18
40%	0:46	0:51	0:56	1:01	1:06	1:11
30%	0:39	0:44	0:49	0:54	0:59	1:04
25%	0:32	0:37	0:42	0:47	0:52	0:57
20%	0:25	0:30	0:35	0:40	0:45	0:50
10%	0:18	0:23	0:28	0:33	0:38	0:43

Plank – Girls

Age	13	14	15	16	17	18
100%	1:20	1:25	1:30	1:35	1:40	1:45
90%	1:13	1:18	1:23	1:28	1:33	1:38
80%	1:06	1:11	1:16	1:21	1:26	1:31
75%	0:59	1:04	1:09	1:14	1:19	1:24
70%	0:52	0:57	1:02	1:07	1:12	1:17
60%	0:45	0:50	0:55	1:00	1:05	1:10
50%	0:38	0:43	0:48	0:53	0:58	1:03
40%	0:31	0:36	0:41	0:46	0:51	0:56
30%	0:24	0:29	0:34	0:39	0:44	0:49
25%	0:17	0:22	0:27	0:32	0:37	0:42
20%	0:10	0:15	0:20	0:25	0:30	0:35
10%	0:03	0:08	0:13	0:18	0:23	0:28

**7. Left
Planks -
Boys**

Age	13	14	15	16	17	18
100%	0:35	0:40	0:45	0:50	0:55	1:00
90%	0:32	0:37	0:42	0:47	0:52	0:57
80%	0:29	0:34	0:39	0:44	0:49	0:54
75%	0:26	0:31	0:36	0:41	0:46	0:51
70%	0:23	0:28	0:33	0:38	0:43	0:48
60%	0:20	0:25	0:30	0:35	0:40	0:45
50%	0:17	0:22	0:27	0:32	0:37	0:42
40%	0:14	0:19	0:24	0:29	0:34	0:39
30%	0:11	0:16	0:21	0:26	0:31	0:36
25%	0:08	0:13	0:18	0:23	0:28	0:33
20%	0:05	0:10	0:15	0:20	0:25	0:30
10%	0:02	0:07	0:12	0:17	0:22	0:27

**Left Planks
– Girls**

Age	13	14	15	16	17	18
100%	0:30	0:33	0:36	0:39	0:42	0:45
90%	0:27	0:30	0:33	0:36	0:39	0:42
80%	0:24	0:27	0:30	0:33	0:36	0:39
75%	0:21	0:24	0:27	0:30	0:33	0:36
70%	0:18	0:21	0:24	0:27	0:30	0:33
60%	0:15	0:18	0:21	0:24	0:27	0:30
50%	0:12	0:15	0:18	0:21	0:24	0:27
40%	0:09	0:12	0:15	0:18	0:21	0:24
30%	0:06	0:09	0:12	0:15	0:18	0:21
25%	0:03	0:06	0:09	0:12	0:15	0:18
20%	0:00	0:03	0:06	0:09	0:12	0:15
10%	0:00	0:00	0:03	0:06	0:09	0:12

**8. Right
Planks -
Boys**

Age	13	14	15	16	17	18
100%	0:35	0:40	0:45	0:50	0:55	1:00
90%	0:32	0:37	0:42	0:47	0:52	0:57
80%	0:29	0:34	0:39	0:44	0:49	0:54
75%	0:26	0:31	0:36	0:41	0:46	0:51
70%	0:23	0:28	0:33	0:38	0:43	0:48
60%	0:20	0:25	0:30	0:35	0:40	0:45
50%	0:17	0:22	0:27	0:32	0:37	0:42
40%	0:14	0:19	0:24	0:29	0:34	0:39
30%	0:11	0:16	0:21	0:26	0:31	0:36
25%	0:08	0:13	0:18	0:23	0:28	0:33
20%	0:05	0:10	0:15	0:20	0:25	0:30
10%	0:02	0:07	0:12	0:17	0:22	0:27

**Right
Planks –
Girls**

Age	13	14	15	16	17	18
100%	0:30	0:33	0:36	0:39	0:42	0:45
90%	0:27	0:30	0:33	0:36	0:39	0:42
80%	0:24	0:27	0:30	0:33	0:36	0:39
75%	0:21	0:24	0:27	0:30	0:33	0:36
70%	0:18	0:21	0:24	0:27	0:30	0:33
60%	0:15	0:18	0:21	0:24	0:27	0:30
50%	0:12	0:15	0:18	0:21	0:24	0:27
40%	0:09	0:12	0:15	0:18	0:21	0:24
30%	0:06	0:09	0:12	0:15	0:18	0:21
25%	0:03	0:06	0:09	0:12	0:15	0:18
20%	0:00	0:03	0:06	0:09	0:12	0:15
10%	0:00	0:00	0:03	0:06	0:09	0:12

