

ARMY

JROTC

Leadership Education & Training

*Cadet
Handbook*



Flowing Wells High School JROTC

2015-2016 School Year



**DEPARTMENT OF THE ARMY
FLOWING WELLS HIGH SCHOOL 5TH BRIGADE (ROTC)
3725 N. FLOWING WELLS ROAD
TUCSON AZ 85705-3099**

4 August, 2015

ATON-WFWH

REFERENCE: CADET HANDBOOK/STANDARD OPERATING PROCEDURES

This Handbook is provided for the information and compliance by all Cadets of the Flowing Wells High School JROTC Caballero Battalion. It will serve as the SOP for all references and functions contained herein for the 2015/2016 school year. Each Cadet is responsible for being familiar with its contents as well as the new JROTC Cadet Reference.

The Handbook will be considered equal to the Student Expectancy Standard Sheets received from other classes. Cadets are required to read this Handbook to understand the Course Descriptions, Course Contents/Activities, Performance Objectives, Behavioral Expectations, and the system of Student Evaluation.

Information contained in the Handbook will be a topic of discussion in the classrooms and Cadet knowledge of the contents will be tested during In-Ranks Inspections.

**ROBERT L. DE WITT
MAJOR, (Retired)
Senior Army Instructor**

CONTENTS

CHAPTER I

General Information

	Para	Page
Instructors	1	6
Course Description	2	6
Legal and Regulatory Basis	3	6
Army Core Values	4	6
Objectives	5	6
Procedures and Activities	6	9
Course Content	6a	9
Mandatory Co-curricular events	6b	9
Assignments	6c	9
Quizzes	6d	10
Enrichment Activities	6e	10
Class Evaluation	6f	10
Behavioral Expectations	6g	10
Uniform Requirements	6h	11
Grooming	6i	11
Entry Requirements	6j	11
Fund Raising Participation	6k	12

CHAPTER II

Military Service and College

Opportunities	1	13
Enlistment	1a	13
College Opportunities	1b	13
Service Academies	1c	13

CHAPTER III

Grading Policy

1	14
---	----

CHAPTER IV

Merit/Demerit Policy

1	15
---	----

CHAPTER V

Cadet Promotion/Demotion Policy

Promotion, general information	1	16
--------------------------------	---	----

Promotion criteria	2	17
Demotion Policy	3	19

CHAPTER VI

	Para	Page
Cadet Leader Responsibilities	1	20
Cadet Battalion Commander	1a	20
Executive Officer (XO)	1b	20
Battalion Adjutant (S-1)	1c	21
Battalion Activities/Recruiting Officer (S-2)	1d	21
Battalion Operations and Training Officer (S-3)	1e	21
Battalion Supply Officer (S-4)	1f	22
Battalion Public Affairs Officer (S-5)	1g	22
Battalion Command Sergeant Major (CSM)	1h	23
Drill Team Commanders	1i	23
Company Commanders	1j	24
Platoon Leaders	1k	24
First Sergeants (1SG)	1l	24
Platoon Sergeants	1m	29
Squad Leaders	1n	29
Special Teams	1o	29

CHAPTER VII

Awards Procedures	1	27
National Awards	2	27-33

CHAPTER VIII

Cadet Uniforms

Responsibility	1	34
Issue	2	34
Wear	3	34
Care and Maintenance	4	35
Alterations and Repair	5	35
Types of Uniforms Issued	6	35-36
Tying a tie	7	37

CHAPTER IX

Cadet Challenge		38-40
------------------------	--	-------

Appendices

Appendix A: Merit/Demerit point breakdown		41
---	--	----

Appendix B: Uniform Inspection grading guidelines	42
Appendix C: Merit/Demerit Report Form	43
Appendix D: Academic Eligibility Clearance	44
Appendix E: Grade Insignia	45
Appendix F: Wear of the Beret	46-47
Cadet Creed	48

CHAPTER I General Information

1. Instructors: Major (Retired) Robert L. De Witt has been teaching at Flowing Wells for 20 years and is the Senior Army Instructor with primary responsibility of the senior class and the Rifle Team. Chief Warrant Officer 3 (Retired) Ronald J. James is starting his 16th year with our program, teaches the freshmen class and will be focusing on the Raiders team. SFC (Retired) Tom Dimmick begins his 5th year at Flowing Wells and will continue with the sophomore and junior classes while working with the Color Guard and Drill Teams. Our new addition is MSG (Retired) Bill Cherry who recently retired after serving 32 years.

2. Course Description: The JROTC Program prepares high school students for responsible leadership roles while making them aware of their rights, responsibilities, and privileges as American citizens. The program is a stimulus for promoting graduation from high school. The course provides instruction in citizenship, leadership, and a number of courses designed to help cadets succeed in high school and after graduation.

3. Legal and Regulatory Basis: The **National Defense Act of 1916** provided the creation of a Junior Reserve Officers' Training Corps

4. Army Core Values: LDRSHIP is the acronym which stands for **Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage**

a. LOYALTY:

Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers.

Be loyal to the nation and its heritage. Loyalty is a two-way street: you should not expect loyalty without being prepared to give it as well.

The loyalty of your people is a gift they give you when, and only when, you deserve it—when you train them well, treat them fairly, and live by the concepts you talk about.

Remember Soldiers fight for each other—loyalty is that commitment.

Loyalty extends to all members of all components of the Army. Both the reserve component—Army National Guard and Army Reserve—and Army civilians all play an increasingly active role in the Army's mission.

b. DUTY:

Fulfill your obligations.

The essence of duty is acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right....

Duty begins with everything required of you by law, regulation, and orders; but it includes much more than that. As a professional do your work not just to the minimum standard, but to the very best of your ability. Commit to excellence in all aspects of your professional responsibility so that when the job is done they can look back and say, "I

couldn't have given any more." Take the initiative, figuring out what needs to be done before being told what to do. What's more, take full responsibility for your actions and those of your subordinates.

Never shade the truth to make the unit look good—or even to make others feel good. Instead, follow your higher duty to the Army and the nation.

c. RESPECT:

Treat people as they should be treated. Army leaders honor everyone's individual worth by treating all people with dignity and respect. The leader who feels and gives the respect which is due to others cannot fail to inspire in them regard for himself. While he who feels, and hence manifests, disrespect toward others, especially his subordinates, cannot fail to inspire hatred against himself. Respect for the individual forms the basis for the rule of law, the very essence of what makes America. In the Army, respect means recognizing and appreciating the inherent dignity and worth of all people. This value reminds you that your people are your greatest resource.

d. SELFLESS SERVICE:

Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, selfcontrol and faith in the system. Selfless Service means doing what's right for the nation, the Army, your organization, and your people—and putting these responsibilities above your own interests. The needs of the Army and the nation come first. Selfless service means that you don't make decisions or take actions that help your image or your career, for a team to work, the individual has to give up self-interest for the good of the whole. The requirement for selflessness doesn't decrease with one's rank; it increases.

e. HONOR:

Live up to all the Army values.

What is life without honor? Degradation is worse than death. – Lieutenant General Thomas J. "Stonewall" Jackson Honor provides the "moral compass" for character and personal conduct in the Army. Though many people struggle to define the term, most recognize instinctively those with a keen sense of right and wrong, those who live such that their words and deeds are above reproach. Honor is demonstrating an understanding of what's right and taking pride in that reputation means this: Live up to all the Army values. Implicitly, that's what you promised when you took your oath of office or enlistment. You made this promise publicly, and the standards—Army values are also public. To be an honorable person, you must be true to your oath and live Army values in all you do.

f. INTEGRITY:

Do what's right—legally and morally. The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but also to be men of integrity. People of integrity consistently act according to principles—not just what might work at the moment. People of integrity do the right thing not because

it's convenient or because they have no choice. They choose the right thing because their character permits no less. Conducting yourself with integrity has three parts:

- Separating what's right from what's wrong.
- Always acting according to what you know to be right, even at personal cost.
- Saying openly that you're acting on your understanding of right versus wrong.

g. **PERSONAL COURAGE:**

Face fear, danger, or adversity both physical and moral. Personal courage isn't the absence of fear; rather, it's the ability to put fear aside and do what's necessary. Personal courage takes two forms, physical and moral. Good leaders demonstrate both. Physical courage means overcoming fears of bodily harm and doing your duty. It's the bravery that allows a soldier to take risks in combat in spite of the fear of wounds or death.

