"The Mission of Army JROTC is to Motivate Young People to be better Citizens"

Welcome to Army JROTC and the Panther Battalion! This Cadet Handbook contains information that will provide a cadet and his or her parents/guardians a better understanding of the Army Junior Reserve Officers' Training Corps (JROTC) Program at Coconino High School. It reflects Army regulations and other pertinent directives applicable to the operation of the JROTC program as well as specific operational policies and guidelines for the Panther Battalion. Army JROTC may be taken for Elective Credit and/or P.E. Health Credit if approved by their school counselor.

All cadets are required to read and become familiar with the contents of this handbook because it provides important information about the program and its operation. We recommend that you keep track of this handbook – and your JROTC Cadet Reference – and review them frequently because their guidance and direction will help you succeed in JROTC.

Enrollment in the JROTC program is an important step toward your future. Success in any career requires commitment, hard work, and the ability to move forward. Cadets will have the opportunity to learn new skills and engage in teamwork opportunities not found in most other classes on campus. The JROTC Program is about leadership, teamwork, discipline, responsibility, and challenge. As the JROTC mission states, our basic goal is to develop good citizens who will make positive contributions to the JROTC program, Coconino High School and our community.

Your success and enjoyment of the JROTC program will be directly proportional to the level of your participation. You will be offered the opportunity to participate in many activities outside our normal academic regimen and will be challenged academically, physically and as a leader. We have high standards and expect cadets to follow the rules and policies of the JROTC program and Coconino High School. Traditionally JROTC cadets from across the nation have met this challenge and helped make the program among the best on high school campuses. We will also achieve success through the efforts of dedicated cadet leaders, your Army Instructors, and the support of our school and community.

We're confident that if you commit yourself to the Army JROTC program and the Panther Battalion you'll continue to enroll in our classes and progress through the LET levels and into leadership positions. Our hope is that JROTC will be one of the highlights of your high school years. You (and your parents/guardians) are encouraged to contact an Army Instructor should you have any questions or clarification about the program, academics or our extracurricular activities.

Again, welcome to the Panther Battalion where cadets “walk their talk!”

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SECTION I

GENERAL INFORMATION ABOUT ARMY JROTC

Following is general information about the Army JROTC program at Coconino High School. This Cadet Handbook will cover much of this general information in great detail (refer to the Table of Contents). Cadets are encouraged to read the Cadet Handbook as soon as possible to gain a basic understanding of the program and its operation.

1. MISSION OF ARMY JROTC:

The mission of the Army Junior Reserve Officers’ Training Corps (Army JROTC) is “To motivate young people to be better citizens.”

2. PURPOSE:

Army JROTC works to instil in high school students the values of citizenship, service to the community and the United States, personal responsibility, and a sense of accomplishment.

3. THE GOALS OF ARMY JROTC ARE TO:

   a. Promote citizenship
   b. Develop leadership
   c. Communicate effectively
   d. Improve physical fitness
   e. Provide incentive to live drug-free
   f. Strengthen positive self-motivation
   g. Work as a team member
   h. Graduate from high school

4. OFFICIAL NAME OF THE JROTC PROGRAM:

Army JROTC programs are organized based on military structure. The formal designation for our program is the “Coconino High School Army JROTC Panther Battalion.” Greater detail will be given to the organizational structure later in this handbook. A JROTC student is referred to as “Cadet.”

5. JROTC INSTRUCTORS:

Requirements to become an Army Instructor include being honorably retired from the Army, screened and certified by the active Army to teach JROTC, and screened and selected by a school district. There are two JROTC Instructors at Coconino High School; a retired commissioned officer whose title is Senior Army Instructor, and a retired noncommissioned officer whose title is Army Instructor. The Army pays one-half of an Army Instructor’s salary. JROTC Instructors are required to attend both Army and district teacher training and professional development courses on an ongoing basis.
6. **JROTC LEVELS:**

Army JROTC is a 4-year academic program where cadets may earn P.E./Health or Elective Credit for their participation. Students from all grades are invited to enroll in the program; however, they will be placed in a level based on their JROTC experience, not grade level. The formal title for each level is called **Leadership Education and Training**, or LET. Following is a breakdown of the LET levels:

a. **JROTC 1 (LET 1):** Freshmen and all other first-year JROTC cadets.

b. **JROTC 2 (LET 2):** Sophomores and other second-year JROTC cadets (completion of LET 1 is a requirement to become a LET 2).

c. **JROTC 3 (LET 3):** Juniors and Seniors (completion of LET 1 and 2 is a requirement to become a LET 3).

d. **JROTC 4 (LET 4):** Only Seniors who have completed LET 1, 2 and 3 are eligible to become a LET 4.