**9. Sit-Ups
- Boys (in
one
minute)**

Age	13	14	15	16	17	18
100%	50	55	59	63	67	70
90%	46	51	54	59	63	66
80%	42	47	49	54	59	62
75%	39	43	45	49	54	58
70%	35	39	41	45	49	53
60%	31	35	37	41	45	49
50%	27	31	33	37	41	45
40%	23	27	29	33	37	41
30%	19	23	25	29	33	37
25%	16	19	21	25	29	33
20%	12	16	18	21	25	29
10%	10	12	14	18	21	25

**Sit-Ups –
Girls**

Age	13	14	15	16	17	18
100%	48	53	56	59	63	66
90%	44	48	53	56	59	63
80%	40	44	48	53	56	59
75%	36	40	44	48	53	56
70%	32	36	40	44	48	53
60%	28	32	36	40	44	48
50%	25	28	32	36	40	44
40%	21	25	28	32	36	40
30%	18	21	25	28	32	36
25%	15	18	21	25	28	32
20%	10	15	18	21	25	28
10%	7	10	15	18	21	25

**10. Extended Sit-
Ups - Boys (in one
minute)**

**Extended Sit-
Ups – Girls**

Age	13	14	15	16	17	18
100%	50	55	59	63	67	70
90%	46	51	54	59	63	66
80%	42	47	49	54	59	62
75%	39	43	45	49	54	58
70%	35	39	41	45	49	53
60%	31	35	37	41	45	49
50%	27	31	33	37	41	45
40%	23	27	29	33	37	41
30%	19	23	25	29	33	37
25%	16	19	21	25	29	33
20%	12	16	18	21	25	29
10%	10	12	14	18	21	25

Age	13	14	15	16	17	18
100%	48	53	56	59	63	66
90%	44	48	53	56	59	63
80%	40	44	48	53	56	59
75%	36	40	44	48	53	56
70%	32	36	40	44	48	53
60%	28	32	36	40	44	48
50%	25	28	32	36	40	44
40%	21	25	28	32	36	40
30%	18	21	25	28	32	36
25%	15	18	21	25	28	32
20%	10	15	18	21	25	28
10%	7	10	15	18	21	25

11. Flutter Kicks – Boys

Age	13	14	15	16	17	18
100%	1:05	1:10	1:15	1:20	1:25	1:30
90%	1:00	1:05	1:10	1:15	1:20	1:25
80%	0:55	1:00	1:05	1:10	1:15	1:20
75%	0:50	0:55	1:00	1:05	1:10	1:15
70%	0:45	0:50	0:55	1:00	1:05	1:10
60%	0:40	0:45	0:50	0:55	1:00	1:05
50%	0:35	0:40	0:45	0:50	0:55	1:00
40%	0:30	0:35	0:40	0:45	0:50	0:55
30%	0:25	0:30	0:35	0:40	0:45	0:50
25%	0:20	0:25	0:30	0:35	0:40	0:45
20%	0:15	0:20	0:25	0:30	0:35	0:40
10%	0:10	0:15	0:20	0:25	0:30	0:35

Flutter Kicks – Girls

Age	13	14	15	16	17	18
100%	1:05	1:10	1:15	1:20	1:25	1:30
90%	1:00	1:05	1:10	1:15	1:20	1:25
80%	0:55	1:00	1:05	1:10	1:15	1:20
75%	0:50	0:55	1:00	1:05	1:10	1:15
70%	0:45	0:50	0:55	1:00	1:05	1:10
60%	0:40	0:45	0:50	0:55	1:00	1:05
50%	0:35	0:40	0:45	0:50	0:55	1:00
40%	0:30	0:35	0:40	0:45	0:50	0:55
30%	0:25	0:30	0:35	0:40	0:45	0:50
25%	0:20	0:25	0:30	0:35	0:40	0:45
20%	0:15	0:20	0:25	0:30	0:35	0:40
10%	0:10	0:15	0:20	0:25	0:30	0:35