In contrast, moral courage is the willingness to stand firm on your values, principles, and convictions — even when threatened. It enables leaders to stand up for what they believe is right, regardless of the consequences. Leaders who take responsibility for their decisions and actions, even when things go wrong, display moral courage. Courageous leaders are willing to look critically inside themselves, consider new ideas, and change what needs changing.

5. Objectives: To insure that all cadets understand the mission of JROTC, which is to Motivate young people to be better Citizens by:

- a. Developing an appreciation of the ethical values and principles that underlie good citizenship, which include integrity, responsibility, and respect for constituted authority.
- b. Enhancing the leadership potential with the abilities to live and work cooperatively with others.
- c. Expanding each student's ability to think logically and to communicate both orally and in writing.
- d. Appreciating the importance of physical fitness in maintaining good health.
- e. Understanding the knowledge of the effects and dangers of substance abuse, ways to resist peer pressure to take drugs, and ways to help others.
- f. Promoting firearms marksmanship and safety while developing shooting skills in a safe/controlled environment.
- g. Gaining a familiarity with the history, purpose, and structure of the military services with emphasis on the accomplishments of the U.S. Army.
- h. Learning how to develop effective team building skills.

i. Understanding the importance of a high school graduation and the educational and vocational opportunities of military service.

6. Procedures and Activities:

a. Course content for the Flowing Wells JROTC will consist of the following material:

- (1) Citizenship
- (2) History
- (3) Techniques of Communication
- (4) Leadership
- (5) Map Reading
- (6) Physical Education Training (PE)
- (7) First Aid and Health
- (8) Rifle Marksmanship and Safety
- (9) Drug Abuse Prevention
- (10) Drill and Ceremonies

b. Mandatory Co-curricular events are:

- (1) Veteran Day Parade (First semester)
- (2) Annual JROTC Awards Review (Second semester)
- (3) Monthly before-school Battalion formations.

Monthly formations will be held after school. These formations will be planned in advance to allow cadets the ability to schedule for alternate transportation/work scheduling. Formations will last no more than 30 minutes and are mandatory formations. Cadets who are present during the normal school day and are unable to remain for the formation must present a written excuse to their instructor stating why they can not stay. Absences from the monthly formations will be considered as normal ROTC absences and will impact on the quarter and semester grades.

c. Assignments will consist of completing sections in an assigned work-book and selected homework assignments. Each cadet will be required to maintain a cadet portfolio, kept in the Battalion S-3 area, which will record periodic activities of the individual cadet during his/her years in JROTC. Care and maintenance of the uniform is an ongoing homework assignment.

d. Periodic quizzes, major subject area tests, and semester exams will be included in each JROTC class.

e. Enrichment activities to broaden the cadets social and leadership dimensions will be offered. These include:

- (1) Map/compass courses*.

- (2) Salt River tubing*.
- (3) Field trips to local military installations*.
- (4) Participation in local patriotic ceremonies and parades*.
- (5) Attendance at the annual formal Military Ball.*
- (6) Picnics for cadets and families.
- (7) Monthly all-day field trips.*
- (8) The annual Mount Lemmon hike/camp out.*
- (9) The annual spring Lock-In.
- (10) Spring Camp at Fort Huachuca.*

*High School teachers will review the activity sign-up sheet to determine academic eligibility.

f. Class Evaluation:

(1) Cadets will be graded in accordance with the guidelines published in the Flowing Wells High School Student Handbook and the attached grading policy.

(2) Cadet conduct will impact grades received in JROTC. (See the Merit/Demerit policy on file in the unit)

(3) Promotion of cadets is based upon uniform wear and attendance, coupled with the successful maintenance of passing grades in all school classes.

(4) Reduction in grade is based upon serious incidents involving cadet conduct and lack of uniform wear.

(5) Dismissal from the JROTC program will occur if cadets are found skipping other High School classes, failure to adhere to cadre requirements, or violating school codes of conduct.

g. Behavioral Expectations:

(1) JROTC cadets are expected to conduct themselves in accordance with the policies set forth in the Flowing Wells High School Student Handbook at all times. In addition, they are expected to exhibit bearing and courtesy when associating with fellow cadets and JROTC instructors.

(2) On uniform days cadets will exchange hand salutes with senior cadet officers and the instructor staff on the High School campus. Failure to do so will result in the issuance of demerits and appearance before the Cadet Review Board.

h. Uniform Requirements:

(1) The Army uniform will be worn by all cadets at least one day each week to and during your JROTC class hour. Failure to wear the cadet uniform on designated days will result in a cadet being placed in a non-promotable status. You must wear your

uniform to class. No time will be given to change into or out of uniform. All cadets returning for a 2nd year will be required to wear the uniform for the entire school day. First year cadets will begin wearing their uniforms all day starting the 2nd semester.

(2) The make-up day for all times a cadet does not wear the uniform is the Monday following an assigned uniform day. No excuses will be accepted for failure to wear the uniform. **Only those cadets who maintain 100% uniform wear the 2nd semester will be allowed to attend Spring Camp.**

(3) Failure to wear the uniform on the prescribed days or on make-up days three times in a nine week period will result in an "F" for that quarter and placement in a probation status. Cadets will receive a referral and their parents will be contacted after two non-suits. Cadets who continue to not wear their uniform for an additional three times (**six times in a semester**) will be removed from ROTC.

i. Grooming:

(1) A male cadets' hair should be cut and combed in accordance with Army Regulation 670-1. The sides of the face, chin and neck area below the chin should be cleanly shaven. The basic rule to remember is to keep the hair off the ears and off the collar with a tapered appearance.

(2) Female cadets must wear their hair neatly up, back, and if possible tied. If tying is not possible, the hair must be tightly curled so as to not go below the collar in the back and fit under a hat. Hair ties are recommended to be back in color.

(3) Higher grooming standards are required for members of the special teams.

(4) All cadets desiring to go to Spring Camp at Fort Huachuca during Spring Break will adhere to the normal Army standards of grooming. There will be no exceptions.

j. Entry Requirements:

(1) To be eligible for enrollment in the JROTC program a student must meet each of the following requirements:

(a) Be enrolled in and attending a regular course of study in the Flowing Wells School District.

(b) Be a citizen of the United States, a US National, or admitted to the United States through legal entry.

(c) Be at least 14 years of age and be of good moral character.

(d) Be physically fit to undergo Army instruction. A statement to this fact must be signed by the students' parent or guardian. The statement of understanding/contract will be supplied by the JROTC instructors at the time of enrollment.

(e) ROTC instructor approval is required for enrollment in LET levels II, III, and IV.

(2) Students will be disenrolled from the JROTC program if they are in gross violation of the school code.

k. Fund Raising Participation:

(1) This year our primary fund raisers will be the selling of Great American Coupon Books during August/ September and support of the Renaissance Festival in February – April. The Coupon books will cost \$20.00 each.

(2) Each cadet is required to sell four books. Those who meet this goal will be allowed to go on all field trips without cost. All cadets are encouraged to pre-sell their books in August. Books should be available at the beginning of the school year.

(3) We will once again support the Renaissance Festival in Apache Junction. Cadets must be 15 years old to participate. This was our #1 fund raiser last year. All cadets on special teams will be required to attend 10 of the 16 days to offset the costs of their special teams trips. Other JROTC cadets, who are not on special teams, will be rewarded for their support with a separate entertainment activity. All cadets who complete 8 volunteer days will receive a promotion. Cadets will receive additional promotions every 10 days thereafter (to include future years). Family members may volunteer for their JROTC cadet.

CHAPTER II Military Service and College Opportunities

1. Military Service and College Opportunities: Enrollment in and completion of the JROTC program in no way obligates a student to military service, however, it may be used to waiver a portion of the Senior Army ROTC program or for appointment allocations set aside for JROTC Cadets from one of the Service Academies. Specific recommendations which may be made by the SAI are:

- a. Enlistment: Cadets completing at least one year of JROTC may be recommended for enlistment in the regular or reserve components of the Army in the rank of PVT E-2. Cadets completing at least three years of Army JROTC may be recommended for enlistment in the regular or reserve components of the Army, Navy or coast Guard in the pay grade of E-3; or for enlistment in the Marines or Air Force in the pay grade of E-2.

- b. College opportunities:

- (1) Those Cadets completing at least three years of the Army JROTC program may be recommended for constructive credit for completion of Military Science 1 and 2 in the Senior Army ROTC program. It is the Professor of Military Science's prerogative to accept the recommendation.