7. **CURRICULUM:** As a minimum, the following core topics will be presented as part of the JROTC curricula at all levels:

a. Citizenship in Action

b. Leadership Theory and Application

c. Foundations for Success

d. Wellness, Fitness and First Aid

e. Geography, Map Skills, and Environmental Awareness

f. Citizenship in History and Government

g. Cadet Safety and Civilian Marksmanship Program (optional)

8. **HISTORY:**

a. The Army Junior Reserve Officers’ Training Corps (usually referred to by its short title JROTC) originated as part of the National Defense Act of 1916. Other services also sponsor JROTC programs on high school campuses throughout the nation; however, the Army is the largest sponsor with well over 1600 programs at American high schools around the world.

b. Although the U.S. Army is the sponsoring institution for the JROTC program, **there is absolutely no obligation to serve in the Army (or any other military service) for participating in JROTC classes or activities.**

9. **BENEFITS OF THE ARMY JROTC PROGRAM:**

a. JROTC classes are comprised of academic and physical fitness activities. In addition, cadets will be required to participate in extracurricular and integrated curricular activities as part of the course. Many of the activities will be conducted during normal school hours; however, many others will be held on weekends and evenings. All cadets regardless of transportation and other challenges will have ample opportunities to become involved in JROTC activities.

b. JROTC is a cadet-centered program, meaning that by using military structure cadets to assume leadership positions or become members of teams where they have the responsibility to plan, organize and lead other cadets in classroom and extracurricular activities. Cadet leadership, in large part, will make or break the success of the Panther Battalion.

c. Cadets who demonstrate exceptional attitude, aptitude and ability will earn promotions, awards and recognition for their accomplishments. Additionally, all cadets who participate in JROTC extracurricular and integrated curricular activities will also earn awards (ribbons). Cadets are also recognized for their many of their general school accomplishments i.e. membership in other school clubs, academic achievements, and athletics. Refer to Section XII for more information about awards and decorations.


d. Cadets may earn admissions preference in military academy appointments and Senior ROTC scholarship applications. See the Senior Army Instructor for details regarding these pursuits.

e. Cadets who decide to enlist into one of the branches of military service may receive accelerated promotions upon entry. Depending on the number of academic years completed, cadets may enter at one or two pay grades above normal enlistees and receive between 10-30% more in their base pay (exception - the Marine Corps will only allow one accelerated pay grade, regardless of number of years in JROTC).

f. Cadets participate in field trips and activities not normally experienced by other student organizations or classes on campus. A key example is the JROTC Cadet Leadership Challenge (JCLC), a 4-5 day event set in a military environment where select cadets will participate in military-type activities co-mingled with cadets from other high schools. Cadets will participate in numerous school and community service projects, and (if academically eligible) be invited to numerous JROTC activities.

g. JROTC is about leadership and teamwork. Cadets are encouraged to participate in JROTC after-school activities such as the Adventure Team, Color Guard, Marksmanship, and Drill Teams. Most team members will participate in parades, exhibitions and competitions throughout the school year.

10. **COST TO CADET:**

a. Uniforms, equipment and textbooks valued at nearly $300 are issued to cadets at no cost. However, **Cadets are responsible for the cleaning, maintenance, control and care of all issued uniforms and equipment. Parents/guardians, as well as the cadet, will be required to sign a statement of understanding regarding this requirement prior to the issue of any JROTC items.**

b. Throughout the school year eligible cadets will be invited to participate in numerous JROTC extracurricular activities, some of which will require a participation fee (normally in the $10-20 range) that is not funded by either the Army or Coconino H.S. Cadets are encouraged to plan and participate in JROTC fundraisers to help pay for these activities. Occasionally a deserving cadet will not have the money to participate in an activity. A cadet will never be denied the opportunity to participate in an activity due to a family hardship, but they should expect to participate in a cadet fundraiser, if applicable, to help pay their way.

c. Cadets will normally participate in Physical Education (called Physical Training, or PT) one day a week as part of the JROTC curriculum. Each cadet must wear proper PT clothing for the class, and although there is no prescribed PT “uniform” there will be restrictions about what may be worn. Specific information will be given to cadets during the first week of class.

d. T-shirts, sweatshirts, and similar clothing bearing the JROTC Panther Battalion logo are available for purchase by cadets. These items are ideal wear for our PT program, extracurricular activities, and for just showing that we’re proud to be members of the Panther Battalion! See the Instructors for details about how to purchase these items and the cost.
CADET ENROLLMENT

1. Conditions for Enrollment: All students who meet the conditions for enrollment as described in this section may be eligible to enroll (or continue to participate) in Army JROTC. Students failing to meet the following conditions for enrollment may be restricted from enrollment or, if already enrolled, transferred out of the program at the discretion of the Senior Army Instructor:

   a. Education: The student must be enrolled in and attending full-time a regular course at an institution offering JROTC instruction or at a full-time accredited educational activity that has an agreement with the host institution (to include home schools) to allow the student to participate.

   b. Grade: must be in the 9th through 12th grade during the year of enrollment.

   c. Academic Standing: The student must maintain an acceptable standard of academic achievement and an academic standing that will merit his or her graduation on completion of all requirements. Cadet leaders, cadets participating in the extracurricular teams, and cadets seeking to participate in extracurricular or co-curricular activities must maintain a cumulative Grade Point Average (GPA) of 2.00 (“C” average). Cadets failing to maintain a minimum cumulative GPA of 2.0 may be removed from leadership or team positions, or be disqualified from participation in extracurricular or integrated curricular activities.

