

CHANDLER HIGH SCHOOL CORPS OF CADETS



**INTEGRITY FIRST
SERVICE BEFORE SELF
EXCELLENCE IN ALL WE DO**

CADET GUIDE

Revised October 2024

CORPS HISTORY

AZ-862 was established at Chandler High School in July 1986, by Lt Colonel Charles Knight and Chief MSgt Ken Hill. He was followed by Major Bob Reynolds who subsequently closed the unit at CHS and moved it to Hamilton High School.

The current unit, AZ-20021, was established at Chandler High School in July 2002, by Lt Colonel Gary Dean Jones and MSgt Vernon Newton. AZ-20021 is currently led by Lt Colonel Gary Dean Jones and MSgt Scott A. Goodson.

AZ-20021 has received the Distinguished Unit Award 18 times; to include the coveted “With Merit” designation in all eligible years.

Both Lt Colonel Jones and MSgt Goodson have earned the AFJROTC Outstanding Instructor Award, with Merit.

CORPS EMBLEM



The “Mach II Wolf” is the unofficial emblem of the 8th Fighter Wing, Kunsan Air Force Base, Korea, home of the feared “Wolfpack” F-16 jet fighters. A modified version of the Mach II Wolf was selected as the Corps emblem to complement the Chandler High mascot, the Wolves.

FREEDOM CIRCLE

Freedom Circle, pictured on the front cover of this Cadet Guide, was dedicated on September 26, 2014 in conjunction with Chandler High School’s 100-year Anniversary Celebration.

Freedom Circle, the park located in front of Chandler High, was made possible by a donation from the Gary and Christine Jones Foundation. It is dedicated to Lt Colonel Gary Dean Jones and First Sergeant Eugene Lakatos. Both men served on Active Duty in the United States Armed Services, taught at Chandler High, and shared a passion for service to their country.

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INTRODUCTION

This cadet guide is designed to provide you with the pertinent information needed to succeed as a member of the Chandler High School AFJROTC Corps of Cadets. It will also answer many questions that you may have about various programs, activities, and opportunities within the Corps. It can only be helpful if it is used. Questions about the information contained in this guide should be directed to your chain of command.

MISSION

Develop citizens of character.

OBJECTIVES

The objectives of AFJROTC are to educate and train students in citizenship and life skills, promote community service, instill a sense of responsibility, and develop character and self-discipline through education and instruction in the Air Force's core values of Integrity First, Service Before Self, and Excellence In All We Do.

Integrity First: Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It is the moral compass; the inner voice; the voice of self-control; the basis for trust.

Service Before Self: Service Before Self tells us that professional duties take precedence over personal desires. Strive to be a servant leader, serve others before you serve yourself. At the very least, it includes the following behaviors:

- Rule following
- Respect for others
- Discipline and self-control
- Faith in the system

Excellence In All We Do: Excellence In All We Do directs us to develop a sustained passion for the type of continuous improvement and innovation that will propel us on an upward spiral of accomplishment and performance.

- True quality is embodied in the actions of people who take decisive steps to improve everything they do, every day.
- True quality is embodied in those who exemplify our core values.

Core values exist for all members of this unit. They are for all of us to read, to understand, to live by, and to cherish. They are much more than minimum standards. They remind us of what it takes to get the mission done. They inspire us to do our very best at all times. They are the common bond among all comrades in arms—the

glue that unifies the force and ties us to the great warriors and public servants of the past. Study the core values, understand them, follow them, and encourage others to do the same; be the example. AFJROTC will enable cadets to:

- Develop a high degree of strong morals, self-esteem, self-reliance, personal appearance, and leadership.
- Adhere to the values of integrity, service, and excellence.
- Increase their understanding of patriotism and responsibilities as United States citizens.
- Participate in community service activities.
- Expand their skills of critical thinking and problem solving, communication and collaboration, and creativity and innovation.
- Demonstrate military customs, courtesies, and traditions, and develop habits of order, discipline, and social skills.
- Acquire a broad-based knowledge of aerospace studies and leadership education.
- Strive to graduate from high school and prepare for college and careers in the 21st century.
- Cultivate a commitment to physical fitness and a healthy lifestyle.

We seek to produce leaders with a vision for tomorrow, citizens who ascribe to our core values of Integrity First, Service Before Self, and Excellence In All We Do. To that end, we seek to ensure that each graduate enters society with a unique combination of education and experience, athletic, academic, and ethical attributes. These experiences are largely intellectual and physical challenges. Meeting these challenges requires courage, dedication, responsibility, sacrifice, and stamina.

TRAINING PHILOSOPHY

Training is one of the key elements of professional development and advancement. The AFJROTC training philosophy is based on cadets training cadets.

Every upper classman and experienced cadet is duty and honor bound to offer outstanding training, especially by example, and every cadet trainee is expected to apply their very best effort at learning.

Freshmen: Learning to Follow

The freshmen experience in the Corps of Cadets prepares cadets for a lifetime of success. Here they learn the keys to academic excellence, learn how to be a successful cadet at Chandler High School, and push themselves beyond what they could have ever imagined.

Sophomores: Direct Leadership

Sophomores are directly responsible for turning freshmen into successful cadets. This hands-on experience teaches them how to teach others, to lead by example, and to take pride in the success of freshmen cadets.

Juniors: Indirect Leadership

Juniors run the Corps of Cadets. Junior cadets are responsible for oversight of both

freshmen and sophomore cadets, implementing plans from the senior class, and learning to guide a team throughout the year.

Seniors: Executive Leadership

Seniors are the commanders, mentors, and executive leaders of the Corps of Cadets. Senior cadets are responsible for planning corps activities, setting goals, and learning to direct teams of cadets to success. The senior year focuses on executive leadership, giving senior cadets the opportunity to establish policy, set rules, and determine the course of the organization for the year.

Academics

Academic excellence is our top priority. Our commitment is first and foremost to help cadets succeed as students. Cadets are exposed to a structured, disciplined environment that builds and encourages them to excel academically.

Leadership

Cadets have the opportunity to excel as leaders through participation in a values-based military and civilian leadership program. Cadets learn leadership in a military style environment that compliments their academic education and prepares them for a lifetime of success.

Friendship

The shared experience of the Corps of Cadets creates lifelong bonds. The Corps experience builds camaraderie and introduces cadets to a diverse section of the student body, many of whom will remain friends long after their days at Chandler High School.

The Corps of Cadets is a challenging environment that helps cadets leave high school prepared for whatever life holds.

Honor/Courage/Integrity/Discipline/Selfless Service

CADET HONOR CODE

The bedrock of moral and character education begins with a solid understanding and internalization of the Cadet Honor Code. Cadets are expected to understand and live by the Honor Code—to live an honorable life while helping others do the same.

“We will not lie, steal, or cheat, nor tolerate among us anyone who does.”

The AFJROTC Cadet Honor Code is a code that should mean many things to you as a student, citizen, and cadet. It means the pride of knowing your word is trusted implicitly. It means the respect you have for the property of others and the consideration you expect others to have for your personal achievements. It means the moral courage to confront those who have personal standards that fall below this minimum.

The purpose of the Honor Code is to build within the individual a fundamental sense of honor and intense dedication to live by the dictates of this sense of honor.

Attending to this code as a cadet will develop a spirit of honor that will remain with you for a lifetime.

The Honor Code requires a cadet to be honest in ALL activities. The Honor Code applies at ALL times, in ALL places, and in ALL situations. It is not a mere formality to be observed occasionally or when in uniform. Honorable conduct must be a continuous pattern of behavior—a lifestyle, 24/7!

Living by the Honor Code is a realistic and reasonable requirement. It does not demand meeting a unique set of standards. Its prescriptions are based upon ideals most Americans encounter in childhood. Our profession and community zealously hold these same values, and willful violations of those values result in serious consequences.

You should realize the Honor Code defines only a minimum standard of honesty. You should strive to maintain a set of personal values higher and broader than those established by the Honor Code.

The Honor Code will serve as a foundation for this set of values; however, truly effective leadership demands the highest standards of individual character and integrity.

High standards of honor must be maintained for effective leadership of today's communities and our Nation as a whole. The inexact or untruthful citizen trifles with the lives of his fellow men and with the honor of his government. We cannot afford to tolerate citizens unable or unwilling to respond to trust.

Aristotle contended that moral virtue is attained through habit. The Honor Code fosters an environment that promotes a habit of honorable conduct. This conduct is ultimately transformed into an inherent facet of life. Honorable behavior should become second nature, thereby guiding you to consistent honorable behavior throughout your lifetime.

The Honor Code is derived from the Army officers' "Code of Honor" of the late 1700's. This code was a broad commitment covering everything from chivalry to personal integrity. It became known as the "Gentlemen's Code" in 1802 and informally the cadet code of the United States Military Academy from its founding.

West Point Superintendent, Captain Sylvanus Thayer, formally established a cadet honor code between 1817 and 1833. Originally the code stated only, "A cadet is fundamentally honest and therefore accepted at his word." Over time, the code evolved into the simple pledge, "We will not lie, steal, or cheat."

In 1956, the United States Air Force Academy Cadet Wing adopted its version of the West Point Code after adding a toleration clause. Since 1956, the United States Air Force Academy Honor Code has not changed.

LIVE BY THE HONOR CODE

CADET CORPS PRIORITIES AND GOALS

The cadets of Unit AZ-20021 have two top priorities that fuel the accomplishment of Corps goals:

- Academics
- Service to school, community, and nation

The goals of Unit AZ-20021 are designed to serve as a guide for the Corps. These goals are established by the Cadet Corps Executive Committee, designed to emphasize what is important to individual cadets and the Cadet Corps as a whole. These goals are continuously monitored and updated by the Cadet Corps Executive Committee.

Cadet Impact Goals

- Achieve a 2.75 cumulative GPA for 30% of the Cadet Corps
- Maintain a minimum of 30 cadets in the Honor Guard class
- Cadets average 120 points on their Physical Fitness Test

School Impact Goals

- Obtain a minimum of 50 recruitment commitments from our middle school visits
- Graduate all seniors

Community Impact Goals

- Provide a minimum of 12 opportunities for cadets to perform community service
- Achieve an average of 12 community service hours per cadet

ORGANIZATION OF THE CADET CORPS

The organization of AZ-20021 will be in direct compliance with AFJROTC Operational Supplement, Chapter 1, dated 1 July 2023, and AFJROTCI 36-2010, Personnel, dated 1 June 2023.

Organizational structure will be determined by the total number of cadets enrolled in the program. Units with 250 or less will be organized as a Cadet Group. Units with 251 or more will be organized as a Cadet Wing. Our unit is currently organized as a

Cadet Group. Our future organizational structure will change as we continue to grow.