- (2) Winners of an ROTC scholarship receive payment of tuition, books, lab fees and \$350.00 per month. Scholarship winners may attend any college or university of their choice which hosts the ROTC program. Upon graduation from college they are required to accept commissions as Second Lieutenants or Ensigns, to serve four years on active duty and to accept regular commissions if offered. Non-scholarship Cadets graduating from SROTC may serve as Reserve or Regular Army Officers.

- c. Service Academies:

- (1) Outstanding Army JROTC Cadets may be recommended by the SAI for competitive appointment to one or more of the Service Academies from among a limited number of appointment allocations available to Army, Navy, Air Force or Marine Corps JROTC Cadets. Students graduating from a Service Academy are required to accept regular commissions as Second Lieutenants or Ensigns and to serve on active duty for a minimum of five years.

- (2) Cadets applying for appointment to the U.S. Coast Guard Academy or the U.S. Merchant Marine Academy may also be recommended by the SAI without the involvement of elected officials and are approved by the institutions themselves.

- (3) The Senior Army Instructor will base the above recommendations on the record of the Cadet involved and has the option of recommending all, part or none of the above. Over the past 10 years, ten cadets have won appointments to military academies through participation in JROTC.

CHAPTER III Grading Policy

1. This policy establishes objectives, policies and procedures for a systematic procedure for determining an individual's grade in the Flowing Wells High School Junior Reserve Officers Training Corps (JROTC).

2. The grading procedure will be based on objective examinations, subjective instructor ratings and homework/workbook assignments.

a. Grades will be given at the end of each nine week period of instruction (referred to as a grading period); and final grades at the end of the semester.

b. Percentile grades (0% - 100%) will be recorded in the school's Power School Program. Completion of the separate course subject areas will be recorded, as appropriate on the cadet record card. The percentile grades will be converted to letter grades as shown in the Flowing Wells High School Student Handbook.

c. Cadets will be graded as follows:

(1) Uniform wear and inspection	35%
(2) Bellwork	15%
(3) Assistant Instructors/Staff	10%
(4) Attendance at events/ceremonies	15%
(5) Quiz/test scores	25%

d. Bonus points/extra credit (not to exceed 10%) may be earned for participation in extra-curricular activities.

e. Each quarter grade (nine week grading period) will make up 37% of the semester grade. A semester final project or examination and a mandatory co-curricular event together will be worth 25% of the semester grade. The two co-curricular events are:

(1) Participation in the Annual Veterans Day Parade held during the Fall Semester, normally on 11 November.

(2) Participation in the Annual JROTC Awards Review held each Spring Semester, normally from 5:00-7:30 pm during April.

f. Cadets who have a school-accepted excuse for missing an examination, bell-work, or special activity will be permitted to do an appropriate make-up activity, test, or event. The responsibility for scheduling a make-up activity rests with the cadet and should be done within three days following the absence.

CHAPTER IV

Merit/Demerit Policy

1. This policy establishes objectives, policies and procedures for standard merit/demerits within the Flowing Wells High School Junior Reserve Officers Training Corps.
2. Cadets in the Chain of Command may recommend Merits/Demerits subject to the final approval of the SAI/AI as appropriate.
3. Merits will be awarded for outstanding performance, extra duty, and acts that tend to enhance the reputation and image of the cadet corps. Demerits will be assigned for offenses or violation of campus/JROTC rules.
 - a. Merits will cancel Demerits on a one for one basis.
 - b. Merits/Demerits will be considered in regards to the promotion status of the cadet.
 - c. Demerits may be worked off only with the approval of the SAI/AI at the rate of 30 minutes for 1 Demerit and 5 Demerits for two hours of work. Any work assignment will be of a useful nature.
 - d. The SAI/AI's will award\assign Merits or Demerits in class based upon class discipline, uniform wear, campus discipline, and other situations which warrant Instructor attention (APPENDIX A).
4. The Merit/Demerit Report Form (APPENDIX C) will be used for reporting offenses and for recommending Merits for positive deeds.
5. A cadet who is receiving Merits/Demerits must be given the opportunity to initial the report form in the space provided to acknowledge that they have been informed of the action. If a cadet wants to appeal Demerits he/she must so indicate such in the space provided on the form.
6. Merits/Demerits will be routed through the SAI/AI for approval/counseling and to the Cadet Adjutant for entry into the cadet record.
7. The Adjutant, in coordination with the CSM, will meet with the Battalion Commander and the Company Commanders for the purpose of monitoring the flow of Merits/Demerits.

CHAPTER V

Promotion Policy

1. This plan establishes objectives, policies and procedures in establishing the standards for promotion to insure that all cadets understand the promotion policy as it pertains to the Flowing Wells JROTC. A listing of cadre rank insignia is attached as enclosure E. Cadets are measured for advancement via a tangible set of guidelines. These guidelines, coupled with each individuals leadership potential, are:

a. That all cadets must be passing all classes at the High School (maintain a 2.0 for officers) to be considered for advancement and/or maintain their grade.

b. For the grade of SSG and above, a position vacancy must exist prior to the granting of a promotion.

c. Most promotion boards will consist of a records review and will not require the presence of the cadet being considered for promotion. Promotion boards will be established by the cadet chain of command and must have a faculty member present.

d. Instructor Merits and Demerits will have a direct bearing on individual promotion status.

e. Key positions will be filled with the most qualified cadets. The Instructor staff will make these assignments with the assistance of the Cadet Battalion Commander. Promotion to SFC requires a recommendation by the Cadet Chain of Command.

f. Cadets who have had a break in enrollment must enroll at one grade lower than the former grade for enlisted personnel and to SFC for officers. (Special position assignments will only be made in special cases with Instructor staff approval). These cadets will be observed for a four week period at which time he/she may or may not be returned to the former rank held.

g. Cadets who enroll in the Caballero Battalion from other JROTC units, regardless of the branch of service, will be considered under the rules of this promotion policy. The general provisions of this policy in regards to Time In Grade/Service will apply to any cadet who enrolls from another unit. A 60 day observation period will go into force prior to any assignment of a cadet who transfers to this unit with the rank of SSG or above. This time will be used to communicate with the former unit and to observe the incoming cadet. During the 60 day period the cadet may temporarily retain his/her rank if approved by the SAI/AI. Transfer cadets are not guaranteed to hold the rank they held in other units. The Instructor staff will make this decision.

h. To provide flexibility and operational freedom with regards to promotion and position assignments, the Instructor staff may modify any of the rules in this policy to cope with any irregular personnel situation which may occur. This is know as a waiver of procedures and the Senior Army Instructor will make the final determination after the situation has been discussed and investigated by the Instructor Staff and the Cadet Battalion Commander.

i. Changes to this policy may be made with the concurrence of the Senior Army Instructor and the Instructor staff.

j. Three promotion boards per semester will be established for senior promotion consideration.

k. The Cadet Battalion Commander will assist in promotion and assignment selections at the beginning of the year for the LET III and LET IV classes.

l. Platoon Leaders are granted field promotion authorization up to PFC (E-3); Company Commanders to CPL (E-4); and the Battalion Commander to SGT (E-5).

m. Cadets desiring to advance past the grade of Corporal (E-4) **MUST** attend and **PASS** a 3 week NCO Academy. Typically this is held during lunch in the ROTC area.