   d. Conduct and Character: The student must maintain an acceptable standard of conduct and be of good moral character. The student must be honest and self-reliant and have a sense of personal and social responsibility in performing program and other academic assignments. The student must exhibit self-discipline and respect for constituted authority through observance of laws, rules and regulations; by prompt and regular attendance at instruction; and in his or her general demeanor.

   e. Physical Condition: The student must be physically qualified to participate fully in the physical education (PT) program. As an exception to this requirement, under the secondary school’s open enrollment policy and when desired the by the principal of the host school, students who are ineligible for membership as regular Junior ROTC students may enroll as special Junior ROTC students. However, the school will provide any special equipment or additional instructors that may be needed to instruct such students.

   f. Automated Record. An automated record will be maintained for each credit while attending JROTC and for a period of 5 years after leaving the program (paper back-up copies are not required although back-up disks will ensure that the information is protected). Headquarters, United States Army Cadet Command (USACC) provides a cadet records program that contains the format and description of the content that is required.

   g. Screening Tests. Students will successfully complete such survey and screening tests as may be prescribed by the school or USACC.
SECTION III

METHOD OF GRADING AND COURSE SYLLABUS

1. **GENERAL:**
   a. Army JROTC will expose you to a variety of activities and topics not offered by most other classes on campus. As with all classes, however, cadets should come to class on time and be prepared to begin the day’s activities. The success of the program and a cadet’s experience in JROTC is dependent on the effort and participation of each cadet. As in traditional subjects, the level of student performance will be measured by practical performance exercises, quizzes, written examinations, and presentations. Unique to JROTC is the level of leadership, wear of the uniform, and expected participation in PT and extracurricular and integrated curricular activities.

   b. Cadets missing an examination or assignment because of an **excused** absence will be permitted to take a make-up examination or complete the assignment in consultation with the Instructor in accordance with the school’s make-up policy (number of days allowable will equal number of days excused absence). Daily assignments missed can be located in the “Assignment Binders” located next to the Battalion announcements board. Once assignments are completed, they should be turned into either instructor in order to receive points. Any examination or homework missed due to an **unexcused** absence will be made up in accordance with school policy or the individual JROTC Instructor. **It is the cadet’s responsibility to ensure all missed work is made-up - - the Instructors will not chase cadets down!** It should be understood that cadets earning a grade of “D” or “F” run the risk of being disenrolled from the JROTC program due to apathy or the inability to adjust to the course. A good, honest effort will generally result in success! Cadets are reminded, however, that JROTC involves academic work as well as extracurricular activities and need to balance each.

2. **COURSE LEVELS:** As stated previously, cadets are placed into one of four Leadership and Training Levels (LET) per academic year based on their experience in JROTC classes:

   - **JROTC 1 (LET 1):** First-year JROTC students, regardless of class standing (Freshmen, Sophomores, Juniors, or Seniors)
   - **JROTC 2 (LET 2):** Second academic year cadets who have completed LET 1 and are at least Sophomores.
   - **JROTC 3 (LET 3):** Third academic year cadets who have completed LET 1 and 2 and are at least Juniors.
   - **JROTC 4 (LET 4):** Fourth academic year cadets who have completed LET 1, 2, and 3 and are Seniors.

3. **COURSE REQUIREMENTS:**

   a. **Syllabus:** A class syllabus will be given to each cadet the first day of class and all course requirements will be explained during the class period. The syllabus will describe in detail class requirements, grading criteria, weighted areas, activity requirements, and classroom rules. After reviewing the syllabus, a parent, guardian and the cadet must sign an acknowledgement that they have reviewed it and understand its content. As always, parents/guardians and cadets are invited to contact the Senior Army Instructor or Army Instructor with questions.

   b. Test grades, quizzes, written and oral assignments, and group activities administered during the grading period will constitute only a part of a cadet’s overall grade. The remaining percentage will be earned through a combination of drill, leadership, attitude, citizenship and participation in cadet activities. The SAI/AI will also take into consideration the proper wear of the uniform on required days and participation in physical fitness (PT) training. Good citizenship in JROTC and regular classes, and all JROTC and school activities may also have a positive or negative affect on a grade.
c. Sometimes circumstances occur that will prevent a cadet from completing work, or cause a cadet to miss an activity. The key is to communicate with the Instructors and develop a course of action so that a situation won't necessarily adversely affect a grade. Bad news doesn't get better over time!

d. The Army Instructors want ALL cadets to succeed and will be available to discuss class work or any other issue that may affect his or her success at Coconino. Cadets are Coconino students first, and it’s our goal to help and encourage ALL cadets to graduate from high school.
1. **GENERAL:** Adherence to standards, setting the proper example, and “doing the right thing” are all important to the good order of cadets and the Panther Battalion. Cadets must maintain a disciplined attitude not only in JROTC classes and activities, but they must also strive to conduct themselves as good citizens in all classes, during school activities, and in the community. It’s difficult to develop a good reputation on campus and in the community if a cadet violates standards. It’s important to remember that one unthinking act can taint our reputation among other students, the faculty, the administration, and members of our community.