- Elements will consist of two or more cadets (including the element leader). A flight is comprised of two or more elements. A squadron is comprised of two or more flights. A group is comprised of two or more squadrons. A wing is comprised of two or more groups.
- The organizational structure must reflect the actual functions of the Corps with command, staff, and rank identified. The functional organization can be any logical form consistent with military organizational principles. The Commandant of Cadets may add appropriate positions within the Cadet Corps as required.
- Job descriptions are required for each Cadet Corps position. Titles and office symbols will conform to standard Air Force Policies. The Commandant of Cadets will develop a Unit Manning Document that clearly indicates structure and chain of command.

AZ-20021 CADET GROUP

In accordance with AFJROTC Operational Supplement, Chapter 1, dated 1 July 2023, and AFJROTCI 36-2010, Personnel, dated 1 June 2023. Unit AZ-20021 is structured and organized as a Cadet Group with six flights. The position titles, maximum grade/rank for each position, and total number of personnel authorized in each position are listed in the Unit Manning Document (UMD) as an attachment to this publication and posted on the official classroom bulletin board.

THE FLIGHT

The basic organizational unit of the Air Force is the Flight—a term that originated in flying units, signifying the basic tactical formation of aircraft. You will be assigned to one of six flights each associated with a specific class, each of which is led by a cadet known as the Flight Commander and a cadet known as a Flight Sergeant. Your Flight Commander and Flight Sergeant are competitively selected by a cadet board made up of the Cadet Corps Senior Staff. Your respective Flight Commander and Flight Sergeant are responsible for your training. If at any time you have any questions or concerns, you should feel free to ask your respective Flight Commander or Flight Sergeant.

CADET CORPS STAFFING AND ROTATION

The Senior Aerospace Science Instructor and the Commandant of Cadets will select the Cadet Corps Commander based upon the recommendation of the cadet corps senior staff. Subordinate commanders and key staff members required by the

organizational structure of the unit will be selected by the Cadet Corps Commander with selections approved by the Commandant of Cadets. The Cadet Corps Commander and key staff members will recommend cadets for remaining Cadet Corps positions to the Commandant of Cadets for approval.

- The Commandant of Cadets may award temporary grade/rank to cadets fulfilling specific positions within the Cadet Corps. Appropriate AFJROTC directives and the Commandant of Cadets will determine rank for these positions. All grades/ranks must be approved by the Senior Aerospace Science Instructor prior to taking effect.
- Cadet positions will normally be rotated at the end of each semester. However, the Commandant of Cadets may opt to keep specific positions held by the same cadet for the entire school year on a case-by-case basis.

COMMAND AND STAFF

Authority to exercise command within the Air Force JROTC unit is vested in the cadet officers and non-commissioned officers. Cadet officers and non-commissioned officers are expected to set the example and enforce all required standards.

Professional Officer Course (POC) cadet:

- Consists of upper classmen (Juniors/Seniors)
- Cadet officers (Cadet 2nd Lieutenant through Cadet Colonel) have clearly demonstrated their competence, dedication, maturity, and leadership abilities and must be recommended for officer status by the Commandant of Cadets and approved by the Senior Aerospace Science Instructor. Cadets lower in rank/grade are required to receive and obey all “lawful orders” from cadet officers. Insubordination on the part of lower ranking cadets will not be tolerated and will be subject to corrective action which may include additional training and placement on probation.

General Military Course (GMC) cadet:

- Consists of underclassmen (Freshmen/Sophomores)
- Cadet airmen (Cadet Airman Basic through Cadet Senior Airman) make up the majority of the Cadet Corps. It is a cadet airman’s responsibility to train and learn as much as possible about being an AFJROTC cadet in order to progress up the rank structure. Cadet airmen are responsible to the cadet officers and cadet non-commissioned officers appointed above them. Cadet airmen are expected to use the cadet chain of command to resolve issues and obtain Corps information.
- Cadet non-commissioned officers (Cadet Staff Sergeant through Cadet Master Sergeant) are assigned positions with specific responsibilities in

the management of Corps. Non-commissioned officers (NCOs) are the backbone of the entire Corps. They are required to assist cadet officers in accomplishing the overall mission of the unit. NCOs maintain appearance, discipline, conduct and the professional behavior of the General Military Course (GMC) cadets. Cadet NCOs who fail to discharge their responsibilities will be subject to corrective actions which may include additional training and placement on probation. Cadets of lower rank/grades must obey all lawful orders of a cadet NCO.

Reserve Cadet:

A Reserve Cadet is basically a cadet who cannot enroll in AFJROTC courses within the school and is in the AFJROTC program for the sole purpose of participating in co-curricular (after school) activities. To qualify as a Reserve Cadet, a student will meet one of the following criteria, with SASI concurrence:

- The student has completed the entire AFJROTC Academic Program at the school and cannot continue without duplicating curriculum courses.
- The student is currently enrolled in a 4 X 4 scheduled unit, has completed an AFJROTC course during Term #1 (the first semester), but is not participating in an AFJROTC course during Term #2 (second semester).
- The student is in a Traditional scheduled school, but cannot participate in the AFJROTC academic program for that particular year due to only duplicated courses being offered.
- The student must have been a cadet for at least one academic year (academic term for 4 X 4) prior to being considered for Reserve Cadet status.
- Reserve cadets may participate in all AFJROTC activities (community service, drill team, honor guard, etc.). Time in reserve status does not count toward the Certificate of Completion, nor do Reserve Cadets count toward minimum unit enrollment or unit funding. Reserve Cadets may retain their uniform for the entire academic year. The rules for Reserve Cadet participation will be outlined in the unit's Cadet Guide.

CHAIN OF COMMAND

The chain of command is established to accommodate all who desire to accomplish a task that is out of the ordinary or to seek redress or satisfactory termination of a grievance or an alleged miscarriage of justice. In other words, if you feel that you have not been given due consideration, have been treated unfairly, or somehow wronged and didn't receive a satisfactory response from those who could correct the situation, then the procedure is to go up the chain of command, one step at a time.

- For example, if you feel that your cadet supervisor will not listen to you or assist you in correcting a problem, use the chain of command until

you feel the situation or question has been corrected or answered to your satisfaction.

- Using the Cadet Organization chart, present your problem to each person in the position above you. Continue up to the next level on the chart until you feel your problem or question is dealt with in a satisfactory manner. Always let the person you are speaking with know that you want to go to the next level, if you so desire.
- If, after following these procedures, you still feel that you have not resolved your problem/grievance, then you may request to present your problem directly to the Commandant of Cadets.

COMMUNICATIONS WITH THE SENIOR AEROSPACE SCIENCE INSTRUCTOR

In the event a problem arises that cannot be addressed to everyone's satisfaction by the chain of command, you can discuss it with the Senior Aerospace Science Instructor personally. There is an open-door policy and input is welcome from any member of the Corps.

LOYALTY

Loyalty is a critical element within any successful organization. It is expected from every member of our organization and given freely in return. Loyalty is the basic ingredient for a spirit of unity. If you have disagreements or dislikes, air them within the chain of command. Outsiders form an opinion of an organization more quickly from what they hear from members of an organization than from any other source. You are entitled to have your opinion heard, but once a decision is made, we speak with one voice.

OPERATIONS ORDERS

Operations Orders are instructions for all scheduled events that are performed by members of the Cadet Corps. Operations Orders are posted on the partition adjacent to the classroom podium. All cadets are expected to check Operations Orders on a daily basis to ensure that they are prepared to fully participate in each respective event. If you have any questions concerning a scheduled event, contact your Flight Sergeant.

CADET PROMOTION SYSTEM

Cadet promotions occur in two categories, permanent and temporary.

PERMANENT RANK: All cadets are assigned a permanent rank commensurate with the number of AFJROTC years satisfactorily completed. Permanent ranks are awarded during the second semester of each year. Retention of permanent rank is contingent upon your academic performance and conduct/demeanor as determined by the Senior Aerospace Science Instructor and the Commandant of Cadets.

First year cadets are eligible for permanent promotion to Cadet Airman.

Second year cadets will start out the first semester as Cadet Airman First Class, then will be promoted to Cadet Senior Airman at the beginning of their second semester. Third year cadets will start out the first semester as Cadet Staff Sergeant and at the beginning of their second semester, if eligible, will be promoted to Technical Sergeant.

TEMPORARY RANK: Recommended by the Commandant of Cadets and approved by the Senior Aerospace Science Instructor for cadets appointed to specific positions and duties. Initial appointment to a specific position will be at an entry level rank in order to permit advancement to a higher rank, not to exceed the highest rank authorized by AFJROTC Operational Supplement, Chapter 1, dated 1 July 2023, and AFJROTCI 36-2010, Personnel, dated 1 June 2023. Cadets will revert back to their permanent rank once they no longer hold an assigned position unless they have successfully held their position for two semesters.

- In accordance with the Unit Manning Document (UMD) the maximum rank authorized for cadet positions are:
 - Group Commander – Cadet Colonel
 - Group Deputy Commander – Cadet Lt Colonel
 - Group Executive Officer – Cadet Captain
 - Honor Guard Commander – Cadet Colonel
 - Honor Guard Deputy Commander – Cadet Lt Colonel
 - Honor Guard Executive Officer – Cadet Captain
 - Kitty Hawk Commander – Cadet Colonel
 - Kitty Hawk Deputy Commander – Cadet Lt Colonel
 - Kitty Hawk Executive Officer – Cadet Captain
 - Command First Sergeant – Cadet Chief Master Sergeant
 - Flight Commander – Cadet Captain
 - Flight Sergeant – Cadet Staff Sergeant
 - Flight Element Leader – Cadet Senior Airman
- Higher ranks may be earned by direction of the Senior Aerospace Science Instructor based on exceptional cadet performance.

OFFICER RANK (Cadet 2nd Lieutenant – Cadet

Colonel): An officer rank is a sacred trust which imposes a high level of responsibility. There are two paths to earn a cadet officer position.

- Selection to a Corps staff position where rank is commensurate with level of position
- Selection for promotion due to time in grade
- For non-staff positions, a cadet must meet the following requirements:
 - Be in their Junior or Senior year with minimum of 1 year as a uniformed cadet
 - Currently maintain a GPA of 2.75 or higher
 - Enrollment in AP/IB or IEP will be taken into consideration
 - Attended the Cadet Leadership Course or an equivalent leadership program (e.g., Rotary Youth Leadership Awards or attain the Eagle Scout designation)
 - Participate in at least two Corps events every year
 - Must be in good standing within the Corps in the following areas:
 - Uniform wear
 - Grooming
 - Conduct (No adverse disciplinary actions from the school administration or Cadet Corps 90 days prior to consideration)
 - Permanent officer status will be awarded to cadets holding officer positions for two or more semesters. Exceptions are authorized at the discretion of the Senior Aerospace Science Instructor.

ENLISTED RANK (Cadet Airman – Cadet Staff

Sergeant): All cadets will start out with the rank of Airman and, provided cadets meet the following criteria, they will advance one grade per semester until they reach the grade of Staff Sergeant.