2. Promotion criteria:

a. Most of the primary promotions (identification of next years Battalion Commander and Staff) were made at the conclusion of the last school year. Some position assignments must wait until class scheduling is completed to determine platoon/company structure.

b. Key Battalion positions beyond MSG including the officer positions are filled with the most qualified cadets from the LET III and LET IV classes by the Instructor staff.

c. Students who enroll in the JROTC program for the first time will administratively be assigned to the enlisted rank of PVT E-1, Cadet Recruit. This rank may vary depending on the grade level a student is in when they first join JROTC.

d. Special consideration will be given to students who enroll in JROTC for the first time after they are in the 10th, 11th or 12th grade in regards to their first promotion to coincide with the social status they have earned for their age and time already spent in high school.

e. The first promotion for every school year is an administrative promotion. Certain administrative procedures must be completed to process all cadets into the program at the beginning of every school year. No promotion to any rank will be made until individual administrative processing is complete. This applies to both recruits and senior classmen.

f. A written recommendation from the Cadet Chain of Command is required for a cadet to be promoted to the rank of SFC and above. An exception to this rule pertains to the positions of Executive Officer, Company commanders, and the Cadet Battalion Commander. These positions are assigned as a result of the annual Battalion Commander Selection Board composed of school Administrators and teachers.

g. At the beginning of each school year, cadets in the levels of LET III and LET IV may be assigned to advanced rank and position based on their two year completion of JROTC service, their past performance, and their current eligibility. These assignments and promotions must be accomplished with the concurrence of the SAI, AI, and the Cadet Battalion Commander.

h. Each Semester the Cadet Battalion will assemble three review boards to consider the status of those cadets who fill key leadership positions in the Battalion. Each of these cadets will be assigned one of the following recommendations to the SAI/AI's who will make the final determination. One of the following recommendations will be made:

- (1) Retain rank and position.
- (2) Retain position and promote.
- (3) Retain rank and reassign.
- (4) Demote and reassign.
- (5) Place on Probation.

i. Cadets in the LET III and LET IV classes are promoted based upon their current performance and compliance with unit policies and rules.

j. The Cadet Battalion Commander may recommend special promotion consideration to the SAI at any period during the school year.

k. Cadets attaining the rank of Sergeant (E-5) and above will be required to wear their uniform for the entire uniform day. Failure to wear the uniform for the day will result in demotion.

3. Demotion Policy:

a. Reduction is one of the most severe disciplinary actions that may be placed upon a cadet. Such actions will be based upon serious incident such as theft, misconduct, insubordination, disrespect for authority, failure to wear appropriate uniform (all day for E-5 and above), or other circumstances of similar severity.

b. Actions taken will involve consultation with the High School Administration and parents/guardians.

CHAPTER VI

Cadet Leader Responsibilities

1. Leadership is the culminating opportunity for cadets in JROTC. Positions are assigned based on each individual cadet's past demonstrated skills and willingness to support the JROTC program.

2. 20% of the Chain of Command and Primary Staff's grade will be based directly on their performance of their duty as determined by the SAI.

3. The following duties provide a general guideline as to the various positions and responsibilities for the leadership positions available at Flowing Wells JROTC:

a. **Cadet Battalion Commander**

(1) Has overall responsibility for the training, administration, discipline, morale, esprit de corps, and performance of the Cadet Battalion.

(2) Sets the example for the Battalion in appearance, attitude, conduct, bearing, tact, discipline and performance.

(3) Reports directly to the SAI and makes advance coordination on all matters pertaining to policy and procedures for the Brigade.

(4) Commands the Battalion through the Staff and Company Commanders.

(5) Makes recommendations for the assignment, promotion and reduction of Cadets to the SAI.

(6) Supervises the Command Sergeant Majors' activities.

b. **Executive Officer**

(1) Conducts Staff meetings whenever necessary to insure that all activities of the Battalion are understood by subordinates and that coordination is accomplished.

(2) Commands the Battalion in the absence of the Battalion Commander.

(3) Insures efficient operation of the Battalion and Staff by making corrections as needed, making recommendations to and coordinating with the Battalion Commander concerning problem areas.

(4) Insures that the Staff functions as a unit (helps each other).

c. Battalion Adjutant (S-1)

(1) Is the Battalion Commander's assistant in matters of personnel and administration.

(2) Responsible for publication of orders, directives, rosters, announcements and maintenance of personnel records. Distributes copies of orders in accordance with the Battalion SOP.

(3) Keeps personnel data sheets and personnel records up to date and posted. Maintains copies of all published orders.

(4) Coordinates with other Staff Officers to insure that information pertaining to awards, grades and personnel data is correct before typing orders.

(5) Provides the Battalion S-4 with copies of all orders to allow for preparing rank for promotions.

(6) Performs other duties as the Executive Officer and Battalion Commander may direct.

d. Battalion Activities/Recruiting Officer (S-2)

(1) Organizes the Annual Military Ball.

(2) Coordinates with the Battalion S-3 for all Fund Raisers.

(3) Responsible for all Battalion Activities (Picnics, Battalion Yearbook Photo and Cadet Scrap Book).

(4) Responsible for all recruiting functions.

(5) Performs other duties as the Executive Officer and Battalion Commander may direct.

e. Battalion Operations and Training Officer (S-3)

(1) Prepares all training schedules in coordination with the SAI.

(2) Maintains the bulletin board and Cadet Chain of Command board.

(3) Maintains training records for Cadet Challenge and Marksmanship

(4) Prepares the Battalion for all field training to include OPORD's when required.

(5) Plans and Develops the OPORD for the Battalion Spring FTX at Fort Huachuca.

(6) Coordinates with the Battalion S-2 for all Fund Raisers.

(7) Responsible for maintaining the master calendar in the Command section.

(8) Performs other duties as the Executive Officer and Battalion Commander may direct.

f. Battalion Supply Officer (S-4)

(1) Issues and receives clothing and equipment.

(2) Fills request for decorations and awards when orders are cut awarding them.

(3) Maintains all clothing records.

(4) Keeps the supply room and equipment in a clean and orderly condition. Allows no unauthorized personnel inside the supply room.

(5) Conducts monthly 10% inspections of all equipment.

(6) Works directly under the supervision of the Property Book Officer.

(7) Performs other duties as the Executive Officer and Battalion Commander may direct.

g. Battalion Public Affairs Officer (S-5)

(1) Responsible for providing publicity for all Battalion activities.

(2) Provides written articles for the High School paper and higher ROTC publications.

(3) Primary photographer for all functions/activities.

(4) Maintains Cadet Visitors Book.

(5) Primary officer responsible for the publication of the battalion's Common Sense Newspaper.

(6) Performs other duties as the Executive Officer and Battalion Commander may direct.

(7) Primary officer responsible for the maintenance of all JROTC computers and Local Area Network.

(8) Responsible for the JROTC Web Site.

h. Battalion Command Sergeant Major (CSM)

(1) Coordinates and sets up all promotion boards. Briefs Cadets before entering board room.

(2) Maintains records of special team practices and participation in events. Maintains records of attendance at special events and submits lists to the S-1 for awards.

(3) In conjunction with the Color Guard Commander, coordinates all Color Guard functions.

(4) Insures that Company 1SG's keep correct roll sheets and Inspection Sheets. Submits names of those Cadets eligible for Perfect Attendance ribbons to the S-1.

(5) Maintains overall responsibility for NCO Academy.

(6) Performs other duties as the Battalion Commander may direct.

i. Drill Teams, Color Guard, Raiders, Drum and Bugle Corps, and Rifle Team Commanders:

(1) Are responsible for all activities of their respective teams.

(2) Will insure that all members are aware of scheduled meets, events, and practice sessions and keeps records of same. Records are submitted to the CSM one week before the end of each quarter.

(3) Are responsible for the organization, appearance, conduct and training of their teams.

(4) Draw correct clothing and equipment from supply and returns same.

(5) Insure that members receive awards at the appropriate time and in accordance with the SOP.

(6) Select members for the team with the authorization of the appropriate coach/instructor.

j. Company Commanders

- (1) Have overall responsibility and set the example for the conduct, appearance, and training of all members of the Company.
- (2) Command the Company through proper use of the Cadet Chain of Command and keeps the Battalion Commander informed of proposed actions.
- (3) Are responsible for participation of all Company members in PT and special events (fund raisers, formal inspections, parades).
- (4) Make recommendations for assignment, promotion, reduction and awards to the Battalion Commander.
- (5) Maintain order and discipline in the class room and during PT.
- (6) Insure that subordinate leaders are prepared to teach Drill and assigned classes.

k. Platoon Leaders

- (1) Have overall responsibility and set the example for organization, conduct, training, and appearance of the platoon. Platoon Leaders will be selected for each individual LET I/II class.
- (2) Are the Primary drill instructors for the platoon.
- (3) Make recommendations for promotion, reduction, awards and changes of assignment of members of the platoon to the Company Commander.
- (4) Act as the Company Commander in his/her absence.

l. First Sergeants (1SG)

- (1) Form the Company for all formations and dismisses it when directed.
- (2) Take roll and make new attendance rosters as needed.
- (3) Instruct and insure that platoon sergeants carry out assigned duties.
- (4) Instruct those cadets having difficulty mastering drill movements.
- (5) Assume control of the Company in the absence of any Officers.
- (6) Perform other duties as directed by the Company Commander.