12. Lunges – Boys (in 1 minute)

Age	13	14	15	16	17	18
100%	35	37	39	41	43	45
90%	33	35	37	39	41	43
80%	31	33	35	37	39	41
75%	29	31	33	35	37	39
70%	27	29	31	33	35	37
60%	25	27	29	31	33	35
50%	23	25	27	29	31	33
40%	21	23	25	27	29	31
30%	19	21	23	25	27	29
25%	17	19	21	23	25	27
20%	15	17	19	21	23	25
10%	13	15	17	19	21	23

Lunges - Girls

Age	13	14	15	16	17	18
100%	30	32	34	36	38	40
90%	28	30	32	34	36	38
80%	26	28	30	32	34	36
75%	24	26	28	30	32	34
70%	22	24	26	28	30	32
60%	20	22	24	26	28	30
50%	18	20	22	24	26	28
40%	16	18	20	22	24	26
30%	14	16	18	20	22	24
25%	12	14	16	18	20	22
20%	10	12	14	16	18	20
10%	8	10	12	14	16	18

**16. AFJROTC Squats–
Boys (in 1 minute)**

Age	13	14	15	16	17	18
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**99 AFJROTC
Squats – Girls**

Age	13	14	15	16	17	18
-----	----	----	----	----	----	----

100%	30	32	34	36	38	40
90%	29	31	33	35	37	39
80%	28	30	32	34	36	38
75%	27	29	31	33	35	37
70%	26	28	30	32	34	36
60%	25	27	29	31	33	35
50%	24	26	28	30	32	34
40%	23	25	27	29	31	33
30%	22	24	26	28	30	32
25%	21	23	25	27	29	31
20%	20	22	24	26	28	30
10%	19	21	23	25	27	29

100%	22	24	26	28	30	32
90%	21	23	25	27	29	30
80%	20	22	24	26	28	28
75%	19	21	23	25	27	26
70%	18	20	22	24	26	24
60%	17	19	21	23	25	22
50%	16	18	20	22	24	20
40%	15	17	19	21	23	18
30%	14	16	18	20	22	16
25%	13	15	17	19	21	14
20%	12	14	16	18	20	9
10%	11	13	15	17	19	7

17. Body Builders– Boys (in one minute)

Age	13	14	15	16	17	18
100%	15	16	17	18	19	20
90%	14	15	16	17	18	19
80%	13	14	15	16	17	18
75%	12	13	14	15	16	17
70%	11	12	13	14	15	16
60%	10	11	12	13	14	15
50%	9	10	11	12	13	14
40%	8	9	10	11	12	13
30%	7	8	9	10	11	12
25%	6	7	8	9	10	11
20%	5	6	7	8	9	10
10%	4	5	6	7	8	9

Body Builder – Girls

Age	13	14	15	16	17	18
100%	12	13	14	15	16	17
90%	11	12	13	14	15	16
80%	10	11	12	13	14	15
75%	9	10	11	12	13	14
70%	8	9	10	11	12	13
60%	7	8	9	10	11	12
50%	6	7	8	9	10	11
40%	5	6	7	8	9	10
30%	4	5	6	7	8	9
25%	3	4	5	6	7	8
20%	2	3	4	5	6	7
10%	1	2	3	4	5	6

18. Squat Leaps – Boys (in 1 minute)

Age	13	14	15	16	17	18
100%	15	18	21	24	27	30
90%	14	17	20	23	26	29
80%	13	16	19	22	25	28
75%	12	15	18	21	24	27
70%	11	14	17	20	23	26
60%	10	13	16	19	22	25

Squat Leaps – Girls

Age	13	14	15	16	17	18
100%	12	13	16	19	22	25
90%	11	12	15	18	21	24
80%	10	11	14	17	20	23
75%	9	10	13	16	19	22
70%	8	9	12	15	18	21
60%	7	8	11	14	17	20

50%	9	12	15	18	21	24
40%	8	11	14	17	20	23
30%	7	10	13	16	19	22
25%	6	9	12	15	18	21
20%	5	8	11	14	17	20
10%	4	7	10	13	16	19

50%	6	7	10	13	16	19
40%	5	6	9	12	15	18
30%	4	5	8	11	14	17
25%	3	4	7	10	13	16
20%	2	3	6	9	12	15
10%	1	2	5	8	11	14