- Currently maintain a GPA of 2.00 or higher
- Enrollment in AP/IB or IEP will be taken into consideration
- Must be in good standing within the Corps in the following areas:
 - Uniform wear
 - Grooming
 - Conduct (No adverse disciplinary actions from the school administration or Cadet Corps 90 days prior to consideration)

ENLISTED RANK (Cadet Technical Sergeant – Cadet Chief Master Sergeant):

- Selection to Corps staff position; rank commensurate with level of position.
- To earn the rank of NCO (not in staff position), a cadet must meet the following requirements:
 - Currently maintain a GPA of 2.25 or higher
 - Enrollment in AP/IB or IEP will be taken into consideration
 - Must be in good standing within the Corps in the following areas:
 - Uniform wear
 - Grooming
 - Conduct (No adverse disciplinary actions from the school administration or Cadet Corps 90 days prior to consideration)

THE AFJROTC CADET UNIFORM

The first impression of a Corps is centered on uniform wear and personal appearance.

All cadets are required and expected to wear their issued uniform every Tuesday **for the entire school day**, with the exception of the physical fitness uniform, which will only be worn during your Wellness Program classes. Upon initial issue, you and your parents/guardians will be required to sign a uniform contract that details your responsibilities concerning the issued uniform items.

You will be taught how to wear and care for your uniforms during your Leadership Education classes and will be inspected each week on uniform wear day. There is no cost to you for your uniform items unless you lose or damage any item. You are expected to properly clean and care for each item that you are issued. Basically, if it's dark blue, dry clean only; if it's light blue, wash and iron. ABU's and OCP's can be laundered with washer/dryer. Uniform items are replaced as they wear out or you grow out of them; all issued uniform items will be turned in once you complete your time with AFJROTC.

- In the event that the assigned uniform day is a holiday, cadets will wear their uniform on the next AFJROTC class day.
- Cadets must be in uniform for the entire day, not doing so will be considered as not having worn the uniform at all on that particular day.
- Cadets who are absent on the prescribed day will be expected to wear their uniform on the next day that they attend AFJROTC class.
- As per your uniform wear contract, after your 3rd failure to wear your uniform on the prescribed day, you may be subject to disenrollment and will not be permitted to enroll in AFJROTC in subsequent semesters.
- Cadets are expected to exercise proper care with their issued uniform items. As such, lost and/or damaged uniform items will be assessed at

replacement cost.*

- Do not wash designated dry clean only items. This will ruin them and the cadet will be charged replacement cost for the item(s).
- Cadets are expected to take personal pride in the way they wear their uniform and must comply with all personal appearance standards set forth in Air Force Instruction 36-2903 and the AFJROTC Uniform and Awards Guide (Attachment 1 of this guide) at all times.

* Contact the AFJROTC cadre if there is a financial hardship.

UNIFORM INSPECTION

Cadet uniform inspections will be conducted every Tuesday, uniform wear day. The inspection will be conducted by the Flight Commander and recorded by the Flight Sergeant. The Flight Commander and Flight Sergeant will be inspected by the Commandant of Cadets. Major and minor discrepancies will be recorded in the following areas:

Major Discrepancies

- Missing name tag, belt, hat, or rank
- Does not meet grooming standards
- Dirty uniform
- Wrinkled uniform
- Shoes not shined

Minor Discrepancies

- Rank, name tag, or badges not aligned properly
- Cables
- Smeared belt buckle
- Pockets unbuttoned

First and foremost, inspection results will be used as a training tool to track improvements made by each cadet. Inspection results will also be reviewed and considered by cadet promotion and awards boards to aid in their decision process. At the end of each semester, inspection results will be reviewed by the Commandant of Cadets and the Senior Aerospace Science Instructor to determine the retention suitability of each cadet.

SALUTING AND REPORTING

Historical records indicate that Roman officials required people seeking audiences to show their right hand was free of weapons by raising their right hand. Knights of old raised their visors with their right hand when meeting a comrade in order to be

identified and to show their respect. In early American history the custom often times involved removing the hat which evolved to the modern hand salute that our Armed Forces use today as an exchange of greeting and an expression of respect.

Teacher's Assistants, along with Flight Commanders and Flight Sergeants, are primarily responsible for ensuring that all cadets know how and when to render a proper salute. The Leadership Education I textbook provides additional detailed information (Hint: the best way to perfect a hand salute is to practice in front of a mirror).

Reporting to the Senior Aerospace Science Instructor is an official occurrence. The reporting cadet is expected to comply with the reporting procedures outlined in the Leadership Education I textbook (p.49) that provides detailed information.

HONOR GUARD

The Chandler High School AFJROTC Cadet Honor Guard is a very prestigious cadet organization. Their mission is to serve the school, community, and nation through activities that include presenting national colors at district elementary and junior high schools as well as Chandler High School and civic/sporting events throughout the Valley, conducting reveille and retreat ceremonies, performing the POW/MIA table ceremony, mentoring and training elementary and junior high school students, parade events, and funeral honors while continually demonstrating their strong sense of pride, dedication, and purpose.

The Cadet Honor Guard is the Cadet Corp's most visible unit. They serve the school, the district, and local communities by providing an opportunity for the public to see the discipline, precision, and dedication to excellence that cadets learn through AFJROTC.

All cadets have the opportunity to be in the Honor Guard as it is a 7th hour class, Competitive Drill Team, AS 500 (½ elective credit per semester).

Honor Guard members should meet the following standards:

- Minimum 2.00 cumulative GPA
- No unexcused missed uniform days
- Demonstrated potential to accept additional responsibility
- No record of disciplinary action taken by the Corps, school, or community
- Demonstrated ability to maintain professional relationships
- Demonstrated individual initiative

KITTY HAWK HONOR SOCIETY (KHHS)

The Kitty Hawk Honor Society (KHHS) program is the official National Honors

Society of Air Force JROTC (AFJROTC) and Space Force JROTC (SFJROTC) and has three primary objectives:

1. Uphold high academic standards
2. Promote school and/or community service
3. Develop leadership skills

Membership Requirements: The members of the organization must be enrolled at Chandler High School as full-time students and must be registered for at least one Aerospace Science course during the school year.

All cadets enrolled in the AFJROTC program will be considered for an invitation to join Kitty Hawk Honor Society. An invitation to join will be extended only to those students of good character who earn a minimum academic grade of B in their Aerospace Science courses, are of good standing in the Corps, and possess a 3.00 Cumulative GPA on a 4.00 scale. The decision to extend or not extend an invitation, rests solely with the Senior Aerospace Science Instructor. Minimum grade standards must be achieved for the most recent grading period prior to induction.

ACADEMIC PROGRAMS/OPPORTUNITIES

AFJROTC is a 4-year program offered to Chandler High School students, grades 9-12. The curriculum includes Aerospace Science (AS), Leadership Education (LE), International Baccalaureate Career Path (IB/CP) and Wellness Program/ Physical Training (WP). All students receive elective credit toward graduation for successful completion of Aerospace Science courses. Each academic course consists of an AS component, an LE component, and a WP component.

Aerospace Science (AS) acquaints students with the elements of aerospace and the aerospace environment. It introduces the heritage of flight, aviation history, development of airpower, contemporary aviation, science of flight, human requirements of flight, space environment, space programs, space technology, aerospace industry, as well as cultural and global awareness. Aerospace Science is 40% of the AFJROTC curriculum. Reference your class syllabus for additional information.

Leadership Education (LE) develops leadership skills and acquaints students with the practical application of life skills. The leadership curriculum emphasizes discipline, responsibility, leadership, followership, citizenship, customs and courtesies, Cadet Corps activities, study habits, time management, communication skills, career opportunities, life skills, financial literacy, management skills, and drill and ceremonies. Leadership Education is 40% of the AFJROTC curriculum. Reference your class syllabus for additional information.

International Baccalaureate/Career Path (IB/CP)

The IB Career Related Program is a two-year block that takes place over a students' junior and senior years. Students must stay in their career area for both years and maintain good standing with their instructor. During their junior and senior years, students must take and test in a total of two 2 IB courses that can be any of the IB classes offered on campus, complete a Personal and Professional Skills test that includes work on a Reflective Project in their area of study as well as a language portfolio, and 50 community service hours over the two-year period. This program is designed to develop IB/CP students' critical thinking, intercultural understanding, communication, and personal development. It is suitable for students that are college bound as well as those wanting to get directly into the workforce after high school.

Wellness Program/Physical Fitness (WP) is the Corps' physical fitness program. It is AFJROTC policy that cadets be capable of participating in the school's standard physical education program as a condition for admission into the cadet corps. Both Title 10 USC and DODI 1205.13 reference the enrollment requirement of physically fit students.

The AFJROTC wellness program at Chandler High School is designed to develop leaders of character who are physically and mentally tough by engaging cadets in activities that promote and enhance a healthy lifestyle, physical fitness, movement behavior, and psychomotor performance. Wellness class (WP 100-400) will normally be held every Friday. Uniform for the Wellness Program class is the issued AFJROTC PT uniform. All students are required to "dress out" for their Wellness Program class in the prescribed uniform. The goal of the wellness program is to motivate cadets to lead active, healthy lifestyles beyond program requirements that continue into their adult lives. Focus is on individual base line improvements in each event to create an individual training/improvement plan. All cadets will be evaluated and graded on their 1-mile run time, as well as the number of pushups that they complete in 1 minute and the number of sit-ups that they complete in 1 minute. Cadets will be given the opportunity to put into practice the wellness concepts that are taught in their Leadership Education classes. The Wellness Program (WP) will comprise 20% of your overall class time. (Integrated into Aerospace Science)

All cadets will have the opportunity to earn the AFJROTC Physical Fitness Ribbon each semester. The fitness ribbon is earned by completing the physical fitness test consisting of a 1-mile run, sit- ups, and push-ups.

IMPORTANT NOTE: Successful completion of three semesters of AFJROTC fulfills the Chandler High School graduation requirement for PE (physical education).

Arizona Youth Leadership Conference

The Arizona Youth Leadership Conference (AZYLC) is an optional, very competitive, extracurricular program that teaches cadets aspects of citizenship and leadership in a highly structured and focused instructional environment. AZYLC is normally held during the second or third week of June at Arizona State University, West Campus. Students from several different schools representing Army, Navy, Marine Corps, and Air Force JROTC units throughout Arizona attend this 24-hour/5-day experience.

The Arizona Youth Leadership Conference has brought together exceptional high school students in Arizona each summer to learn and lead since 1991. Operating as one of more than 25 national Youth Leadership Conferences sponsored by the Military Order of the World Wars (a veterans' organization founded by World War I officers after their military service had ended to carry on the principles of freedom and democracy through service to the community).

AZYLC is the premiere youth leadership and patriotic education program in Arizona. This program is designed to enhance your high school education in history, civics & government and economics. Classes are taught by experienced professionals and conducted in an atmosphere and environment of higher learning. Team leaders, who have all been delegates and who are now leaders in their high schools and universities, facilitate small group activities throughout the conference that will challenge you and your group to apply the leadership lessons learned in class.

The National Association of Secondary School Principals (NASSP) has approved this program for the NASSP National Advisory List of Contests and Activities.