(7) Prepare and properly maintain correct Roll and Inspection sheets. Sheets will be forwarded weekly to the CSM.

m. Platoon Sergeants

(1) Assist the Platoon Leader in the organization and training of the platoon.

(2) Perform all supply functions for members of the platoon in the absence of a member of the S-4.

(3) Perform the duties of the Platoon Leader or First Sergeant in their absence.

n. Squad Leaders

(1) Have direct responsibility to the Platoon Leader and Platoon Sergeant for organization, conduct, appearance and training of the squad.

(2) Lead the squad in drill and sets the example for squad members in all functions of the JROTC class.

(3) Make recommendations for promotion and reduction of squad members to the Platoon Leader.

(4) Perform the duties of the Platoon Sergeant in his/her absence.

o. Special Teams

(1) Rifle Team, Drill Teams, Raiders Team, Drum and Bugle Corps, and Color Guard members are selected from the Battalion and are not considered individual units. All Cadets of the Battalion may try out for a team and if selected may participate with the team. Because of practice restrictions (0 Hour Period) no Cadet may be a member of more than one team without special permission from the SAI/AI.

(2) Team Commanders will be selected by the SAI/AI and are first responsible for their duties in the Battalion and secondly for command of the Team.

(3) Team members will adhere to the Team SOP (posted on the bulletin board) and may be dropped from the team by the Team Commander for cause as well as receive appropriate awards and decorations when the criteria for them are met.

(5) Team missions:

(a) The Drill Teams are composed of Cadets who participate in an exhibition drill sequence with and without rifles in competition against other teams/schools. They may also serve as an Honor Guard for special occasions.

(b) The Color Guard presents the colors at athletic events and carries them at parades. It also competes against other schools at Drill and Color Guard meets.

(c) The Rifle Team competes in both live and postal matches against other school using pellet rifles. Individuals may qualify to compete at National Competitions.

(d) The Raider Team is a competitive program with a focus on physical fitness, orienteering, first aid and outdoor activities.

(e) The Drum and Bugle Corps is the battalion's band and will supply music for the Veterans Day Parade and the Annual Awards Review.

CHAPTER VII

Awards Administration Policy

1. JROTC Cadets may earn various decorations, awards, badges, and special decorations during the academic school year. Criteria for these awards is described below. Only the awards specifically authorized in this chapter and in AR 145-2, or awards earned at other JROTC units (with appropriate documentation) may be worn on the Army JROTC uniform.

a. When Cadets join this unit from another branch of the JROTC service every attempt will be made to re-issue Army equivalent ribbons for similar achievement. If a match cannot be made, then the Cadet may wear the other branch ribbon.

b. Each individual Cadet is responsible for providing correct and accurate documentation to receive authorization to wear each medal, badge or ribbon.

c. Individuals will not wear awards until the orders have been posted. Awards/ribbons will be awarded at an appropriate ceremony.

d. Ribbons are to be worn with the most prestigious ribbon on the top and to the wearers right (closest to the heart). The following general order of wear will be adhered to:

- (1) Academic awards at the TOP.
- (2) Athletic awards are SECOND.
- (3) Military Awards are THIRD.
- (4) Miscellaneous awards are FOURTH.

Order of merit within each ribbon classification is determined by the last number in the ribbon identification. A copy of the ribbon chart can be found in your Cadet Reference.

e. The special awards which are presented by the patriotic organizations rank above the JROTC achievement ribbons.

f. Ribbons of other services which have no match in the Army achievement ribbons will be worn on the bottom line of all Army ribbons.

g. The Honor Roll ribbon (N-1-8) is the only ribbon which will carry over to the current year to be awarded from requirements which were attained during the previous year.

2. National Awards

a. Superior Cadet Decoration

1. The JROTC medal (fig 11-2) is an U.S. military decoration awarded by DA and limited to one outstanding cadet in each LET level in each JROTC

2. To be considered eligible for this award, an individual must be—
- (1) A JROTC or NDCC cadet.
 - (2) In the top 10 percent of his or her class in JROTC or NDCC academically and in the top 50 percent of his or her class in overall academic standing.
 - (3) Recommended by the SAI and principal or head of the appropriate institution.

b. Sons of the American Revolution (SAR) Award

1. General. The Sons of the American Revolution gives the award to a meritorious cadet enrolled in Army JROTC at each school (or one medal for each 500 cadets enrolled at time of the award), and recognizes an outstanding second-year cadet in a 3-year program or a third-year cadet in a 4-year secondary school program. This award consists of a bronze medal pendant and ribbon bar.

2. Criteria. Recipient must—

- (1) Exhibit a high degree of merit with respect to leadership qualities, military bearing, all around excellence in JROTC activities, and community service.
- (2) Be currently enrolled in the JROTC program.
- (3) Be in the top 10% of their JROTC class.
- (4) Be in the top 25% of their overall class.

c. The Military Order of the World Wars (MOWW) Award

1. General. This award, which consists of a medal pendant, ribbon bar, and certificate is authorized for award annually to high school cadets and cadets at Class MI schools. The award in each case will be given for overall improvement in military and scholastic studies during the school year.

2. Criteria. Cadet must—

- (1) Be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.
- (2) Have shown marked improvement in both military and scholastic grades at the time of selection and presentation of the award.
- (3) Have indicated by military and scholastic grades, integrated-curricular activities, or individual endeavor a desire to serve his or her country.
- (4) Not have previously received this award.
- (5) Participate in the program the following semester.

d. Daughters of the American Revolution (DAR) Award

1. General. This award, which consists of a bronze medal and ribbon bar, is presented

annually by the Daughters of the American Revolution to a cadet at each school for outstanding ability and achievement.

2. Criteria. The cadet must—

- (1) Be a member of the graduating class.
- (2) Be in the top 25 percent of the cadets in JROTC and academic subjects.
- (3) Have demonstrated qualities of dependability and good character, adherence to military discipline, leadership ability, and a fundamental and patriotic understanding of the importance of JROTC training.

e. American Legion Awards

1. General. These awards are given annually to outstanding cadets at each school for general military and scholastic excellence. Not more than one student at a school may be nominated per year for these awards. Students participating in JROTC programs conducted at high schools will receive the bronze medal; students participating at military schools during their Junior year will receive the silver medal. A miniature reproduction of the official JROTC crest is attached to the medal awarded for scholastic excellence. Recipients of either award will also receive a ribbon bar to which the crest or scroll is attached.

2. Criteria. A cadet may receive an award for general military excellence and an award for scholastic excellence for the same school year or for more than one year.

(1) General Military Excellence Award. The cadet must—

(a) Be in the top 25 percent of his or her class in academic subjects and JROTC subjects.

(b) Have demonstrated outstanding qualities in military leadership, discipline, character, and citizenship.

(2) Scholastic Excellence Award. The cadet must—

(a) Be in the top 10 percent of his or her class in academic subjects.

(b) Be in the top 25 percent of his or her class in JROTC subjects.

(c) Have demonstrated qualities of leadership.

(d) Have actively participated in related student activities such as student organizations, constructive activities, or sports.

f. The National Sojourners Award

1. General. This award, which consists of a ribbon with medal pendant, is made annually to an outstanding cadet at each school who contributed the most to encourage and demonstrate

Americanism within the Corps of Cadets and on the campus.

2. Criteria. The cadet must—

(1) Be in the second or third year of JROTC.

(2) Be in the top 25 percent of his or her academic class.

(3) Have encouraged and demonstrated the ideals of Americanism by deed or conduct or both.

(4) Have demonstrated a potential for outstanding leadership.

(5) Not have previously received the award.

g. Scottish Rite of Freemasonry JROTC Award

1. General. This award, which consists of a bronze metal pendent, a ribbon, and a certificate may be awarded annually to one outstanding cadet who demonstrates scholastic excellence and Americanism.

2. Criteria. The cadet must—

(1) Have contributed the most among cadets on campus to encourage and demonstrate Americanism, by deeds or conduct during participation in integrated-curricular activities or community projects.

(2) Have demonstrated academic excellence by being in the top 25 per cent of his or her academic class.

(3) Have demonstrated a potential for outstanding leadership by exhibiting qualities of dependability, good citizenship, and patriotism.

(4) Be in the second year of a 3-year program or in the third year of a 4-year program.