**19. Side
Lateral
Jumps –
Boys (in a
minute)**

Age	13	14	15	16	17	18
100%	50	55	60	65	70	75
90%	47	52	57	62	67	72
80%	44	49	54	59	64	69
75%	41	46	51	56	61	66
70%	38	43	48	53	58	63
60%	35	40	45	50	55	60
50%	32	37	42	47	52	57
40%	29	34	39	44	49	54
30%	26	31	36	41	46	51
25%	23	28	33	38	43	48
20%	20	25	30	35	40	45
10%	17	22	27	32	37	42

**Side
Lateral
Jumps –
Girls**

Age	13	14	15	16	17	18
100%	40	45	50	55	60	65
90%	37	42	47	52	57	62
80%	34	39	44	49	54	59
75%	31	36	41	46	51	56
70%	28	33	38	43	48	53
60%	25	30	35	40	45	50
50%	22	27	32	37	42	47
40%	19	24	29	34	39	44
30%	16	21	26	31	36	41
25%	13	18	23	28	33	38
20%	10	15	20	25	30	35
10%	7	12	17	22	27	32

**20. One
Mile Run
– Boys
(min:sec)**

Age	13	14	15	16	17	18
100%	5:59	5:43	5:40	5:31	5:14	5:33
90%	6:48	6:27	6:23	6:13	6:08	6:10
80%	7:07	6:58	6:43	6:31	6:31	6:33
75%	7:14	7:08	6:52	6:39	6:40	6:42
70%	7:24	7:18	7:00	6:50	6:46	6:57
60%	7:41	7:34	7:13	7:07	7:10	7:15
50%	8:04	7:51	7:30	7:27	7:31	7:35
40%	8:26	8:14	7:50	7:48	7:59	7:53
30%	8:54	8:46	8:18	8:04	8:24	8:12
25%	9:08	9:12	8:36	8:19	8:38	8:47
20%	9:20	9:28	8:50	8:34	8:55	9:10
10%	10:38	10:34	10:13	9:36	10:43	10:50

**One Mile
Run –
Girls
(min:sec)**

Age	13	14	15	16	17	18
100%	7:08	7:01	6:59	7:03	6:52	6:58
90%	8:27	8:11	8:23	8:28	8:20	8:22
80%	9:13	8:49	9:04	9:06	9:10	9:27
75%	9:30	9:16	9:28	9:25	9:26	9:31
70%	9:48	9:31	9:49	9:41	9:41	9:36
60%	10:22	10:04	10:20	10:15	10:16	10:08
50%	10:52	10:32	10:46	10:34	10:34	10:51
40%	11:22	10:58	11:20	11:08	10:59	11:27
30%	11:55	11:35	11:53	11:49	11:43	11:58
25%	12:17	11:49	12:18	12:10	12:03	12:14
20%	12:43	12:10	12:48	12:32	12:30	12:37
10%	13:45	13:13	14:07	13:42	13:46	15:18

PROCEDURES FOR WEIGHT CHECKS AND HEIGHT MEASUREMENT

Weight Checks:

The member's weight will be measured with shoes off and may be weighed in military uniform.

The member may remove contents of pockets and any extraneous equipment (tools, weapons, keys, etc.) or outer clothing (coats, jackets, etc.).

The member should stand still while on the scale.

Measurement should be read with the measurer directly in front of or behind the scale if possible. Reading the scale from either side rather than straight-on reduces accuracy.

Subtract 3 pounds for clothing for men and women.

Weight will be recorded to the nearest quarter-pound.

Recommend the weight tables be prominently displayed near unit weighing scales.

Height Measurement:

Height is measured by the back-to-hard-surface method.

Height will be measured and not transferred from the Military Identification Card.

Height will be measured *without* shoes.

Members should stand facing the person measuring them, with heels together and back straight.

The member's line-of-sight should be horizontal.

Measuring bar should rest lightly on the crown of the head.

Measurement should be read directly in front of the rod, not at an angle from either side.

Measurement should be rounded up to the nearest half-inch.

Recommend measurement be administered before 1000 hours.