Four Star Leadership Summer Program

Four Star Leadership is a very competitive world-class summer leadership program that welcomes 70 of the top high school students from around the world to meet face-to-face with national and international leaders. The program offers a once in a lifetime opportunity, confronting students with practical leadership and ethical scenarios and challenging them to address them individually in a persuasive speech and writing competition, and collaboratively in an Ethics Bowl competition.

Students develop skills in team-building, persuasive writing, and collective problem solving. This is an extraordinary opportunity for high school students to learn, to enhance their leadership skills, and to potentially gain scholarships, internships and recommendations.

The program is built around the core principles of **CHARACTER**, **COMMON VISION**, **COMMUNICATION** and **CARING**. These principles form a platform of discovery for the next generation of America's leaders.

AFJROTC Flight Academy Scholarship

The Air Force is funding scholarships for AFJROTC cadets to attend private pilot training at public/private universities during the summer months. This scholarship program is a joint US Air Force and industry initiative intended to inspire and encourage high school students to pursue aviation careers. Cadets are selected through a competitive application process. The scholarship pays for round-trip airfare, room and board, collegiate academics, and flight hours required to become eligible to earn a Private Pilot's Certificate (PPC) through an in-residence program that is approximately eight (8) weeks long.

Each university hosting students is an independent organization and provides its own management and oversight for students and programs. Cadets will be engaged in an intensive academic flying training program and may have classes or flying training during weekend hours. Completion of the Private Pilot's Certificate (PPC) is singularly dependent on each student's academic and flying ability and the university's determination and judgment to recommend a student. Cadets who successfully complete the program and receive their Private Pilot's Certification may be eligible to join their local Civil Air Patrol (CAP) to maintain their flight currency at no cost to the cadet.

Applicant must be a current sophomore, junior, or senior AFJROTC cadet, be at least 17 years old by 15 July of the summer they would be attending flight training, must have a minimum overall fitness score of 75, must have a minimum cumulative unweighted GPA of 3.0 or better (on a 4.0 scale), and must complete the Aviation Qualification Test (AQT) that will be proctored by the Senior Aerospace Science Instructor or the Aerospace Science Instructor.

There is no military service commitment or obligation, nor does program completion justify acceptance to military service, ROTC scholarships, or military academy appointment.

Students must maintain GPA requirements to ensure admission to participating

universities. Applicants must have a "strong" interest in aviation and a "never quit" attitude.

CREDIT FOR GRADUATION

Aerospace Science is an elective course of instruction and ½ elective credit is awarded toward graduation for each semester successfully completed.

CERTIFICATE OF TRAINING

Certificate of Training is awarded for successful completion of 2 academic program years of AFJROTC.

CERTIFICATE OF COMPLETION

AFJROTC Certificate of Completion is awarded to cadets who have successfully completed 3 academic program years of AFJROTC.

IMPORTANT NOTE: Passing grades in *every* credit-granting period of AFJROTC constitutes successful completion of the AFJROTC Academic Program.

Cadets *may* be awarded certificates even if they do not graduate from high school since the certificate is based only on AFJROTC performance.

POST GRADUATION OPPORTUNITIES

Advanced Enlistment: In accordance with Department of Defense Instruction (DODI) 1205.13, Junior ROTC cadets who have received either a Certificate of Training or a Certificate of Completion may be eligible for enlistment at a higher grade. For specifics, check with your respective recruiter.

ROTC Course Credit: A student completing at least two years of JROTC may be entitled to credit in the Senior ROTC program. For specifics, check with the Senior Aerospace Science Instructor.

ROTC Scholarships and Service Academies: Because the cost of college is increasing annually, and many students don't have the financial resources to pay for it, an ROTC Scholarship or admission to a Service Academy can be a game changer for some highly qualified students.

Senior ROTC and the Service Academies can help overcome the financial hardships associated with college, and when complete, Senior Cadets graduate with a college degree, a military commission, and a guaranteed career—debt free.

An Air Force ROTC scholarship provides:

- Tuition
- Books and other school-type expenses
- Monthly stipend

In exchange for a paid college education and a guaranteed career right out of college, cadets commit to serve in the Air Force as a commissioned officer upon graduation. Along the way, cadets learn discipline, leadership, and skills to develop a finely tuned body and mind.

Are you ready to secure a better future for yourself? Here are some web sites that will provide you with online applications and information to assist you with your decision-making process; after all, it's your future you're investing in (Reference Attachment 11 of this guide for a month-by-month college planning checklist).

- Air Force ROTC (<https://www.afrotc.com/scholarships>)
- United States Air Force Academy (<http://www.usafa.af.mil>)
- United States Military Academy, West Point (<http://www.usma.edu>)
- United States Naval Academy, Annapolis (<https://www.usna.edu>)
- United States Coast Guard Academy (<http://www.cga.edu>)
- United States Merchant Marine Academy (<https://www.usmma.edu>)

CADET STANDARDS OF CONDUCT

Importance of Standards: The nature of the AFJROTC mission, as well as its high visibility within the school and the community, requires its members to adhere to higher standards than might normally be found among the student population.

Inappropriate Behavior: Inappropriate behavior, in or out of uniform, is prohibited while participating in AFJROTC. This behavior includes, but is not limited to, consuming alcohol, drug abuse, tobacco use, horseplay, public display of affection, fighting, disparaging remarks, insubordination, disrespect, verbal threats, physical attacks, hazing, and any type of bullying (mental, physical, cyber, etc.).

Requiring cadets to perform push-ups or any other physical activity as punishment or corrective behavior is also prohibited. These activities may only be performed as a part of the unit's physical training/wellness program.

COMPETITION AND COOPERATION

There is nothing wrong with being competitive; we all are, to different degrees. You are expected to do your very best every day. We are a team and you will be evaluated on how well you contribute to the team effort in reaching and exceeding our goals. There is no room for fear, resentment, or hostility in our Corps. Courtesy,

professionalism, and cooperation are the ideals by which we will develop a sense of teamwork to provide our school and community the best possible product we can deliver. I expect you to be fiercely loyal to each other, fully supportive, a family. We are team players and have little tolerance for those who are not.

CLEANLINESS

Efficiency and organizational pride improve with squared away spaces. As such, high standards of cleanliness will be maintained in all areas. This is everyone's responsibility that must be routine. Routine daily cleanup and routine daily inspections will contribute to operational efficiency and make our organization a better place to learn, study, and conduct training.

DISENROLLMENTS

Disenrollment from the AFJROTC program is recommended by the Senior Aerospace Science Instructor and approved by the principal. Disenrollment is a last resort preceded by substantiated documentation and corrective counseling involving unit cadet leadership, parents, school counselors, and administrators. This option is exercised when all other means of correction have been exhausted in order to maintain the morale and discipline of the unit.

Cadets may be disenrolled for the following:

- Failure to maintain acceptable standards, including uniform wear and grooming
- Inaptitude or indifference to training
- Disciplinary reasons
- Failure to remain enrolled in school
- Violation of any of the Zero Tolerance policies set forth below
- Any other reason deemed appropriate by the Senior Aerospace Science Instructor and the school Principal

ZERO TOLERANCE POLICIES

Note: If any parts of the following policies are not crystal clear, please ask for clarification. They are all “Zero Tolerance” policies with significant consequences should they be violated.

Alcohol, Tobacco, Drugs, and Weapons Policy

Unlawful use, possession, distribution, or sale of alcohol, tobacco, or drugs, or other illegal contraband will not be condoned or tolerated.

Carrying or possessing a weapon, or simulated weapon, of any type, on school grounds, will not be condoned or tolerated.

Equal Opportunity Treatment Policy

All cadets will be provided an equal opportunity to excel and succeed in all functions, activities, and aspects of the Cadet Corps. There will be no discrimination of any kind.

Fraternization Policy

Merriam-Webster defines fraternization as: associating or mingling as brothers or on fraternal terms; to be friendly or amiable. Although friendship and relationships between cadets are inevitable and encouraged, superior/subordinate relations must be maintained at all times. Difficulties are bound to arise when a superior becomes too friendly or familiar with a subordinate. As a cadet, superior in rank/grade or position, you must maintain a professional rapport between yourself and your subordinates. In effect, the relationship should be cordial but mutually respectful. Over-familiarity between superiors and subordinates can and will hinder overall mission accomplishment of the Corps. As a cadet officer or NCO you are responsible for cadets placed in your charge. Difficulties may arise if an old buddy image is presented to subordinates when assigning tasks or administering corrective action. Cadet officers and NCOs should not date or engage in intimate emotional or physical relations with subordinates. Members of the Cadet Corps Senior Staff should also refrain from this type of behavior with any member of the Corps. This will make your job as a supervisor harder to accomplish and could result in loss of rank/grade or position.

Public Display of Affection (PDA) Policy

Cadets are expected to conduct themselves in a professional manner at all times and will not engage in the following actions on campus or in a public setting while in uniform:

- Holding hands with girlfriend/boyfriend
- Kissing
- Sitting on laps
- Wrestling, or engaging in any type of horse play
- Walking or standing arm in arm, arm around waist, or arm around shoulders
- Any physical or verbal activity that might reflect unfavorably on the AFJROTC program (whether in uniform or not)

General Harassment Policy

Harassment, such as improper or abusive language, and coercion of lower-class

cadets for personal gain is strictly forbidden. Misuse of authority will not be condoned or tolerated.

Sexual Harassment Policy

The Air Force and Chandler High School explicitly condemn sexual harassment of students, faculty, and staff. Sexual harassment is unlawful and may subject those who engage in it to school sanctions as well as civil and criminal penalties. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature in the following context:

- When submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic standing
- When submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual
- When such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive working or academic environment

Reference your Student Handbook for additional information on the Chandler High School sexual harassment policy.

Bullying Policy

Bullying occurs over an extended period of time, and may include, but is not limited to, verbal, written/printed or graphic exposure to derogatory comments, extortion, exploitation, name calling, or rumor spreading either directly through another person or group or through cyberbullying; exposure to social exclusion or ostracism; physical contact including, but not limited to, pushing, hitting, kicking, shoving, or spitting; damage to or theft of personal property. Actions of this type will not be condoned or tolerated.

Cyberbullying Policy

Any act of bullying committed by use of electronic technology or electronic communication devices, social networking on school computers, networks, forums and making lists, or other District owned property, and by means of an individual's personal electronic media and equipment. Actions of this type will not be condoned or tolerated.

Hazing Policy

Hazing, defined as the practice of directing someone of lesser rank to perform a humiliating act which entails the surrender of dignity and self-respect or a hazardous act which exposes one to physical danger or bodily harm, is strictly forbidden. Requiring cadets to perform push-ups or any other physical activity as

punishment or corrective behavior is also forbidden. If you feel this policy is being violated in any way, you are honor bound to report it to the Commandant of Cadets or the Senior Aerospace Science Instructor immediately.

FREQUENTLY ASKED QUESTIONS (FAQs)

How are new cadets treated?