(5) Not have previously received this award.

h. U.S. Army Recruiting Command (USAREC) Award for JROTC

1. General. This award is presented annually by USAREC to a cadet at each school in recognition of outstanding achievement and contributions to the JROTC program. The award consists of a bronze medal and ribbon bar.

2. Criteria. The cadet must—

(1) Be in the second year of a 3-year program or in the third year of a 4-year program.

(2) Be in the top 25 percent of his or her academic class.

(3) Have demonstrated outstanding leadership traits and possess the potential for assuming positions of increased responsibility.

(4) Participate in integrated-curricular activities that foster both scholastic and military excellence.

(5) Demonstrate qualities of dependability and good character, respect military discipline

and standards, and possess a fundamental and patriotic understanding of the importance of JROTC training.

(6) Not have previously received the award.

i. Noncommissioned Officers Association (NCOA) Award for JROTC

1. General. This award is presented annually by NCOA to each unit's most outstanding

noncommissioned officer cadet during the past school year. The award consists of a medal, ribbon, and certificate. Larger units in excess of 150 cadets may coordinate with NCOA for approval to present additional awards. The NCOA requires fees for such awards. Instructors may purchase these awards for JROTC cadets at no cost to the government.

2. Criteria. The cadet must have consistently exhibited the best military bearing, personal appearance, deportment, and leadership ability in his or her unit.

j. Association of the United States Army (AUSA) Award for JROTC

The AUSA medal shall be presented to cadets (1 per high school) who are recognized for outstanding leadership and academic achievement.

k. Military Officers Association (MOA) Award for JROTC

1. The MOA JROTC medal shall recognize an outstanding cadet who is in their next-to-last year in the Program and who has demonstrated exceptional potential for military leadership. To be eligible for an award the candidate must:

- (1) Be in the next-to-last year of the Program.
- (2) Be in good academic standing.
- (3) Demonstrate a high degree of loyalty to the unit, school, and the country.
- (4) Demonstrate exceptional potential for military leadership.

l. Reserve Officers Association (ROA) Award for JROTC

1. Reserve Officers Association Awards are presented to cadets in the program for recognition of outstanding achievement and exceptional leadership ability. To be eligible for this award the candidate must:

- (1) Be in the second year of a three-year program or the third year of a four-year program.
- (2) Be in good academic standing.
- (3) Demonstrate a high degree of loyalty to the units, school, community and the country.
- (4) Demonstrate exceptional potential in leadership.
- (5) Not have previously received this award.

m. Military Order of the Purple Heart (MOPH) Award for JROTC

The Military Order of the Purple Heart (MOPH) Award recognizes an outstanding cadet who is enrolled in the Program and demonstrates leadership ability.

1. The recipient of the award must—
- (1) Hold a positive attitude toward the Program and country.

- (2) Hold a leadership position in the cadet corps.
- (3) Be active in school and community affairs.
- (4) Attain a grade of "B" or better in all subjects for the previous semester.
- (5) Not have been a previous recipient of this award.

n. Veterans of Foreign Wars (VFW) Award for JROTC

Veterans of Foreign Wars awards are presented to cadets in the Program for recognition of outstanding achievement and exceptional leadership ability. Students in 10th grade or above who are currently enrolled in the Program and actively engaged in Program activities are eligible for the award.

1. Criteria. Possession of individual characteristics contributing to leadership including:

- (1) Positive attitude toward the Program.
- (2) Outstanding military bearing and conduct in and out of uniform.
- (3) Personal attributes (self-confidence, initiative, flexibility, and judgment).
- (4) Patriotism (commander or member of color guard, drill team with or without arms, flag protocol instruction team and actively promote Americanism).
- (5) Courtesy (dependability, punctuality, human relations, respect, cooperation).
- (6) Growth potential (capable of assuming high leadership responsibilities in the unit with additional training and experience).

o. American Veterans (AMVETS) Award for JROTC

1. The AMVETS medal shall be presented to cadets (1 per high school) who are recognized for outstanding leadership, community/school involvement and academic achievement.

1. Criteria. To be eligible for an award the candidate must:

- (1) Be in the second year of a third year program or the third year of a four-year program.
- (2) Be in good academic standing.
- (3) Demonstrate a high degree of military bearing both in and out of the military uniform.
- (4) Not have previously received this award.

p. Retired Enlisted Association Award for JROTC

1. The Retired Enlisted Association JROTC award is presented to cadet(s) in the program who demonstrate exceptional potential military leadership. To be eligible for this award the candidate must:

2. Criteria. To be eligible for an award the candidate must:

- (1) Be in the second year of a third year program or the third year of a four-year program.
- (2) Be in good academic standing.
- (3) Present outstanding military bearing in and out of uniform.
- (4) Demonstrate a high degree of loyalty to the unit, school, community and the country.

(5) Not have previously received this award.

q. The Order of Daedalians Award for JROTC

1. The order of Daedalians is a Fraternity of commissioned military pilots from all military services. The award consists of a medal and a ribbon bar. The medal is fashioned after an ancient Grecian plaque that depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers.

2. Criteria. To be eligible for an award the candidate must:

- (1) Demonstrate patriotism, love of country, and service to our nation.
- (2) Indicate the potential and desire to pursue a military career.
- (3) Rank in the upper 10% of the JROTC class.
- (4) Rank in the upper 20% of the high school class.

r. United States Army Warrant Officers Association (USAWOA) Award for JROTC

1. Local chapters of the USAWOA award the *JROTC Medal for Distinguished Service* to the outstanding Cadets participating in the JROTC program. Along with the medal, a ribbon bar, and a Citation for Distinguished Service which can be printed for each recipient at http://www.usawoa-ftlowell-apache.org/ROTC_Medals/ROTC_Medals.htm. The decoration is awarded by the Local chapters of the USAWOA and is limited to one outstanding cadet in each LET level in each JROTC, per year.

2. The medals come in Gold (LET 4), Silver (LET 3), Bronze (LET 2) and Copper (LET 1).

(3) Recommended by the SAI and principal or head of the appropriate institution.

CHAPTER VIII Cadet Uniforms

1. Responsibility.

a. All JROTC Cadet uniforms and accessories including footwear are issued without charge to Cadets and are the property of the U. S. Government. Each Cadet is personally responsible for the care and safekeeping of all uniform items issued to him/her. Uniform items are retained until the end of the school year or until withdrawal from the JROTC program.

b. Each Cadet's parent or guardian is required to assume responsibility for the major expense of the uniform and for the proper care and safekeeping of all uniform items. This responsibility is established by the parent or guardian's signature acknowledging that responsibility on the Cadet's individual record form. Uniforms of students departing the JROTC program and/or the school during the school year must be turned in or paid for before the students are cleared. Reimbursement for uniform items may be deducted from parent's or guardian's income tax returns if not accomplished at time of turn in.

c. Cadet leaders are responsible for seeing that all Cadet's are properly attired at all times the uniform is worn (see APPENDIX D). Demerits will be awarded to individuals who violate this uniform SOP.

d. Cadet's will not enter the supply room unless authorized to do so by the Cadet Supply Officer, the SAI or the AI.

e. The wear and appearance of JROTC uniforms and insignia is covered in detail in the Cadet Reference Manual.

2. Issue

Uniforms will be issued by the Supply Officer and his/her supply representatives under the supervision of the Army Instructor. All uniforms and equipment issued or turned in during the school year must be made through the Cadet Supply Officer. A record is kept for each Cadet's transactions and authenticated by the Cadet's signature. Each Cadet is responsible to see that the supply record is correct before signing. No erasures, white out, or strike throughs are acceptable and all transactions, once signed, are final and accountable.

3. Wear

The uniform of the United States Army is more than a mere suit of clothes. It is a symbol of **Honor, Tradition, and Achievement** which the cadet has been granted the privilege of wearing. Smart appearance and proper conduct of a cadet in uniform is an

indication of self-respect, pride, alertness, and loyalty to your school, JROTC, the United States Army and to America. Cadets are encouraged to wear the uniform to all school classes on inspection days (APPENDIX B). Extra credit will be given for doing so. Uniforms are not to be worn for any other occasion unless permission is granted by the SAI.

4. **Care and Maintenance.**

The uniform is issued clean and without tears/holes. It is the Cadet's responsibility to keep it that way. However, it is not necessary to return it clean with the exception of the green coat and the footwear. Uniforms torn or damaged due to cadet neglect will be replaced by the cadet.