CHAPTER 15

CADET HAZING POLICY



1. Hazing, or any activity which intentionally embarrasses, degrades, is cruel to or humiliates Air Force Junior ROTC cadets, is NOT in accordance with AFJROTC policy. Hazing of a cadet in any manner will NOT be condoned at ValleyHigh School, nor in any off-campus CA-20017 activity.
2. Cadets violating cadet guidance, uniform wear policies or other directives will NOT be publicly reprimanded by higher ranking cadets in front of other cadets or students. The AFJROTC instructors will be notified of problem cadets and will conduct the required counseling.
3. Cadet organizations will NOT require or allow initiation activities that include hazing or other activities that are cruel, humiliating or degrading to the cadet, or an embarrassment to the Cadet Corps.
4. Whether a practice is degrading, embarrassing, cruel or humiliating will be interpreted by the SASI and/or ASI, who will strictly enforce this hazing policy.

CHAPTER 16

CENTRAL CAMPUS NO-HAT/NO-SALUTE AREA

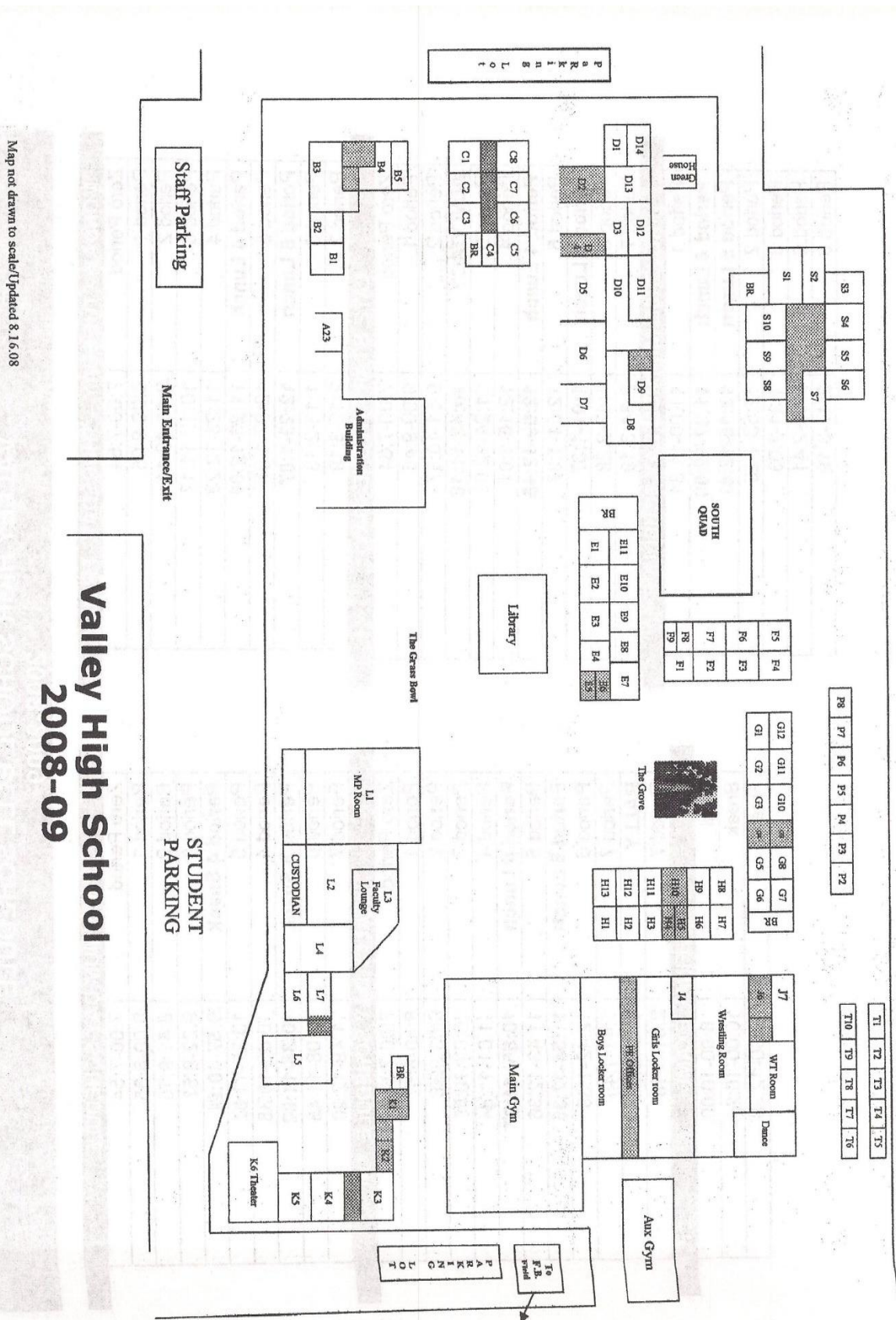


In official USAF circumstances, certain high-density personnel traffic areas on military installations are designated “No-Hat/No-Salute Areas.” This is accomplished to prevent normal military customs and courtesies (wear of cover and saluting) from interfering with daily business due to repetition. As such, due to crowding of students, faculty and staff, especially during nutrition and lunch breaks, the central campus (a.k.a. amphitheater, quadrangle) is designated as an official NO HAT/NO SALUTE AREA. As long as a cadet is within this area, he/she is excused from normal cover and saluting requirements. This excuses, but by no means prohibits any cadet from wearing cover, offering normal greetings (saluting) or spoken courtesies to any higher ranking cadet or staff member while in the designated area, defined as follows and depicted on the following page.

1. Beginning from the northeast corner of building C (the ROTC facility building), extending through the east (rear) wall of the Library to the southeast corner of building J (English).
2. Extending from the northwest corner of building J (English) through the north (rear) wall of building H (Computer) to the southeast corner of building F (Physical Science), through the south (front) wall of building F to the northeast corner of building E (Administration).
3. From the southeast corner building E (Administration), to the northeast corner of building D (Cafeteria), through the northeast (front) wall of the Cafeteria to its southeast corner. On a line running from there to a point near the corner of building C (the ROTC facility) and running along the outside (west) edge of the sidewalk west of C building to its southwest corner.

All cadets are required to be covered (wear their hats) and to salute superior cadet commissioned officers and active duty/retired commissioned officers outside this area when both parties are in uniform. Failure to comply with these long-standing military customs and courtesies will be treated as an offense requiring disciplinary action.