Very well. We assign cadet mentors to all new students. They can help students find classes, teach them how to wear their uniform correctly, meet other cadets, and learn basic customs and courtesies. Each cadet is assigned to a flight and it is the cadet's Flight Commander's responsibility to help each new cadet fit into the program. Additionally, we have tutoring programs and many other forms of assistance available upon request. Hazing is not permitted. Our staff is concerned about each cadet's wellbeing and progress, both within the school and the Corps. All cadets are treated as young adults until/unless their actions reflect otherwise.

When will I receive my uniform?

You will be issued a complete set of uniforms within the first four weeks of the semester. You are responsible for keeping the uniform clean and presentable. You will be required to sign a Uniform Wear Contract with specific requirements outlined and explained. You will be taught how to wear the uniform properly during your Leadership Education classes.

How much marching and drilling will I have to do?

Not as much as you might think. Unless you are a member of the Cadet Honor Guard the only exposure you will have to marching and drilling will be during your AFJROTC Leadership Education (LE) class time as the instructor directs. Learning to drill builds confidence and skill as well as the disciplined ability to focus.

Does the Air Force JROTC program include extracurricular activities?

Yes, and they are listed in your Cadet Guide. Chief among them is the Kitty Hawk Honor Society and the Cadet Honor Guard. All cadets will have the opportunity to become involved with community and civic action projects that make a difference while actually changing lives.

Am I expected to participate in any extracurricular activities?

Your FIRST and FOREMOST concern is attending classes and maintaining good grades. After this you may certainly want to examine some of the various activities sponsored by both Chandler High School and AFJROTC. We feel that there is something in our program of interest for everyone.

Can I participate in high school athletics while a member of the AFJROTC program?

Yes, absolutely. In fact, we encourage you to do so as long as you do not overload yourself. Remember, attending class and maintaining good grades is your #1 priority.

If I encounter academic or personal issues where can I turn for help?

The Senior Aerospace Science Instructor and the Commandant of Cadets have an open-door policy. This means that you may come to see them at any time about anything you need assistance with. They may recommend that you see your school counselor and/or recommend a course of action for you to consider; or, they'll simply listen. Help is available—all you have to do is ask.

Will I have the opportunity to visit military installations?

Yes. We realize the vast scope of the military is difficult to visualize in the classroom. Therefore, we provide the opportunity for cadets to visit military installations for a first-hand look at how these installations operate. Grades, teacher/parental permission and being a cadet in good standing are prerequisites. Cadets will be accompanied by experienced military members as guides and escorts as we visit Davis-Monthan Air Force Base during the spring semester.

Are there any summer training programs available?

Yes. The Arizona Youth Leadership Conference (AZYLC) is an optional, very competitive, extracurricular program that teaches cadets aspects of citizenship and leadership in a highly structured and focused instructional environment. AZYLC is normally held during the second or third week of June at Arizona State University, West Campus. Students from several different schools representing Army, Navy, Marine Corps, and Air Force JROTC units throughout Arizona attend this 24-hour/5-day experience.

Four Star Leadership Summer Program

Four Star Leadership Program is a very competitive, world-class summer leadership program that welcomes 70 of the top high school students from around the world to meet face-to-face with

national and international leaders. The program offers a once in a lifetime opportunity, confronting students with practical leadership and ethical scenarios and challenging them to address them individually in a persuasive speech and writing competition, and collaboratively in an Ethics Bowl competition.

Students develop skills in team-building, persuasive writing, and collective problem solving. This is an extraordinary opportunity for high school students to learn, to enhance their leadership skills, and to potentially gain scholarships, internships and recommendations.

The program is built around the core principles of CHARACTER, COMMON VISION, COMMUNICATION and CARING. These principles form a platform of discovery for the next generation of America's leaders.

UNIT SPONSORED AWARDS

1. Honor Flight of the Semester
2. Professional Officer Course (POC) Cadet of the Semester
3. General Military Course (GMC) Cadet of the Semester
4. Most Improved Cadets of the Semester (6)

Honor Flight of the Semester

The Honor Flight Program is a way to recognize the outstanding teamwork of all members of a flight. Each flight will compete against other flights to achieve the status of “Honor Flight of the Semester”. The Commandant of Cadets and the Cadet Senior Staff will determine the “Honor Flight of the Semester” using the below listed criteria.

- Academic Performance
- Uniform Wear
- Uniform Inspections
- Class Attendance
- Corps Event Involvement
- Disciplinary Actions

* Honor Flight of the Semester will be awarded at the Fall Dining Out and the Spring Awards Night Ceremony

* Nota Bene: The actions of an individual affect the entire flight

Professional Officer Course (POC) Cadet / General Military Course (GMC) Cadet of the Semester

These awards are presented to the cadet officer and noncommissioned officer who exemplifies the “best of the best”. These individuals lead by example as outstanding cadets, students, and citizens, who take the initiative to constantly step up to the challenge, academically, socially, within the community, and actively within the Cadet Corps. The Cadet Senior Staff will select and the Commandant of Cadets will approve the Professional Officer Course (POC) Cadet and the General Military Course (GMC) Cadet of the Semester using the below listed criteria.

- Academic Performance
- Uniform Wear
- Uniform Inspections
- Class Attendance
- Corps Event Involvement
- Disciplinary Actions

Most Improved Cadets of the Semester

This award is presented to the most improved cadet of the semester from each flight. The Cadet senior Staff will select and the Commandant of Cadets will approve the Most Improved Cadets of the Semester using the below listed criteria.

- Academic Performance
- Uniform Wear
- Uniform Inspections
- Class Attendance
- Corps Event Involvement
- Disciplinary Actions

Lieutenant Colonel Gary Dean Jones/Chandler Rotary Scholarship

The recipient must:

- Rank in the top 5% of the cadet corps
- Rank in the top 15% of the respective high school year group
- Be of high moral character with strong positive convictions
- Demonstrate the highest personal and professional ethical standards
- Demonstrate outstanding personal and professional appearance, grooming and posture
- Demonstrate outstanding military bearing and conduct
- Demonstrate strict adherence to military discipline
- Demonstrate consistent initiative, sound judgment, self-confidence, and courtesy
- Be active in cadet corps activities

Master Sergeant Jim and Vivian Goodson Memorial Scholarship

The recipient must:

- Exhibit outstanding qualities in military leadership, discipline, character, and citizenship
- Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation
- Display courteous demeanor
- Possess strong family values
- Plan to attend college or enlist in the US armed forces.

CADET JOB DESCRIPTIONS

Cadet Corps Commander (AZ-20021/CCC) is responsible for:

- Command and control of the Cadet Corps using staff officers and subordinates

- Identifying and establishing Cadet Corps priorities and goals toward mission accomplishment
- The appearance, discipline, efficiency, morale, training, and conduct of the Cadet Corps
- Planning, coordinating, and executing all Cadet Corps activities
- Ensuring the effective and efficient use of facilities and resources
- Ensuring all members of the Cadet Corps have the opportunity to develop leadership commensurate with their individual abilities
- Coordinating/meeting with the Commandant of Cadets
- Providing direct supervision to the Cadet Corps Senior Staff
- Conducting weekly Senior Staff meetings
- Conducting bi-weekly Corps Standup meetings
- Convening and presiding over Cadet Corps boards as directed by the Commandant of Cadets
- Providing monthly performance feedback to members of the Cadet Corps Senior Staff
- Submit recommendations for promotions, awards, and leadership positions and/or changes to the Commandant of Cadets
- Performing other duties as assigned by the Commandant of Cadets

Cadet Corps Special Assistant (AZ-20021/CCSA) is held by a cadet who has been rotated from the position of Cadet Corps Commander. Duties are as assigned by the Commandant of Cadets.

Cadet Corps Deputy Commander/Inspector General (AZ-20021/CCDC/IG) is responsible for:

- Command of the Cadet Corps in the absence of the Cadet Corps Commander
- Administration of the Cadet Corps
- Supervising all officers and ensuring their responsibilities are fulfilled
- Coordinating with the Cadet Corps Commander
- Attending weekly Senior Staff meetings

- Attending bi-weekly Corps Standup meetings
- Performing annual self-inspections using the AFJROTC Self-Assessment Checklist and reporting the results at the Senior Staff meeting
- Performing other duties as assigned by the Cadet Corps Commander

Cadet Corps Executive Officer (AZ-20021/CCXO) is responsible for:

- Providing guidance, direction, training, and feedback to all Flight Commanders
- Tracking Cadet Corps goal accomplishment
- Attending weekly Senior Staff meetings
- Attending bi-weekly Corps Standup meetings
- Developing and coordinating weekly Senior Staff meeting agenda
- Coordinating agenda accomplishment and recording and publishing meeting minutes
- Performing other duties as assigned by the Cadet Corps Commander

Cadet Corps First Sergeant (AZ-20021/CC1SG) is responsible for:

- Providing guidance, direction, training, and feedback to all Flight Sergeants
- Supervision of cadets on campus to ensure cadets are in compliance with standards
- Enforcing proper uniform wear by all cadets
- Ensuring all facilities are kept under the proper standard of cleanliness
- Preparing a corps-wide weekly quiz using the CPS system
- Attending weekly Senior Staff meetings
- Attending bi-weekly Corps Standup meetings
- Overseeing the discipline of the Cadet Corps
- Performing other duties as assigned by the Cadet Corps Commander

Cadet Corps Flight Commander (AZ-20021/CCFltC) is responsible for:

- Maintaining the appearance, discipline, efficiency, training, and conduct of the flight as outlined in the Classroom Procedures

Checklist

- Conducting uniform inspection
- Planning and coordinating activities within the flight
- Recommending top cadets within the flight for promotions, awards, recognition, and leadership positions
- Providing counseling, assistance, and feedback to all flight members
- Ensuring the Flight Sergeant is capable of assuming control of the flight in the Flight Commander's absence
- Attending bi-weekly Corps Standup meetings
- Briefing all flight members on topics covered at the Corps Standup
- Performing other duties as assigned by the Cadet Corps Executive Officer

Cadet Corps Flight Sergeant (AZ-20021/CCFltSG) is responsible for:

- Assisting the Flight Commander in maintaining the appearance, discipline, efficiency, training, and conduct of the flight as outlined in the Classroom Procedures Checklist
- Taking control of the flight in the absence of the Flight Commander
- Signing out/in textbooks requested by flight members
- Ensuring accountability and condition of all flight textbooks
- Recording results of uniform inspection
- Planning and coordinating activities within the flight
- Training Element Leaders to assume the duties of the Flight Sergeant
- Ensuring the detachment area, to include the classroom and outside surrounding area, is kept clean and in good order as prescribed by the Cadet Corps First Sergeant
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Flight Commander and Cadet Corps First Sergeant

Cadet Corps Element Leader (AZ-20021/CCEL) is responsible for:

- Ensuring their element has completed all academic responsibilities
- Keeping their element quiet during the instruction period
- Performing other duties as assigned by the Flight Sergeant or Flight Commander