5. **Alterations and Repair.**

All necessary alterations and repairs (other than buttons) are provided by the JROTC Department at no expense to the Cadet. **No alterations of the uniform will be attempted without the express permission of the SAI or AI.** The Army Gray shirt may be washed, however, the blue trousers and coat **must** be dry cleaned. Washing ruins them and will result in the cadet buying the item. Cadets must provide their own cleaning and polishing equipment.

6. **Types of Uniforms.**

a. Army Service Uniform (ASU).

- Army Blue ASU coat (issued only to selected cadets)
- Army Gray ASU shirt
- Army Blue ASU trousers
- Army Gray ASU beret
- Necktie or Tab
- Belt and buckle
- Issue shoes
- Black socks
- Appropriate Rank
- Appropriate Awards and Decorations
- Brass Torches or Letters

b. Class "B"

All of the above, with the exception of the Army Blue Coat, with or without the Necktie or Tab.

- Black windbreaker

c. Class "C"

ACU Shirt

ACU Trousers

Black/ Green Socks

Tan Combat Boots

ACU Cap or Beret (special teams only)

Tan T-Shirt

Appropriate Rank



Four-In-Hand Knot

Start with the wide end of the tie on the right side; then cross the wide end over in back and to the left; bring it completely around the front to your right; bring it back and up through the center; pass it through the loop in front; tighten the knot neatly, forming a "dimple" with your index finger.

Windsor Knot

With the wide end of the tie about 12 inches longer than the narrow end, make a loop as shown. Bring the wide end around and behind the narrow end in the position illustrated; turn the wide end up and put it through the loop and around in front of the narrow end; bring it through the loop of the tie; pull the wide end through the knot and shape carefully.

How to Tie a Four-In-Hand and Windsor Knot

CHAPTER IX Cadet Challenge

Cadet Challenge

a. Cadet Challenge provides a means to:

- (1) Develop a separate identifiable physical fitness component in the POI.
- (2) Build team spirit and unit esprit.
- (3) Publicize the JROTC program in the school and community.
- (4) Demonstrate individual fitness as an important element of personal growth and development.

b. Scoring will be done on a percentile basis according to age and sex.

c. Cadet Challenge uses the Physical Fitness Test from the President's Challenge Program.

d. Events. The Cadet Challenge will consist of the following events:

(1) **Curl-ups (or partial curl-ups)**

This event measures abdominal strength and endurance.

Curl-ups test

Have student lie on cushioned, clean surface with knees flexed and feet about 12 inches from buttocks. Partner holds feet. Arms are crossed with hands placed on opposite shoulders and elbows held close to chest. Keeping this arm position, student raises the trunk curling up to touch elbows to thighs and then lowers the back to the floor so that the scapulas (shoulder blades) touch the floor, for one curl-up. To start, a timer calls out the signal "Ready? Go!" and begins timing student for one minute. The student stops on the word "stop."



(2) **Pull-ups (or right angle push-ups or flexed-arm hang)**

This event measures upper body strength and endurance.

Pull-ups testing

Student hangs from a horizontal bar at a height the student can hang from with arms fully extended and feet free from floor, using either an overhand grasp (palms facing away from body) or underhand grip (palms facing toward body). Small students may be lifted to starting position. Student raises body until chin clears the bar and then lowers body to full-hang starting position. Student performs as many correct pull-ups as possible.



Pull-ups tip

Spend as little time hanging from the bar beforehand as possible, the extra time on the bar may reduce the number of pull-ups performed. Discourage any kicking of the legs or swinging of the body as this may also decrease the number of repetitions.

Pull-ups scoring

Pull-ups should be done in a smooth rather than jerky motion. Kicking or bending the legs is not permitted and the body must not swing during the movement.

Flexed-arm hang testing

Using either an overhand grasp (palms facing away from body) or underhand grip (palms facing toward body), student assumes flexed-arm hang position with chin clearing the bar. Students may be lifted to this position. Student holds this position as long as possible.

Flexed-arm hang tip

Rather than doing a pull-up to start, lift the participant to the starting position. This decreases any extra exertion and may possibly increase the length of time.

Flexed-arm hang scoring

Chest should be held close to bar with legs hanging straight. Timing is stopped when student's chin touches or falls below the bar.

(3) V-sit reach (or sit and reach)

This event measures flexibility of the lower back and hamstrings.

V-sit testing

Mark a straight line two feet long on the floor as the baseline. Draw a measuring line perpendicular to the midpoint of the baseline extending two feet on each side and marked off in half-inches. The point where the baseline and measuring line intersect is the "0" point. Student removes shoes and sits on floor with measuring line between legs and soles of feet placed immediately behind baseline, heels 8-12" apart. Student clasps thumbs so that hands are together, palms down and places them on measuring line. With the legs held flat by a partner, student slowly reaches forward as far as possible, keeping fingers on baseline and feet flexed. After three practice tries, the student holds the fourth reach for three seconds while that distance is recorded.



V-sit tip

Participants are most flexible after a warm-up run. Best results may occur immediately after performing the endurance run.

V-sit rules

Legs must remain straight with soles of feet held perpendicular to the floor (feet flexed). Students should be encouraged to reach slowly rather than "bounce" while stretching. Scores, recorded to the nearest half inch, are read as plus scores for reaches beyond baseline, minus scores for reaches behind baseline.

(4) Shuttle Run

speed, quickness and agility.

Shuttle run testing

feet apart and place two blocks of wood or similar lines. Students start behind opposite line. On the student runs to the blocks, picks one up, runs back block behind the line, runs back and picks up the back across starting line.

Shuttle run tip

Be sure the participants understand the importance of running through the finish line.

Shuttle run scoring

Blocks should not be thrown across the lines. Scores are recorded to the nearest tenth of a second.



This event measures

Mark two parallel lines 30 feet apart and place two blocks of wood or similar object behind one of the lines. On the signal "Ready? Go!" the student runs to the blocks, picks one up, runs back block behind the line, runs back and picks up the block across starting line, places second block and runs



(5) Endurance run/walk

This event measures heart/lung endurance.

Endurance run/walk testing

On a safe, one-mile distance, students begin running on the count "Ready? Go!" Walking may be interspersed with running. However, the students should be encouraged to cover the distance in as short a time as possible.

Endurance run/walk tip

Use a large enough running area so that no more than eight laps are necessary to complete a mile. Help participants learn proper pacing for the mile by having them run at the mile pace for short distances during warm-up time.



- e. There are no authorized alternate events.
- f. Competitions. Competitions between units are encouraged, but not required.

8-10. Cadet Challenge Awards

- a. Cadets that successfully complete all events will receive a participation certificate signed by the Brigade Commander or designated representative.
- b. The President's Physical Fitness Award recognizes students who achieve an outstanding level of physical fitness. Students who score at or above the 85th percentile on all five events are eligible for this award. Awards may be requested by accessing the President's Challenge web site at http://www.presidentschallenge.org/educators/program_details.aspx.
- c. The JROTC Physical Fitness Ribbon (N-2-2) will be presented to cadets who receive the 85th percentile rating or better in each of the five events of the Cadet Challenge program.
- d. The National Physical Fitness Award recognizes students who demonstrate a basic, yet challenging level of physical fitness. Students who score above the 50th percentile on all five events are eligible for this award.
- e. The JROTC Athletics Ribbon (N-2-3) will be presented to cadets who receive the 50th percentile rating or better in each of the five events of the Cadet Challenge program.
- f. The top five male and five female cadets in each unit will receive individual medals.

Appendix A -- Merit\Demerit Guide

Merits:

A-1:	Outstanding demonstration of leadership	1-2
A-2:	Highest % of uniform wear for a class per quarter	3
A-3:	Best cadet during in-ranks inspection	1
A-4:	Each 15 minutes extra duty	1
A-5:	Improving any given academic subject by one letter grade	2
A-6:	Exemplary conduct	1
A-7:	Being responsible for one new cadet enrollment	5
A-8:	Other situations as determined by the SAI/AI	1-3

Demerits:

A-9:	Being in the Supply Room, Instructor's Office, or other off-limits area without permission	1
A-10:	Serious misconduct such as cheating, ditching class, fighting	1-5
A-11:	Chewing gum, eating or drinking in class	1
A-12:	Disrespect for a cadet leader, direct disobedience	1-4
A-13:	Deliberate or careless misuse of school or government property	5
A-14:	Using profane or obscene language	1-3
A-15:	Failure to observe military courtesy	1-2
A-16:	Failure to bring textbooks/pencils to class	1
A-17:	Disruptive behavior in class or ranks	1-3
A-18:	Failure to report for a duty or detail	1-3

When a cadet repeatedly commits an offense, additional Demerits will be assigned for that offense at the discretion of the SAI/AI. In addition, formal counseling by the SAI could result.