2. **STANDARDS:**
   
   a. Army Instructors will expect the highest standards of conduct in class and during activities. In fact (and as mentioned previously), cadets are expected to set the standard on campus when it comes to good citizenship and conduct because the actions of one cadet reflects on all other cadets and the JROTC program. A cadet’s performance or conduct will be expected to be of the highest caliber not only during the school day, but also when participating in a JROTC function away from school. Cadets are expected to conduct themselves in a way that reflects credit upon them, their parents, JROTC, Coconino High School and our community. The Army Instructors support school, district and Army policies for standards of conduct among cadets. *"Coconino Panther cadets do the right thing even when no one is watching!"*

   b. Cadet leaders are held to an even higher standard that those who are not in leadership positions. A **cadet leader is defined as any cadet in the position of squad leader or higher.** Selection as a cadet leader should not be taken lightly and is reserved for only those cadets who can meet the challenge, have proven to be good followers, and have the aptitude and potential to live up to the demands of leadership.

3. **PERSONAL CONDUCT AND RESPONSIBILITY:**
   
   a. JROTC cadets are one of the most visible groups on campus because we wear a unique and distinctive uniform. Because of this, cadets must conduct themselves in such a manner so as to bring credit upon themselves and the corps. High standards and courtesy should be the goals at all times, but this is especially important when in uniform. Cadets are expected to be leaders among their peers and set an example that others will follow.

   b. A cadet does not lie, cheat or steal, nor tolerate those who do.

   c. Cadets should take responsibility for what they do and fail to do. Leaders will be entrusted to carryout their duties, always planning for success. Should a failure occur, the leader will be accountable. For this reason, careful planning, delegation, and follow-up are essential ingredients to success.

   d. Cadets will be issued Army uniforms and equipment valued at a minimum of $300. Cadets attending the annual encampment will also receive field uniforms and equipment totaling another $200. It is the cadet’s responsibility to maintain and account for all issued uniforms and equipment. Failure to account for the equipment and turn it in as required will result in the school administration being notified and action taken for you to replace or pay for the lost or damaged items (other than fair wear and tear).

4. **MILITARY COURTESY:**
   
   a. Cadets will address the Senior Army Instructor (SAI) as "Chief (last name)" and use "Sir/No Sir" as part of their response to him. The Army Instructor (AI) will be addressed as “Sergeant (last name)” or use “Sir/No Sir” as part of their response to him. Cadet officers and noncommissioned officers will be given the same courtesy.

   a. **Saluting.** The salute is an exchange of greetings and sign of respect among military personnel. Following are the guidelines that cadets will use to render a hand salute:
      
      1. When in uniform and out-of-doors (on and off campus), cadets will salute and give an appropriate greeting (Example: “Good morning,Sir/Ma’m) to the following individuals:
(a) The Senior Army Instructor
(b) Officers of the Armed Forces when in uniform
(c) Cadet officers superior in rank (Senior ROTC and Junior ROTC officers, regardless of service).

(2) The salute will not be rendered indoors except when reporting to the SAI or superior cadet officer during formal circumstances.

b. Reporting: When reporting to an officer, cadets will:

(1) Knock on the door. Do not enter until told to do so.
(2) Remove their hat, except when under arms, render a salute and report by saying “Sir/Ma’am, Cadet (state rank and last name) reports.”
(4) Hold the salute until returned by the officer to whom you’re reporting.
(5) State your business.
(6) Do not lean on desks or tables, stand at ease, or sit down unless invited to do so.
(7) When you’re dismissed, come to attention, salute, execute an “about face” and depart.

5. CLASSROOM PROCEDURES:

   a. Cadets should become familiar with the classroom procedures listed in the class syllabus. Good citizenship in the classroom is always the order of the day.

   b. Cadets will arrive to class on time and be prepared for the day’s activities. The Cadet First Sergeant will call the class (company) to “Attention” and begin taking roll. Once a cadet’s name is read, he/she will state “Here, First Sergeant” and come to parade rest. At the conclusion of roll call, the company will be brought to attention, face the National flag, and recite the Pledge of Allegiance. Cadets will then be given the command “Take Seats.”

   c. The Company Commander or First Sergeant will then read the daily announcements and give Battalion Leadership Meeting summaries the day following the meeting.

   d. Cadets will not slouch in their seats, put their head or feet on their desks, or be disruptive in class. Eating or drinking (except water) in class is prohibited. If a cadet is tired and can’t keep from putting their head on the desk, that cadet will be invited to stand in the rear of the room until such time they’re ready to return to their seat more alert.

   e. Cadets will not use cell phones or other electronic devices in class.

   f. At the end of the class period, The First Sergeant will call the company to attention and then dismiss the cadets. At no time will cadets stand in front of the door or otherwise prepare to leave class with the proper dismissal.

6. PUBLIC DISPLAYS OF AFFECTION:

Common sense should dictate that kissing and embracing one another on campus is not only inappropriate, but it may also embarrass others who choose not to watch these displays of affection. Standards for cadets in uniform are even more stringent. While in uniform, cadets will refrain from public displays of affection, to include holding hands. It is important to the image of the battalion that we set the example in all areas, including this one.