Cadet Corps Recruiting and Retention Officer (AZ-20021/CCRRO) is responsible for:

- Planning and coordinating recruiting visits to feeder schools
- Planning and coordinating campus recruiting events
- Conducting activities and events designed to promote retention in the Cadet Corps
- Supervising and training the Recruiting and Retention Monitor
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Deputy Commander

Cadet Corps Recruiting and Retention Monitor (AZ-20021/CCRMR) is responsible for assisting the Cadet Corps Recruiting and Retention Officer in:

- Planning and coordinating recruiting visits to feeder schools
- Planning and coordinating campus recruiting events
- Conducting activities and events designed to promote retention in the Cadet Corps
- Attending bi-weekly Corps Standup meetings
- Performing duties as assigned by the Cadet Corps Recruiting and Retention Officer

Cadet Corps Awards and Decorations Officer (AZ-20021/CCADO) is responsible for:

- Assisting the Commandant of Cadets in planning, coordinating, and conducting the annual Cadet Awards Night ceremony
- Reviewing criteria and establishing cadet eligibility for each award, decoration, and badge available listed in the Cadet Guide
- Posting awards and decorations received by cadets in each respective cadet personnel file
- Ensuring all awards, badges, and decorations are received by cadets as they are awarded and replacement of lost, worn-out, or damaged ribbons and ribbon racks

- Supervising and training the Awards and Decorations Monitor
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Deputy Commander

Cadet Corps Awards and Decorations Monitor (AZ-20021/CCADM) is responsible for assisting the Cadet Corps Awards and Decorations Officer in:

- Assisting the Commandant of Cadets in planning, coordinating, and conducting the annual Cadet Awards Night ceremony
- Reviewing criteria and establishing cadet eligibility for each award, decoration, and badge available listed in the Cadet Guide
- Posting awards and decorations received by cadets in each respective cadet personnel file
- Ensuring all awards, badges, and decorations are received by cadets as they are awarded and replacement of lost, worn-out, or damaged ribbons and ribbon racks
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Awards and Decorations Officer

Cadet Corps Logistics Officer (AZ-20021/CCLO) is responsible for:

- Assisting the Commandant of Cadets in accomplishment of inventory, issue, receipt, ordering, turn-in, and cleaning of all cadet uniforms
- Providing guidance to the cadet corps on supply procedures
- Coordinating logistical support
- Supervising and training the Logistics Monitor
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Deputy Commander

Cadet Corps Logistics Monitor (AZ-20021/CCLM) is responsible for assisting the Cadet Corps Logistics Monitor in:

- Assisting the Commandant of Cadets in accomplishment of

inventory, issue, receipt, ordering, turn-in, and cleaning of all cadet uniforms

- Providing guidance to the cadet corps on supply procedures
- Coordinating logistical support
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Awards and Decorations Officer

Cadet Corps Public Affairs/Comptroller Officer (AZ-20021/CCPACO) is responsible for:

- Recording all service hours for all Cadet Corps events in WINGS
- Overseeing and recommending changes for the Corps' website
- Providing all cadet corps photographic services
- Ensuring all cadets have paid for and turned in all funds pertaining to Corps- sponsored events
- Reporting to the Corps on the Student Activity Fund on a monthly basis
- Assisting the Commandant of Cadets with anything relating to Corps funds
 - Supervising and training the Public Affairs/Comptroller Monitor
 - Attending bi-weekly Corps Standup meetings
 - Performing other duties as assigned by the Cadet Deputy Corps Commander

Cadet Corps Public Affairs/Comptroller Monitor (AZ-20021/CCPACM) is responsible for assisting the Cadet Corps Public Affairs/Comptroller Officer in:

- Recording all service hours for all Cadet Corps events in WINGS
- Overseeing and recommending changes for the Corps' website
- Providing all cadet corps photographic services
- Ensuring all cadets have paid for and turned in all funds pertaining to Corps- sponsored events
- Reporting to the Corps on the Student Activity Fund on a monthly basis
- Assisting the Commandant of Cadets with anything relating to Corps funds

- Attending bi-weekly Corps Standup meetings
- Performing duties as assigned by the Cadet Corps Public Affairs/Comptroller Officer

Cadet Corps Physical Fitness Officer (AZ-20021/CCPFO) is responsible for:

- Conducting the cadet physical fitness program on a weekly basis
- Developing an operations order for each weekly PT session to be approved/signed by the Commandant of Cadets and posted no later than the first day of the execution week
- Coordinating and organizing physical fitness events for the Cadet Corps
- Coordinating with flight Physical Fitness Monitors for weekly workouts
- Monitoring physical fitness progress and goal achievement for the Cadet Corps
- Recording all cadet evaluation results in Wings Mass assessment module
- Keeping the Cadet Corps abreast of current health awareness information
- Supervising and training all flight Physical Fitness Monitors
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Deputy Corps Commander

Cadet Corps Physical Fitness Monitor (AZ-20021/CCPFM) is responsible for assisting the Cadet Corps Physical Fitness Officer in:

- Conducting a voluntary cadet physical fitness program on a weekly basis
- Coordinating and organizing physical fitness events for the Cadet Corps
- Coordinating with Physical Fitness Officer for weekly workouts
- Monitoring physical fitness progress and goal achievement for the Cadet Corps
- Keeping the Cadet Corps abreast of current health awareness information
- Performing other duties as assigned by the Cadet Corps Physical Fitness Officer

Cadet Corps Projects Officer (AZ-20021/CCPO) is responsible for:

- Coordinating, organizing, and conducting all major events and activities as determined and assigned by the Cadet Corps Senior Staff
- Creating/following through with Operations Orders pertaining to all overseen events
- Providing regular updates to the Cadet Corp Senior Staff through the Cadet Deputy Corps Commander
- Developing a marketing/advertising plan designed to encourage maximum attendance/involvement
- Keeping in contact with both the Cadet Corps Senior Staff and Commandant of Cadets for updates on any upcoming events
- Holding after-action meetings with all pertinent personnel and reviewing event performance
- Coordinating with the Cadet Corps Public Affairs/Comptroller Officer to ensure effective and efficient use of all available resources
- Supervising and training all Project Monitors
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Deputy Corps Commander

Cadet Corps Projects Monitor (AZ-20021/CCPM) is responsible for assisting the Cadet Corps Projects Officer in:

- Coordinating, organizing, and conducting all major events and activities as determined and assigned by the Cadet Corps Senior Staff
- Creating and following through with all Operations Orders pertaining to all overseen events
- Developing a marketing/advertising plan designed to encourage maximum attendance/involvement
- Holding after-action meetings with all pertinent personnel and reviewing event performance
- Coordinating with the Cadet Corps Public Affairs/Comptroller Officer to ensure effective and efficient use of all available resources
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Projects Officer

Cadet Corps Honor Guard Commander (AZ-20021/CCHGC) is responsible for:

- The appearance, discipline, efficiency, training, and conduct of the Cadet Corps Honor Guard
- Recruiting and retention of Honor Guard members
- Ensuring Honor Guard schedules with complete teams are formed for every reveille, retreat, and other ceremony as determined by the Commandant of Cadets
- Conducting inspections of Honor Guard members for compliance with uniform and personal appearance standards
- Commanding, training, and execution of the POW/MIA table ceremony
- Planning and coordinating all parades and ceremonies
- Ensuring daily reveille and retreat ceremonies at Freedom Circle and Warrior Hall are conducted
- Initiates and supervises all Awareness Program Team activities as assigned by the Commandant of Cadets
- Training and ensuring the Cadet Corps Deputy Honor Guard Commander can take control of the Honor Guard in the commander's absence
- Attending weekly Senior Staff meetings
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Commander

Cadet Corps Deputy Honor Guard Commander (AZ-20021/CCDHGC) is responsible for:

- Command of the Cadet Corps Honor Guard in the absence of the Cadet Corps Honor Guard Commander
- Administration of the Cadet Corps Honor Guard
- Coordinating with the Cadet Corps Honor Guard Commander
- Supervising and training the Cadet Corps Honor Guard NCOIC
- Assisting in supervising and training the Cadet Corps Honor Guard
- Attending weekly Senior Staff meetings

- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Honor Guard Commander

Cadet Corps Honor Guard Executive Officer (AZ-20021/CCHGXO) is responsible for:

- Assisting in the administration of the Cadet Corps Honor Guard
- Ensuring that Operations Orders are posted for all official Cadet Corps Honor Guard activities/events in a timely manner
- Ensuring that all cadets assigned to an Operations Order are prepared for and signed the Operations Order
- Ensuring timely/accurate completion of individual cadet event participation
- Coordinating with the Cadet Corps Honor Guard Commander
- Assisting in supervising and training the Cadet Corps Honor Guard
- Attending weekly Senior Staff meetings
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Honor Guard Commander

Cadet Corps Honor Guard NCOIC (AZ-20021/CCHGNCOIC) is responsible for:

- Assisting in the administration of the Cadet Corps Honor Guard
- Coordinating with the Cadet Corps Honor Guard Commander
- Assisting in supervising and training the Cadet Corps Honor Guard
- Maintaining and tracking all uniform and logistical items for the Cadet Corps Honor Guard
- Attending bi-weekly Corps Standup meetings
- Performing other duties as assigned by the Cadet Corps Honor Guard Commander and the Cadet Corps Deputy Honor Guard Commander

- **Cadet Corps Kitty Hawk Commander (AZ-20021/CCKHC)** is

responsible for:

- Identifying and establishing Kitty Hawk priorities and goals
- Planning, coordinating, and executing all Kitty Hawk activities
 - Overseeing the After School Training/Tutoring Program
 - Attending weekly Senior Staff meetings
 - Attending bi-weekly Corps Standup meetings
 - Ensuring all active Kitty Hawk members are contributing to the stated goals and priorities
 - Providing the Senior Staff regular updates on Kitty Hawk activities
 - Soliciting community service opportunities for Kitty Hawk

Cadet Corps Kitty Hawk Deputy Commander (AZ-20021/CCKHDC) is responsible for:

- Attending bi-weekly Corps Standup meetings
- Coordinating with the Cadet Corps Kitty Hawk Commander
- Coordinating, organizing, and conducting all Kitty Hawk events and activities as determined by the Kitty Hawk Executive Committee
- Soliciting community service opportunities for Kitty Hawk
- Organizing and directing JLAB competitions
- Overseeing the After School Training/Tutoring Program