Appendix B -- Uniform/Inspection Grading Guidelines

B-1. During each nine week grading period, there will be eight inspections worth 100 points each. This point total represents 35% of the overall class grade. Guidelines for the awarding of points area as follows:

- a. Cadets in the prescribed uniform will receive up to ten points plus an additional forty points for Brass/shoes, Hair, Military bearing and Knowledge.
- b. Cadets not in uniform will receive zero points.
- c. Cadets, in uniform, but not in the prescribed uniform will lose the ten points available for proper uniform.
- d. Uniform day is every Thursday unless otherwise instructed.

B-2. Cadets who are absent on Thursday, or who did not wear the uniform for a mandatory function, may wear the uniform on the following Monday. Points for Knowledge will be lost due to their missing inspection. No make-up points will be allowed for unexcused absences.

B-3. The following standards will apply to all uniform inspections:

- a. Proper uniform - Complete uniform as shown on the current training schedule. The uniform must be clean, neat and pressed.
- b. Brass - All accouterments must be properly placed and cleaned/shined.
- c. Hair - Male cadets will have their hair off their ears and collar and be clean shaven. Female cadets will have their hair above the collar.
- d. Footwear - Will be clean and polished.
- e. Military bearing - Cadets will attain the proper position in ranks. There will be no talking, gum chewing or movement.
- f. Knowledge - Each cadet will respond to at least three questions from the course areas of study or other areas as selected by the Instructor.

Appendix C -- Merit/Demerit Report Form

Cadet Name: _____ Date: _____
(Rank) (First) (MI) (Last)

Reason for
Merit/Demerit: _____

Recommended: Merits ____ Demerits ____

Desire to appeal: Yes __ No __ Subject Cadet Initials: ____

Cadet/Instructor Awarding Merit/Demerit: _____
Signature

Board Recommendation: Stand __ Reduce to __ Dismiss __

Initials of Board President __ Reviewed/ Approved _____
SAI Signature

Appendix D -- Academic Eligibility Clearance

Cadets who are eligible for promotion in JROTC must be attending and passing all of their classes.

If the cadet is not in good standing in your class at this time, would you consider holding him/her to a contract of understanding for a specific time period. JROTC would allow the cadet to attend study hall/additional class periods in your department instead of his/her JROTC class.

ELIGIBILITY FORM

TO: TEACHERS OF: _____

FROM: _____

DATE: _____

The above student requests your permission to participate in the following activity:

The FW sponsor of the activity is: _____

The date and time of this activity is: _____

Please indicate your approval or disapproval below and sign your name.

1. (Yes, passing/No, Failing) _____ 4. (Yes, passing/No, Failing) _____

2. (Yes, passing/No, Failing) _____ 5. (Yes, passing/No, Failing) _____

3. (Yes, passing/No, Failing) _____ 6. (Yes, passing/No, Failing) _____

Thank you for helping our cadet by completing this form; if you have any concerns regarding this matter please contact one of the JROTC instructors.

Appendix E – JROTC Grade Insignia

INSIGNIA OF GRADE /
SHOULDER BOARDS OF
CADET OFFICERS



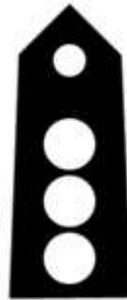
CADET COLONEL



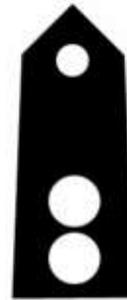
CADET LIEUTENANT COLONEL



CADET MAJOR



CADET CAPTAIN



CADET FIRST LIEUTENANT



CADET SECOND LIEUTENANT

INSIGNIA OF GRADE /
SHOULDER BOARDS OF
CADET ENLISTED



CADET COMMAND SERGEANT MAJOR



CADET SERGEANT MAJOR



CADET FIRST SERGEANT



CADET MASTER SERGEANT



CADET SERGEANT FIRST CLASS



CADET STAFF SERGEANT



CADET SERGEANT



CADET CORPORAL



CADET PRIVATE FIRST CLASS



CADET PRIVATE



How to prepare the beret.

Note: the following procedures need not be followed if you can achieve the proper fit of the beret. If you have difficulty achieving the fit or form, it may help to follow these instructions below.

Remember, if you decide to follow the preparation procedures, it is very important to avoid damaging the beret. Therefore, you should seek the advice of cadre or cadets who are experienced in preparing the beret for wear.

Although variations in methods exist, listed below are some general instructions that have proven successful for many cadets in preparing the beret for wear.

- While dry, lightly shave the beret, using very light strokes, to achieve a smooth, felt-like appearance. Avoid cutting the beret; use masking tape to remove the fuzz from the wool.
- Wet the beret with cold water, but hold the flash away from the water as much as possible. Wring out the beret until slightly damp.
- Fit the beret to your head and adjust the cord as necessary. Wait until the beret is dry before cutting the excess cord, in case you have to readjust the fit after the beret is dry.
- Using both hands to secure the beret onto your head, form a dip behind the flash, pull the excess material to the right side, and form a slight fold to right front of the beret.
- To achieve the fold to the right front, you may find you need to bend or trim the right side of the cardboard stiffener. Use caution if trimming; trim no more than ½-inch (make sure you check with a cadre member before doing this).
- Wear the beret until it is almost dry, continuing to smooth the material over the crown of your head, the excess down to the right, behind the flash, and to the right front. When the beret is about ¾ dry, you can remove it from your head and allow it to finish by air-drying; it will retain its shape.
- Attach insignia by pushing the prongs through the stiffener. Since the flash is already sewn on to the stiffener, the thickness of the materials prevents use of the keepers on the back of the insignia. If enough of the prongs extend through the material, you can bend the prongs back against the back of the stiffener. If not, exercise caution when putting the beret on the head.
- Dampening or soaking can cause shrinkage and could cause the dye to bleed into the flash. - Shaving wool pills could cut the beret - Remember - "You break it, you buy it!" Cadets issued replacement berets resulting from negligence must reimburse the government.

How do I wear the gray beret?

New cadets are issued the gray beret.

The flash is the only flash authorized for wear on the gray beret, Cadets wear the beret so that the headband is straight on the head, one inch above the eyebrows, with the flash over the left eye and the excess material draped over to the right, down to at least the top of the ear, but no lower than the middle of the ear. A dip is formed in the wool, just behind the flash stiffener, and a slight fold is formed to the right front of the beret, next to the flash.

Cadets will tie off the adjusting ribbon into a non-slip knot, cut off the excess adjusting ribbon as close to the knot as possible, and tuck the knot into the edge binding at the back of the beret. The beret is form fitting to the head when worn properly; therefore, cadets may not wear hairstyles that distort the beret.

Cadets will wear the beret with the utility and service (class A and B) uniforms in garrison environments, only. Cadets will wear the patrol cap in the field.

Cadets who are not issued or who do not wear the gray beret will wear the garrison cap with the service uniforms.

When berets become un-serviceable, cadets may turn in the berets to supply for a replacement beret.



Breaking in a new Beret can take awhile - try this trick: After you've adjusted the tightening band to a comfortable fit and tied it off, dampen (not soak) the beret and place it properly on your head. Wear until dry. Berets are pure wool and will shrink considerably. Repeat if needed to get that perfect form-fit. Keep it on till it's dry or it may shrink too much to fit. When you have it just right, finish trimming off the "tail" on the adjustment band.



JROTC Creed

- ★ I am an Army Junior ROTC Cadet.
- ★ I will always conduct myself to bring credit to my family, country, school and the Corps of Cadets.
- ★ I am loyal and patriotic.
- ★ I am the future of the United States of America.
- ★ I do not lie, cheat or steal and will always be accountable for my actions and deeds.
- ★ I will always practice good citizenship and patriotism.
- ★ I will work hard to improve my mind and strengthen my body.
- ★ I will seek the mantle of leadership and stand prepared to uphold the Constitution and the American way of life.
- ★ May God grant me the strength to always live by this creed.