7. MERIT AND DEMERIT SYSTEM:

   a. Merits will be awarded to those cadets who excel in any phase of battalion activities. The awarding of merits is recognition for outstanding performance, and there will be no limit to the number of merits that a cadet can accumulate. Merits may be used as extra credit points (up to 5) for each grading period, and, of course, will be used to determine eligibility for promotions and awards. Merits can be awarded by the SAI/Al, Cadet Battalion Commander, and Company Commanders (merits awarded by Cadet leaders must be approved by the SDI/Al) and
will placed into a cadet’s portfolio for future reference. The awarding of merits is appropriate for the recognition of:

(1) Actions of extraordinary consideration or thoughtfulness.
(2) Voluntary performance of additional duties.
(3) Consistent adherence to standards of conduct, appearance, military courtesy and/or discipline.
(4) Any other action determined by the SAI/AI or cadet leader to have reflected credit upon the cadet or the Panther Battalion.

b. **Demerits** may be given for any infraction or violation of existing standards or policies of the JROTC program or school, or for any act that will bring discredit to the cadet corps. Demerits may be given by the SAI/AI, Cadet Battalion Commander, and Company Commanders (demerits given by Cadet leaders must be approved by the SAI/AI) and placed into a cadet’s portfolio for future reference. Cadets should understand that the receipt of demerits may lead to disciplinary action, as discussed in paragraph 8. Examples of offenses are:

(1) Uniform not worn on the prescribed uniform day
(2) Disobedience or disrespect to a superior
(3) Dirty or wrinkled uniform
(4) Improper or incomplete uniform; poor hygiene (shave, etc.)
(5) Unprepared for class
(6) Disruptive in class
8. **DISCIPLINARY ACTION:**

(a) We would like to think that disciplinary action would never be necessary in the Panther Battalion. However, a system is in place to confront indiscipline, and cadets must understand that there will be a consequence for substandard performance or violation of JROTC and school policies. Only the Senior

Amy Instructor (or the AI in his absence) may approve disciplinary action. Following are the various courses of action that be may taken:

1. Reduction in rank.
2. Removal from a leadership position.
3. Removal from a team.
4. Exclusion from a JROTC activity or trip.
5. Disenrollment from the JROTC program.
6. Disciplinary action by the school administration.
SECTION V
ADMINISTRATION

1. CADET RECORDS:

   a. A cadet personnel file will be developed on each cadet wherein documents pertaining to his or her enrolment will be maintained. Because personal information is contained in the folders, they are kept in a locked cabinet and can be accessed only by the Army Instructors and school administrators. **No personal information is ever released to outside organizations or individuals without the consent of the cadet and his or her parent/guardian.**

   b. A parent or guardian must sign release forms before a cadet is able to participate in JROTC activities or uniforms issued. Information required in the forms include medical information that Instructors need to be aware of, emergency information, and acknowledgement about the issue, care and return of JROTC property. Until the form(s) are returned, cadets will not be issued Army uniforms or equipment, nor will they be allowed to participate in our physical training (PT) program or extracurricular activities.

   c. Examples of documents that may be maintained in the file includes, but are not limited to the following:

      1. Parental Release
      2. Statement of Physical Condition
      3. Waivers (if any)
      4. Special Orders denoting promotions and awards
      5. Privacy Act Statement Forms
      6. JROTC Cadet Leadership Challenge (JCLC, or camp) clearance forms, if applicable
      7. Proof of medical insurance (applies to JCLC attendees)
      8. Merit/Demerit Forms
      9. Counseling Statements
      10. Examples of academic work
      11. Parental or guardian acknowledgement of class requirements

2. CADET PORTFOLIOS: Cadets will be required to maintain an academic portfolio that contains examples of classwork and other documents. The portfolio will be kept the JROTC classroom and may be used as a “living document” for handouts, notes, and returned graded work. Specific details about portfolio requirements will be provided in class.
SECTION VI
ORGANIZATION, LEADER SELECTION, PROMOTIONS AND RANKS

1. GENERAL:

a. The Coconino High School Army JROTC organization is formally called the Panther Battalion and will be structured and operate as closely as possible to that of military organizational structure. Following is an organizational chart that includes the various cadet leadership and staff positions:

   **PANTHER BATTALION ORGANIZATIONAL STRUCTURE**

   - Senior Army Instructor
     - Army Instructor
     - Battalion Commander
     - Executive Officer
     - Command Sergeant Major
     - S-1 Personnel/Admin.
     - S-2 Security/Auto.
     - S-3 Training/Ops
     - S-4 Supply
     - S-5 Public Affairs
     - A Company
     - B Company
     - C Company
     - D Company
     - E Company
     - SAI
     - Army Instructor
     - Cadet Battalion Commander
     - Cadet Executive Officer
     - Cadet Command Sergeant Major
     - Cadet Company Commanders
     - Cadet First Sergeants

2. LEADER AND STAFF SELECTIONS:

a. Selection for leadership positions will be based on demonstrated potential and ability, academic standing, military bearing, appearance, character, participation in JROTC extracurricular activities, and the willingness to devote the time required for the position.

b. The Cadet Battalion Commander will be selected by the Senior Army Instructor/Army Instructor prior to the close of the spring semester and before the annual JROTC Awards Ceremony. The newly selected Cadet Battalion Commander will then select his/her Executive Officer and Command Sergeant Major. These selections must be approved by the SAI/AI prior to an announcement. These three senior leadership positions then become known as the Command Group.