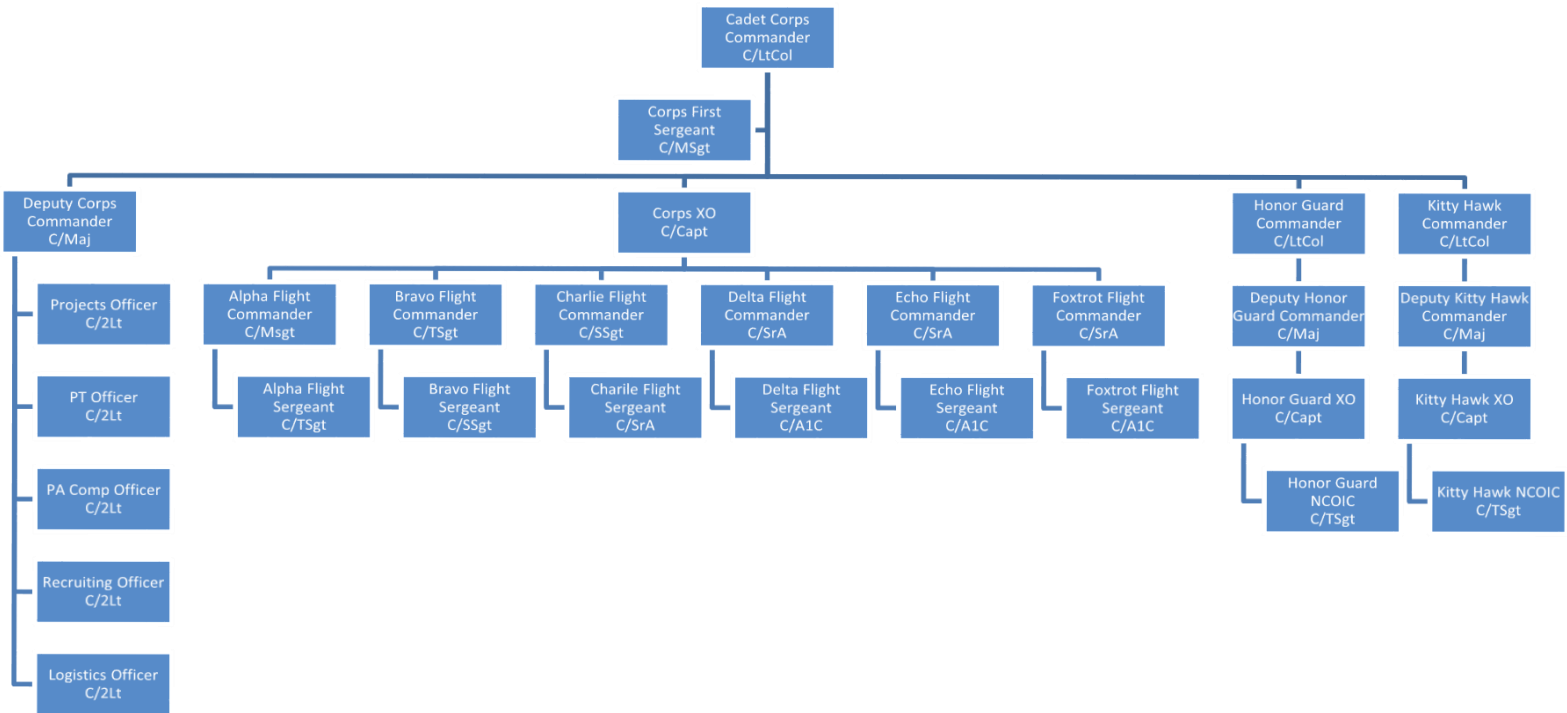
Cadet Corps Kitty Hawk Executive Officer (AZ-20021/CCKHXO) is responsible for:

- Attending bi-weekly Corps Standup meetings
- Attending and taking photos of all Kitty Hawk events and forwarding to Cadet Corps Public Affairs Officer
- Ensuring all service hours are recorded and forwarded to the Cadet Corps Public Affairs Officer
- Soliciting community service opportunities for Kitty Hawk
- Conducting the After School Training/Tutoring Program

Cadet Corps Kitty Hawk NCOIC (AZ-20021/CCKHNCOIC) is responsible for:

- Attending bi-weekly Corps Standup meetings
- Researching and constructing the Weekly Current Events Quiz
- Soliciting community service opportunities for Kitty Hawk
- Assisting/conducting the After School Training/Tutoring Program

Chandler Cadet Corps Organizational Chart



UNIT MANNING DOCUMENT

UNIT AZ-20021 Cadet Group

| <u>Function</u> | <u>Position Title</u> | <u>Maximum Grade</u> | <u>Authorized</u> |
|-----------------|-----------------------|----------------------|-------------------|
| Commander (CC) | Cadet Corps Commander | Cadet Colonel | 1 |
| | Deputy Commander | Cadet Lt Colonel | 1 |
| | Executive Officer | Cadet Major | 1 |
| | First Sergeant | Cadet MSgt | 1 |
| Honor Guard | Commander | Cadet Lt Colonel | 1 |
| | Deputy Commander | Cadet Major | 1 |
| | Executive Officer | Cadet Captain | 1 |
| | NCOIC | Cadet MSgt | 1 |
| Kitty Hawk | Commander | Cadet Lt Colonel | 1 |
| | Deputy Commander | Cadet Major | 1 |
| | Executive Officer | Cadet Captain | 1 |
| | NCOIC | Cadet MSgt | 1 |
| Squadron | Commander | Cadet Lt Colonel | 2 |
| Flight | Flight Commander | Cadet Major | 6 |
| | Flight Sergeant | Cadet MSgt | 6 |
| | Flight Guide | Cadet SSgt | 6 |
| Element | Element Leader | Cadet SSgt | 18 |

WARRIOR KNOWLEDGE

HISTORY OF AFJROTC

The Junior ROTC program began in 1911 in Cheyenne, Wyoming. The originator of this idea was Army Lieutenant Edgar R. Steevers, assigned the duty of inspector-instructor of the organized military of Wyoming. The National Defense Act of 1916 authorized a junior course for non-college military schools, high schools, and other non-preparatory schools; the Army implemented Junior ROTC in 1916. Public Law 88-647, commonly known as the Reserve Officer Training Corps Vitalization Act of 1964, directed the secretaries of each military service to establish and maintain Junior ROTC units at public and private secondary schools which apply for and are eligible according to the regulations established by each secretary. Such schools must provide a course of military instruction not less than 3 years in length as prescribed by the military department concerned.

With a modest beginning of 20 units in 1966 Air Force Junior Reserve Officer Training Corps (AFJROTC) has grown to 829 high schools throughout the world, including units located in the Department of Defense Schools in Europe, the Pacific and Puerto Rico. Junior ROTC enrollment worldwide includes over 121,000 cadets. Only boys were allowed as cadets in 1966, but Public Law 93- 165 amended the requirement that a Junior ROTC unit have a minimum number of physically fit male students, thus allowing female students to count toward the minimum students needed for a viable unit. In 1972 the enrollment included 2,170 females making up 9% of the corps. Since then the number of females has increased to over 36% of the cadet corps.

The AFJROTC program provides citizenship training and an aerospace science program for high school youth. Enrollment in the AFJROTC program is open to all young people who are in grades 9-12, physically fit, and are United States citizens. Host schools are selected upon the basis of fair and equitable distribution throughout the nation. Retired Air Force commissioned and noncommissioned officers who are full-time faculty members of the participating high school and employed by the local school board teach AFJROTC classes.





The Air Force Emblem

The stripes are drawn with great angularity to emphasize swiftness and power, and they are divided into six sections, which represent the Air Force's core competencies-aerospace superiority, global attack, rapid global mobility, precision engagement, information superiority, and agile combat support. In the symbol's lower half, the sphere within the star represents the globe, which reminds us of our challenges as a worldwide expeditionary force. The star's five points represent the components of our force-our active-duty, civilians, guard, reserve, and retirees. The star is framed with a diamond and two trapezoids, which represent the Air Force's Core Values-integrity first, service before self, and excellence in all we do. The two elements come together to form one symbol that presents two powerful images—it is both an eagle, the emblem of our nation, and a medal, representing valor in service to our nation. Airmen may use the Air Force symbol on personal items. Although it is used as trademark on variety of official marketing goods, it may not be used for unauthorized endorsements, retail sales, or advertisement without Air Force approval.

AIR FORCE SONG

Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come zooming to meet our thunder,
At 'em boys, Give 'er the gun! (Give 'er the gun now!)
Down we dive, spouting our flame from under,
Off with one helluva roar!
We live in fame or go down in flame. Hey!
Nothing'll stop the U.S. Air Force!

Additional verses:

Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of men blasted the world asunder;
How they lived God only knew! (God only knew then!)
Souls of men dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before And bombers galore. Hey!
Nothing'll stop the U.S. Air Force!

Bridge: "A Toast to the Host"

Here's a toast to the host
Of those who love the vastness of the sky,
To a friend we send a message of his brother men who fly.
We drink to those who gave their all of old,
Then down we roar to score the rainbow's pot of gold.
A toast to the host of men we boast, the U.S. Air Force!

Zoom!

Off we go into the wild sky yonder, Keep the wings level and true;
If you'd live to be a grey-haired wonder
Keep the nose out of the blue! (Out of the blue, boy!)
Flying men, guarding the nation's border,
We'll be there, followed by more!
In echelon we carry on. Hey!
Nothing'll stop the U.S. Air Force!

I AM THE FLAG OF THE UNITED STATES OF AMERICA

I am the flag of the United States of America
My name is "Old Glory"
I fly atop the world's tallest buildings
I stand watch in America's halls of justice
I fly majestically over institutions of learning I
stand guard with power in the world
Look up and see me

I stand for peace, honor, truth, and justice I
stand for freedom
I am confident I
am arrogant
I am proud
When I am flown with my fellow banners
My head is a little higher
My colors a little truer I
bow to no-one

I am recognized all over the world I
am honored—I am saluted
I am loved—I am revered
I am respected—I am feared

I have fought in every battle of every war for more than 200 years
I was flown at Valley Forge
Gettysburg, Shiloh, and Appomattox I
was there at San Juan Hill,
The trenches of France, In
the Argonne Forest,
Anzio, Rome, and the beaches of Normandy
Guam, Okinawa, Korea, and Khe Shan,

Saigon, Vietnam know me—I was there
I led my troops; I was dirty, battle-worn, and tired, But
my soldiers cheered me and I was proud
I have been burned, torn, and trampled on in the streets of countries I have helped set free.
It does not hurt for I am invincible.
I have been soiled upon, burned, torn, and trampled in the streets of my country, And
when it's done by those whom I've served in battle—it hurts.
But I shall overcome—for I am strong.

The Hero Code by Admiral William H. McRaven (U.S. Retired)

1. I will always strive to be COURAGOUS; to take one step forward as I confront my fears.
2. I will work to be HUMBLE; to recognize the limits of my intellect; my understanding,

and my power.

3. I will learn to SACRIFICE by giving a little of my time, my talent, and my treasure to those in need.
4. I will be a person of INTEGRITY; every decision I make and every action I take will be moral, legal, and ethical.
5. I will be kind and COMPASSIONATE to at least one person every single day and expect nothing in return.
6. I will never give up on matters that are important to me, my family, my country, or my faith. I will PERSEVERE.
7. Whatever job I am given, whatever DUTY I am bound by, I will do it to the best of my ability.
8. I will use my unique talents to inspire others and give them HOPE that tomorrow will be a better day.
9. I will use HUMOR to comfort others, and never be afraid to laugh at myself.
10. No matter how great or small the offense against me, I will try to FORGIVE. I will be the victor, not the victim.