"CENTRAL CAMPUS NO-HAT/NO SALUTE AREA" CHART



CHAPTER 17

CADET RESPONSIBILITY FOR POST-HIGH SCHOOL PLANNING

1. **PURPOSE:** The purpose of this chapter is to point out to Valley High School ROTC cadets that they have *a responsibility to themselves*, their families and friends to do some serious planning for their lives after high school. This planning should start as early as possible. *Your first day as a Freshman in high school is not too early to be thinking about what you're going to do after you graduate!* This chapter will discuss some of the options and opportunities open to American high school graduates, including, but not limited to those brought about by participation in Air Force Junior ROTC. Indeed, trying to decide what to do with one's life can be a significant problem. It is the reason for a great deal of teaching material on Life Skills, Financial Planning, Career Opportunities and Self-Management in the ROTC curriculum. To ignore the need to prepare for some useful endeavor after high school is not an option. No one is going to take care of you but yourself.

2. **THE PROBLEM:** Many high school students simply never think about the years after high school, until they've already limited their opportunities through lack of enough planning or no planning at all. No matter how many times one hears clichés like, "Failing to Plan is Planning to Fail" in high school, invariably many students childishly look to graduation as somehow being "set free" to do whatever they want for the rest of their lives. Nothing could be further from the truth. On the contrary, when they achieve "adulthood" (legally construed as 18 years of age), young men and women are *technically* and *legally* responsible for themselves *completely*. Often certain support systems they've been living with, such as family, friends, teachers, counselors and school administrators simply evaporate at this time. This can be a frightening, startling shock for some, but it is historically and statistically the truth. Sometimes the shock is responsible for getting a young man or woman "off on the wrong foot," or worse yet into some sort of trouble.

3. **THE PROCESS:** Young people are often stymied by feeling they don't know what they want to do with their lives. They don't know what they're strengths and weaknesses for employment or career opportunities are. They don't feel qualified, strong enough or interested enough in *any* area to consider even a first step toward some type of profession. Some have so little faith in themselves and their abilities that they don't do anything rather than chance a mistake. This is quite sad, as public high schools are full of resources meant to help find answers to employment, career and professional questions. They're also full of elective programs to help with such a search. ROTC is one of many of these, which also include School-to-Career, ROP Courses, Teacher and Health Tech Academies, Career Centers, and Counselors to name only a few.