c. The Command Group will then select cadets to fill the primary Staff Positions, if possible. It may sometimes be necessary to defer the selection of certain leader and staff positions until the beginning of the new school year.

d. The Command Group will select the Company Commanders (with the approval of the SAI/AI) at the beginning of the new school year. It will be impossible to select these leaders until that time because many cadets may not know the period (Company) they will be in until the fall.

e. Company Commanders will select their First Sergeant, and together they will select their subordinate Company leadership (platoon and squad, as applicable).
f. Cadet leaders at all levels and the battalion staff may be removed from their positions by the SAI/AI should they fail to perform their duties satisfactorily, are guilty of misconduct, become academically ineligible (fail to maintain a cumulative 2.0 GPA), or if a cadet asks to be removed from a position. The Cadet Battalion Commander may also recommend to the SAI/AI a relief for cause of any cadet whom he or she feels is not performing to standard. Such recommendations will be in writing and after the Battalion Commander has met with and counseled the cadet.

3. PROMOTIONS:

a. Cadets will be promoted based on their potential to perform at a higher level, past performance, and when they assume a leadership or other duty position for which there is rank designated. There are opportunities for promotions under other circumstances (refer to paragraph 5, Battalion Rank Structure); however, promotions will not be arbitrary and care will be taken to avoid abuses. Cadets will wear only the rank assigned and entered into their cadet portfolios, and in accordance with the battalion’s Rank Structure and directives.

b. Cadet leaders may recommend promotions within prescribed guidelines by using the Promotion/Demotion Request form. The Cadet Battalion Commander and Senior Army Instructor/Army Instructor must approve all promotion requests before the new rank is awarded.

4. DEMOTIONS:

a. Cadets may be demoted in rank when deemed appropriate by the Cadet Battalion Commander or Senior Army Instructor/Army Instructor. Demotions are not necessarily the result of disciplinary action, but may result from a cadet’s change from one duty position to another, or at the cadet’s request. Cadets may also be demoted based on the recommendation of their chain-of-command as requested on the Promotion/Demotion Request form. The Cadet Battalion Commander, Senior Army Instructor/Army Instructor will approve all demotion requests before demotion is posted in the cadet’s portfolio.

b. Circumstances that may be cause for a demotion:

(1) Commit offenses that violate either school or JROTC policies and are deemed serious enough by the Senior Army Instructor or Army Instructor to warrant a demotion. Examples include insubordination or disrespect, truancy from school or JROTC classes, suspension from school, continued failure to wear the Army uniform, nonparticipation in JROTC activities, or apathy.

(2) Cadet leaders at all levels and staff officers/noncommissioned officers who earn a JROTC grade of less than a “C” for the semester or term.

(3) Cadets who become academically ineligible (cumulative Grade Point Average (GPA) less than 2.0, or “C” average, or who receive a grade lower than a “C” in JROTC.

(4) A cadet is removed from a leadership or staff position where the new designated rank is lower than the rank held previously (i.e. Company Commander to Squad Leader).

5. BATTALION RANK STRUCTURE:

a. Command, Staff, and Leader Positions:

Following are the various cadet leader and staff positions with the maximum ranks for the position indicated. The SAI/AI reserves the right to designate a lower rank for a position based on a cadet’s experience or other circumstances warranting such action.
Battalion Commander: Cadet Lieutenant Colonel (C/LTC)
Battalion Executive Officer: Cadet Major (C/MAJ)
Command Sergeant Major: Cadet Command Sergeant Major (C/CSM)
S-1 Administration: Cadet Captain (C/CPT)
Assistant S-1: Cadet Second Lieutenant (C/2LT)*
S-1 NCO: Cadet Staff Sergeant (C/SSG)**
S-2 Security/Automation: Cadet Captain (C/CPT)
Assistant S-2: Cadet Second Lieutenant (C/2LT)*
S-2 NCO: Cadet Staff Sergeant (C/SSG)**
S-3 Operations/Training: Cadet Major (C/MAJ)
Assistant S-3: Cadet Second Lieutenant (C/2LT)*
S-3 NCO: Cadet Staff Sergeant (C/SSG)**
S-4 Logistics: Cadet Captain (C/CPT)
Assistant S-4: Cadet Second Lieutenant (C/2LT)*
S-4 NCO: Cadet Staff Sergeant (C/SSG)**
S-5 Public Affairs: Cadet Captain (C/CPT)
Company Commander: Cadet Captain (C/CPT)
Company Executive Officer: Cadet First Lieutenant (C/1LT)***
First Sergeant: Cadet First Sergeant (C/1SG)
Platoon Leader: Cadet Second Lieutenant (C/2LT)***
Platoon Sergeant: Cadet Sergeant First Class (C/SFC)***
Squad Leader: Cadet Staff Sergeant (C/SSG)

*Cadet Second Lieutenants in the positions denoted may be promoted to Cadet First Lieutenant after serving in the position for a minimum of 1 term and with the recommendation of the Primary Staff Officer.
** Cadet Staff Sergeants in the positions denoted may be promoted to Cadet Sergeant First class after serving in the position for a minimum of 1 term and with the recommendation of the Primary Staff Officer. Additional noncommissioned officer promotions may be warranted as determined by the Cadet Battalion Commander or Senior Army Instructor/Army Instructor but will not exceed normal Army rank structure (i.e. a Staff Sergeant Major is found in the S-3 Section only).
***These company duty assignments may not be required depending on the number of cadets in the company. A determination will be made by the SAI/AI.