Be the hero we need you to be---live the Hero Code.

The 7 Habits of Highly Effective People

1. BE PROACTIVE—You are the “Force,” make it happen, or someone else will.
2. BEGIN WITH THE END IN MIND—Control your own destiny or someone else will.
3. PUT FIRST THINGS FIRST—Will and Won’t power; set your own priorities or someone else will.
4. THINK WIN-WIN—Life is an “all-you-can-eat” buffet; share.
5. SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD—learn to listen.
6. SYNERGIZE—work as a team.
7. SHARPEN THE SAW—It’s “Me Time;” take care of yourself—no-one else will.

People Can Be Divided Into Six Groups

1. Those who make things happen
2. Those who watch things happen
3. Those who wonder what happened
4. Great people discuss ways of changing events
5. Mediocre people discuss events changing
6. And the rest of the people discuss other people

It's Your Choice

This is what you must believe if you choose to lead a successful life; it's all about attitude.

Our goal: Defy the limits of physical and mental endurance!!

I persevere and thrive on adversity.

My Nation expects me to be physically harder and mentally stronger than my adversaries.

If knocked down, I will get up every time.

I will draw on every remaining ounce of strength to protect my teammates and to accomplish the mission.

I am never out of the fight.

I will never quit.

Standards of Courage

By: Lt Col Aaron Burgstein

The other day at lunch I saw something that really stuck with me. A colonel excused himself from his dining companions for a moment and went over to an Airman at another table. Discretely, he corrected her on improper wear of the uniform.

Is this something to be concerned about? Is this what leaders should take their time to do? The answer is yes. He corrected something the moment he saw it was wrong. It doesn't matter that it was something as seemingly trivial as the improper wear of the uniform. It's our duty as Airmen and especially as leaders, to correct things that are wrong - from simple uniform items to multi-million-dollar budgets - and everything in-between. It's a combination of excellence and integrity.

To put it more concretely, as I sit writing this in an airport gate area, awaiting my maintenance delayed flight, I sure hope someone is watching and correcting the mechanics fixing my jet.

In addition to integrity, it also took courage to correct that Airman. Sure, some might argue that as a senior officer, one should feel secure in correcting a lower-ranking person. In this case, rank doesn't matter. It takes moral courage to walk up to someone you don't know and tell them they're doing something wrong. Odds are, you're not making an instant friend and you're going to cause some hurt feelings.

It a responsibility all supervisors share. I knew of a supervisor who would not give feedback, or at least honest feedback, because once when he did so, the person he was trying to help started crying. I've known of others who just didn't take the time to correct seemingly minor infractions such as hair, uniforms or weight. The problem is that those seemingly minor issues become larger issues. These leaders set their Airmen up for failure. In a couple of cases I've seen, the lack of an early course correction resulted in being passed over for promotion a few years down the road.

It's not fun correcting people. Adversarial encounters rarely are a good time. However, it's our duty as Airmen and as leaders, to uphold the standards. That requires not only knowing the standards, but having the moral courage to tell someone they're wrong. You do it professionally, with as little fuss as needed, but none-the-less, you do it.

But it's not just supervisors.

A personal example and one that definitely shows courage is the Airman who recently corrected me on a uniform issue. We were at a squadron event, and he asked if he could speak to me. When we were out of earshot of everyone else, he very quietly told me that I was doing something the AFIs did not allow. I quickly corrected the issue and thanked him for helping me out.

That took courage. Moreover, he handled it fantastically. He pulled me aside, kept it very professional and helped me out instead of playing "gotcha!" I appreciated that correction, which helped me look better, and even more so, his courage in approaching me. This is where Excellence comes in. We hold ourselves responsible, as Airmen of all ranks, to uphold standards and display excellence in what we do.

It's also about more than just correcting mistakes or issues you see. It's about setting your Airmen up for success. One of the hardest things I've had to do in my career was to defer a promotion until the Airmen could meet standards. Not my standards, but Air Force standards. However, as a leader, it was about more than just telling someone they were wrong. It doesn't just stop with the correction. After that, a good leader ensures that the Airman has the support needed to get back on track. That's what we do as leaders. We help our Airmen.

Have that morale courage to do what's right, no matter how unpleasant it may be.

You'll be happy you did, and just importantly, those people you correct will most likely thank you in the long run.

MONTH BY MONTH COLLEGE PLANNING

July and August

- * Juniors and seniors should visit potential campuses, especially those out-of-state.

September

- * Sophomores and juniors should register for the PSAT. Seniors who haven't taken the SAT or ACT should register to do so and make sure that they have all of the applications for targeted schools and the forms needed for financial aid.

October

- * Attend college fairs.

November

- * Start seeking grants
- * Check with counselors and web sites like National Research Center for College and University Admissions (www.nrccua.org) and the National Association for College Admissions Counseling (www.nacenet.org)
- * Fill out the FAFSA (www.fafsa.ed.gov)

December

- * Sophomores and juniors should review PSAT results
- * Seniors should send SAT and ACT results to schools

January and February

- * Continue visiting potential campuses now that campuses are back in full swing
- * If you've already completed your FAFSA, you should be looking to receive your Student Aid Report (SAR) in February. Once received, check it very closely for errors

March and April

- * Sophomores should register for the June SAT Subject Tests
- * Juniors should register for the May or June SAT Reasoning Test and/or the May/June SAT Subject Tests
- * Seniors should be reviewing college acceptances and financial aid awards

May and June

- * Sophomores should be thinking about summertime activities that will build skills suited to the academic tracks or careers they are considering
- * Juniors should be looking at activities that strengthen their academic records

* Seniors should decide by May 1 which college they want to attend

We cannot over-emphasize the importance of this college planning checklist. Although it is very general in nature, it is intended only to point you in the right direction. You really need to pay very close attention to mapping out your future. Remember, “The beginning determines the end!” Give this challenge your very best effort!

PROFESSIONAL READING LIST

The Doolittle Raid, Glines, Carroll V.

On 18 April 1942, sixteen B-25s launched from the carrier Hornet, under the command of Lt Colonel Jimmy Doolittle, flew 650 miles to Japan, dropped their bombs on Tokyo and other targets, and escaped to China and neutral Soviet territory.

A Higher Call, Makos, Adam with Larry Alexander

Four days before Christmas 1943, a badly damaged American bomber struggled to fly over wartime Germany. At its controls was a 21-year old pilot. Half his crew lay wounded or dead. It was their first mission.

The Unseen War, Lambeth, Benjamin S.

A comprehensive assessment of the air contribution to the three weeks of major combat that ended the rule of Iraq’s Saddam Hussein in 2003.

On Combat, Grossman, Dave and Loren W. Christensen

How the stresses of deadly battle affect the human body. The reader will learn what measures warriors take to stay in the fight, survive, and win. Presents emerging research for inoculating the mind to stress, fear, and even pain.

Undaunted, Biank, Tanya

Despite advances, today’s servicewomen are constantly pressed to prove themselves, to overcome challenges men never face, and to put the military mission ahead of all other aspects of their lives, particularly marriage and motherhood.

Fearless, Blehm, Eric

US Navy Seal Adam Brown: “I’m not afraid of anything that might happen to me on this earth, because I know that no matter what, nothing can take my spirit from me.”

House to House, Bellavia, David and John R. Bruning

Brutal action and raw intensity of going into the lethal kill zone of booby-trapped, explosive laden houses of Fallujah’s militant insurgents.

Worm: The First Digital World War, Bowden, Mark

Looks at the evolving cyber arena and the serious threats that will continue to challenge the security of all internet users, including individuals, the private sector, and governments.

A Message to Garcia, Hubbard, Elbert

The story of an American soldier charged with delivering a critical message to a leader of Cuban rebel forces during the Spanish American War.

The Warrior Ethos, Pressfield, Steven

Do we fight by a code? If so, what is it? What is the Warrior Ethos? Where did it come from? What form does it take today? How do we (and how can we) use it and be true to it in our internal and external lives?

Corps Values, Miller, Zell

The author recounts the simple but powerful lessons he learned as a United States Marine; the core values we must embrace if we are to be successful as individuals and as a nation.

Flags of Our Fathers, Bradley, James

The true story behind the immortal photograph that has come to symbolize the courage and indomitable will of America.

Killer Angels, Shaara, Michael

This book centers around the key battle of the American Civil War, the battle of Gettysburg. A day-by-day chronicle.

The Art of War, Tzu, Sun

Written more than two thousand years ago, this book is the first known study of the planning and conduct of military operations.

The Defense of Duffer's Drift, Swinton, E. D.

Insightful analysis of small unit tactics in defending a strategic objective given limited communications, resources, and manpower.

Rifleman Dodd, Forester, C. S.

Study of one man's commitment to duty taking precedence over his own personal survival. It shows how one man with ability, courage, and initiative can make a difference to the outcome of a war.

Dereliction of Duty, McMaster, H. R.

Analysis of how and why the United States became involved in an all-out war in Southeast Asia.

Once an Eagle, Myrer, Anton

An exciting historical novel, traces the career of a fictitious soldier from World War I to Vietnam.

Man's Search for Meaning, Viktor E. Frankl

The story of a man who became a number who became a person. Survived a Nazi concentration camp.

The Old Man and the Sea, Ernest Hemingway

The story of an old Cuban fisherman, down on his luck, and his supreme ordeal, a relentless, agonizing battle with a giant marlin far out in the Gulf Stream.

I Know Why the Caged Bird Sings, Maya Angelou

The story of childhood suffering. It quietly and gracefully portrays and pays tribute to the courage, dignity and endurance of the small, rural community in which she spent most of her early years. Set in the 1930s.

To Kill a Mockingbird, Harper Lee

The people of a quiet Southern town, rocked by a crisis of conscience.

Gideon's Trumpet, Anthony Lewis

How one man, a poor prisoner, took his case to the Supreme Court and changed the law of the United States.

The Commanders, Bob Woodward

A behind-the-scenes story of how President George W. Bush and his military command made their decisions and defined a new era in international relations dominated by American military might.

Rudy, Daniel "Rudy" Ruettiger with Mark Daggostino This book is for anyone who has ever been an underdog.

The 6 Most Important Decisions You'll Ever Make, Sean Covey

The game of life is full of choices, especially in the teenage years. This book will give you the guidelines to help make something great out of it.

The 7 Habits of Highly Effective Teens, Sean Covey

This book teaches the value of hard work, setting and achieving goals, and taking responsibility and initiative, all of which are characteristics of effective leaders.

The Hero Code, Admiral William H. McRaven, U.S. Navy, Retired

The Hero Code is not a cypher, a puzzle, or a secret message. It is a code of conduct: lessons in virtues that can become the foundations of our character as we build a life worthy of respect.



U.S. AIR FORCE

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