4. **WHERE TO BEGIN:** Most young men and women have at one time or the other looked at or seen someone doing something they were interested in. Take, for example, a youngster watching his (her) first air show. Seeing pilots and other performers

demonstrate difficult, dangerous maneuvers very often appeals to or awakens an inherent interest in young and old alike. People may have life experiences dealing with doctors, nurses, teachers, artists, dancers, singers or virtually any of the thousands of fields of work in the world. The important thing is to acknowledge that certain things interest you, just as you would readily acknowledge the things that don't. (Most teenagers don't have great difficulty expressing their *dislike* for things.) If one has problems just thinking of lines of work, vocations, careers, or professions, this is where school resources come in. *Talk* to school counselors. *Talk* to teachers. *Talk* to the Career Center people, the Health Tech Academy teachers, the Teacher Academy Staff, the ROTC instructors, the military recruiters, the college recruiters. In very nearly 100% of cases, these people have had *extensive* experience in the fields they are teaching, assisting or administering. Don't wait for someone to come to you and try to get you interested—it's your life! Don't make yourself one of the many adults who later in life say, "I wish someone would have talked to me about going to technical school (college, the military, etc)." Your friends and acquaintances may also have information on vocations or professions, because they're looking into their own futures. *Talk* to them. *Listen* to what they are saying. Be sure, however, to verify things you hear before committing yourself deeply to an area. Make sure what you think or what you've heard is accurate. The world will not tell you what to do. Don't expect it to. Don't expect someone to come to you and initiate a conversation with, "I'd like to interest you in becoming an astronaut (teacher, X-ray technician, sheet metal specialist.) It's not going to happen. *You must take some action.*

5. HOW TO CONTINUE: You have a long time (four high school years) to investigate. Don't stop thinking about it for long periods of time. Don't just put it out of your mind. Don't stop talking, asking, listening, reading, visiting, going on field trips, seeking information. You owe it to yourself and your loved ones. Don't limit yourself. Don't throw ideas away. Listen to things you might *not* be interested in. Build a notebook. Keep your information organized and stored where you can review and update it periodically. Return to original sources. Seek new sources and opinions on the same area. Keep notes. It's very fortunate that you have a relatively long time to work with before you need to commit yourself to something or someone. You can always discard an area of consideration. After all, you're only considering right now.

6. CAN ROTC PREPARE ME FOR THE MILITARY? There are many things one can do with Junior ROTC preparation. Not all of them have to do with the US Military. However, let's suppose you are interested in military service. Most of the following information pertains to the US Air Force, but it is generic enough to apply to all military branches. There are a number of things you should consider.

a. **Two Separate Tracks**—The military service is broken into two major tracks, or rank structures—usually referred to as the enlisted and the officer force. Enlisted members are referred to as the non-commissioned force; officers are called the commissioned force. This is because the officer force is commissioned to do their jobs by the US Congress. Every officer receives an official, signed document (or commission) from

Congress appointing him (her) a Second Lieutenant. This commission is the technical authority for the officer to do his (her) job, to work, to command. It gives legal authority to his (her) orders. On the enlisted side, the non-commissioned officer (from Senior Airman up to Chief Master Sergeant) receives his (her) authority from the commissioned officers appointed over him (her). The enlisted force could be considered as ranging from beginning-level "blue-collar" workers to middle management. Officers can be considered lower-middle to upper-level managers. The highest non-commissioned (or enlisted) USAF rank is Chief Master Sergeant (pay grade E-9, 8 stripes/chevrons.) The highest commissioned rank is General (pay grade O-10, 4-stars.) The senior commanders of the Air Force are the 4-star generals, and the career middle-managers are the Master Sergeants, Senior Master Sergeants and Chief Master Sergeants. Enlisted and officer pay scales are different. Officer pay begins at a higher level than enlisted pay begins, but as the pay grades increase, enlisted pay eventually gets into the levels of officer ranks (but on the lower side of the officer scale.)

b. Different prerequisites—Since officer and enlisted pay scales are different, it stands to reason that the requirements to become one or the other differ also.

(1.) Enlisted/Non-Commissioned Officers (NCOs)—To enlist in the United States Air Force, you *must* graduate from a 4-year high school. A Graduate Equivalency Diploma (GED) or other Alternative Education certificate will not suffice to get you into the Air Force. You must be able to pass a background investigation for criminal and/or drug involvement, and you must score a certain minimum on the Armed Services Vocational Aptitude Battery (ASVAB,) dependent on the career specialty you desire. Other requirements may go with highly specialized career fields. Once enlisted, the service member goes through basic training and initial technical school before being assigned to the worldwide USAF system.