NOTE: Because senior ranks imply a level of experience and sustained exemplary performance, LET 1’s will not normally be designated officers or senior noncommissioned officers.

b. **Standard Ranks (based on LET Level):**

Cadets not holding leadership or staff positions will normally wear the rank indicated below if they earn at least a grade of “C” in the JROTC class preceding their projected promotion and are recommended by the Company Commander/First Sergeant. (NOTE: Cadets who have been demoted under the provisions of paragraph 4 of this Section may be an exception to this provision)

<table>
<thead>
<tr>
<th>LET 1 (First Semester)</th>
<th>Cadet Private (C/PVT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LET 2 (Second Semester)</td>
<td>Cadet Private (C/PVT) or Cadet Private First Class (C/PFC)</td>
</tr>
<tr>
<td>LET 3</td>
<td>Cadet Corporal (C/CPL)</td>
</tr>
<tr>
<td>LET 4</td>
<td>Cadet Sergeant (C/SGT)</td>
</tr>
<tr>
<td>LET 5</td>
<td>Cadet Staff Sergeant (C/SSG)</td>
</tr>
</tbody>
</table>
c. **Meritorious Promotions:**

(1) A cadet selected as the Cadet of the Month or Term will be promoted one rank, not to exceed Cadet Staff Sergeant (C/SSG).

(2) Company Commanders may recommend a cadet in their company for promotion of one rank (not to exceed Cadet Staff Sergeant) for exceptional performance. Criteria may include class and extracurricular participation, bearing, and leadership potential.

(3) The Senior Army Instructor, Army Instructor and Cadet Battalion Commander may meritoriously promote a cadet one rank (not to exceed Cadet Staff Sergeant or above the maximum rank authorized for a position) whose performance of duty is clearly above those of his or her peers and brings great credit upon the cadet, JROTC, Coconino High School, or the community.

6. **RANKS AND INSIGNIA:**

![RANK INSIGNIA OF CADET OFFICERS](image1)

- C/2LT
- C/1LT
- C/CPT
- C/MAJ
- C/LTC

![RANK INSIGNIA OF CADET ENLISTED](image2)

- C/PVT
- C/PFC
- C/CPL
- C/SGT
- C/SSG
- C/SFC
- C/MSG
- C/1SG
- C/SGM
- C/CSM
SECTION VII
DUTIES AND RESPONSIBILITIES OF CADET LEADERS

"A cadet’s word is his or her bond"

GENERAL:

As mentioned throughout this handbook, all cadets are expected to set the standard on campus and in the community. Cadet leaders have an even greater responsibility to the battalion, Army Instructors, C.H.S. administration and faculty because they will direct cadet activities, represent the battalion at meetings and conferences, influence the conduct and performance of subordinate cadets, and are key to JROTC’s reputation on campus and in the community. The Army Instructors will rely heavily on cadet leaders to plan, organize and execute activities, as well as make recommendations regarding cadet matters. For these reasons, cadet leaders are selected carefully to ensure that the right cadets are in the right positions. Cadet leaders who fail to uphold the high standards that are expected of them - for whatever reason - will be replaced.

Following is an overview of cadet leader responsibilities. REFER TO THE JROTC CADET REFERENCE FOR ADDITIONAL DUTY POSITION RESPONSIBILITIES. Although it’s impossible to detail every duty and situation, leaders will be successful if they follow this basic guidance:

1. **Battalion Commander:**
   - Is responsible for all the battalion does and fails to do!
   - Makes operational decisions for the battalion
   - Designates particular areas for inspection and/or supervision by members of the staff
   - Requires reports from the staff as necessary
   - Inspects the work of staff
   - Organizes and presides over Staff Calls
   - Ensures that guidance and directives are passed to the appropriate cadets and staff clearly and without delay
   - Works with school officials, campus organizations and the community to coordinate battalion activities and ensure the battalion will act in accordance with school or JROTC policy
   - Maintains close contact with the Senior Army Instructor

2. **Executive Officer:**
   - Performs as the Battalion Commander during his or her absence
   - Acts as the Commander of Troops during battalion formations
   - Advises the battalion commander on all matters involving the operation of the battalion
   - Directs and coordinates the Battalion Staff
   - Is aware of what tasks the staff is involved with and assists with their efforts
   - Performs duties as directed by the battalion commander

3. **Administrative/Personnel Officer (S-1):**
   - Prepares records and reports for the SAI and Battalion Commander
   - Maintains cadet records
   - Maintains the Organization Chart
   - Publishes cadet orders
   - Produces cadet rosters
   - Maintains the battalion bulletin board
   - Acts as secretary at Battalion Leadership Meetings
4. **Security and Automation Officer (S-2):**
   - Must be familiar with Microsoft Office programs
   - Responsible for the update and coordination of CHS Web Page and links
   - Responsible for ensuring that cadets understand security requirements and that battalion security directives and policies are current
   - Assist the Army Instructors and battalion staff with preparation of documents as required
   - Ensure that cadets using computers have a current CHS computer-use waiver