(2.) Commissioned Officers—In order To become a commissioned officer you must have a baccalaureate (bachelor's) degree from a 4-year accredited college or university. Non-accredited or less than 4-year institutions will not suffice. You must pass the same background checks for criminal and drug activity and you must pass an Air Force Officer Qualification Test. Once qualified, you must be trained for your commission either at a 4-year college/university (the senior ROTC system), one of the US Service Academies, or through the Officer Training School (OTS) at Lackland AFB, Texas. Professional specialists

such as pilots, navigators, lawyers, doctors, researchers and the like, *and all unit commanders* are required to be commissioned officers. *If you want to be an Air Force pilot, navigator, or commanding officer you must have a 4-year college degree.*

7. CAN JROTC HELP ME WITH MILITARY ENTRY REQUIREMENTS? A high school JROTC graduate has significant advantages on joining the military. The most basic advantage is years of education *about* the service before joining it. There are also others.

a. **Enlisted**—JROTC can definitely help you qualify for enlistment, and give you other tangible benefits when you swear in as well. JROTC graduates are a preferred personnel resource to the Air Force and other services. If you spend two or more years in JROTC, you may enlist at up to two pay grades higher than someone who just walks into a recruiting station off the street with no such training. That adds up to significant extra pay dollars per month, and gives you promotion credit before you even start. Also, if you do well in JROTC, the SASI has authority to guarantee job choices to two outstanding graduates per year through the Congressman Hebert Advanced Placement Award (CHAPA) program.

b. **Officer**—ROTC at the college level is the largest commissioning source of the US military. JROTC can be an important assist in getting into and through college. The military has a great deal of scholarship money for some of the best civilian colleges and universities in the nation. Cadets have won 4-year, “full ride” scholarships from the Air Force to many distinguished institutions. JROTC can also assist in getting an appointment to one of the service academies (e.g. US Air Force Academy/Colorado Springs, US Naval Academy/Annapolis, US Military Academy/West Point.)

8. HOW ELSE CAN JROTC HELP ME WITH FUTURE PLANNING? JROTC gives you experience in organizational management, in leadership, followership, working within a structure, and self-discipline. Although ROTC is an elective program in most high schools, it is recognized as a maturity-building, character-building education. A JROTC graduate is seen as a person who has learned to work within a system and on a team. Many of the concepts taught in ROTC programs are not taught by most other high school coursework, and they are concepts necessary to survival in the everyday work world. If you are interested in the US military on a short or long-term professional basis, you will have prepared yourself thoroughly for it. If you are interested in some other field of endeavor, your ROTC education will have given you invaluable preparation to meet the challenges you will face. In short, you have made a good investment for yourself and your future.

CHAPTER 18

CHAIN OF COMMAND

1. The US military is highly organized to accomplish its ultimate mission—that of fighting and winning to project the power of America anywhere on the planet if and when necessary. Every member of the armed forces should always be aware of the command structure above and below him (her). He (she) should be able to trace the line of authority from himself up to the top and back down. This knowledge allows military units to function successfully whenever and wherever they go. This line of authority and responsibility is known as the Chain of Command. Logically, it starts with the Commander-In-Chief of all the armed forces (The President of the United States) and filters down to and through even the smallest units. In order for you to understand your unit best, you should memorize the chain from top to bottom. As cadets and others in your chain will change periodically, this note page is for you to enter the names and ranks of most important members so that you may memorize and remember them.

Current as of _____
Date

NATIONAL LEVEL

Commander in Chief _____
Secretary of Defense _____
Secretary of the Air Force _____
Chairman, Joint Chiefs of Staff _____
Chief of Staff of the Air Force _____
Commander, Air Education and Training Command (AETC) _____

Commander, Air University (AU) _____
Commander, Air Force Officer Accession and Training Schools (AFOATS) _____

Director, AFJROTC _____
Deputy Director, AFJROTC _____
Director of Operations, AFJROTC _____

VALLEY HIGH SCHOOL LEVEL

Principal, Valley High School _____
Senior Aerospace Science Instructor (SASI) _____
Aerospace Science Instructor _____



CA-20017 Cadets in Competition

CA-20017



Developing Citizens of Character