5. **Operations/Training Officer (S-3):**
   - Organizes battalion operations and activities such as parades, reviews, and extracurricular events
   - Prepares Activity Planners and schedules
   - Maintains an Activity Calendar and notebook
   - Prepares/ensures After Action Reports (AARs) are completed; maintains activity/project files

6. **Supply and Logistics Officer (S-4):**
   - Maintains accountability of battalion equipment and supplies
   - Prepares requisitions for equipment and supplies in accordance with Army regulations and policies
   - Issues clothing, insignia, and other supply items as directed by the SAI/AI
   - Manages Supply Room operations and organization
   - Advises the SAI/AI on all supply operations and requirements

7. **Public Affairs Officer (S-5):**
   - Responsible for marketing JROTC
   - Coordinates and is responsible for publishing the battalion newsletter
   - Coordinates with the school newspaper and yearbook staffs to ensure JROTC is represented
   - Coordinates and helps plan public service events with the S-3 or Project Officers/NCO's
   - Ensures that photographs are taken at every JROTC activity
   - Updates and maintains the battalion scrapbooks

8. **Command Sergeant Major:**
   - Assists the Battalion Commander as required
   - Ensures that cadets maintain a good military bearing and appearance
   - Keeps the Battalion Commander informed about issues affecting the cadets
   - Sets the example in appearance, conduct and participation
   - Organizes the Cadet of the Month Board
   - Knows and can lead Drill and Ceremony and PT activities
   - Manages the Company Streamer Competitions

9. **Company Commander:**
   - Is responsible for the conduct of the cadets during JROTC classes and activities
   - Sets the example in appearance, conduct and participation
   - Organizes and assigns cadets in the company to battalion activities if assigned
   - Ensures that all cadets are familiar with Drill & Ceremony and Physical Training activities
   - Conducts inspections of cadets in ranks
   - Makes promotion and award recommendations to the Battalion Commander
   - Reports disciplinary issues to the Battalion Commander or SAI, as appropriate
   - Uses the cadet chain-of-command to the extent possible to settle cadet issues
   - Ensures that all cadets are kept informed of battalion activities
   - Knows and can lead Drill and Ceremony and PT activities
10. **Company First Sergeant:**

- Assists the Company Commander as required
- Is responsible for the conduct of the during JROTC classes and activities
- Takes roll at the beginning of class; leads the Pledge of Allegiance (if required); reads the student announcements
- Knows and can lead Drill & Ceremony and PT activities
- Is responsible for cadet accountability at all JROTC activities
- Ensures company success if assigned a battalion detail or activity
- Ensures that all cadets are kept informed of battalion activities

11. **Platoon Leader/Platoon Sergeant:**

- Assists the Company Commander/First Sergeant as required or assigned
- Is responsible for the accountability of cadets at all JROTC activities
- Is responsible for the training, discipline and appearance of the platoon
- Ensures cadets participate in and JROTC activities to the maximum extent possible
- Knows and can lead Drill and Ceremony and PT activities

12. **Squad Leader:**

- Is responsible to the Platoon Leader/Platoon Sergeant for the appearance and discipline of the squad
- Conducts squad drill
- Knows and maintains accountability of all cadets in the squad
- Knows and can lead Drill & Ceremony and PT activities

13. **Squad Members:**

- Will wear and maintain the cadet uniform when prescribed
- Will properly safeguard and care for all equipment and materials issued to them
- Will always be on time to JROTC classes and activities
- Will conduct themselves in a manner that will bring credit to themselves, the Battalion, and to Coconino High School
- Will develop good teamwork and followership skills that will help them as they become leaders

14. **Drill Team Leader(s):**

- Will ensure a current Team Standard Operating Procedure (SOP) is available to team members
- Is responsible for recruiting and training the cadets on the team
- Will locate, plan and coordinate team activities and ensure they appear on the Battalion Activities Calendar
- Is responsible for the coordination with the S-4 for required equipment issued to the team
- Is responsible for the security, care and safeguarding of issued equipment

15. **Color Guard Leader:**

- Will ensure a current Standard Operating Procedure (SOP) is available to team members
- Is responsible for recruiting and training the cadets on the Color Guard
- Will locate, plan and coordinate team activities and ensure they appear on the Battalion Activities Calendar
- Is responsible for the coordination with the S-4 for required equipment issued to the team
- Is responsible for the security, care and safeguarding of issued equipment
16. **Adventure Team (Raider) Leader:**

- Will ensure a current Standard Operating Procedure (SOP) is available to team members
- Is responsible for recruiting and training the cadets on the Raider Team
- Will always train his team members with safety a priority
- Will select team members who will compete on Adventure Challenge Teams
- Will coordinate with the S-4 for required equipment and be responsible for the security, care and safeguarding of it
- Will locate, plan and coordinate team activities and ensure they appear on the Battalion Activities Calendar

17. **Marksmanship Team Leader:**

- Will ensure a current Standard Operating Procedure (SOP) is available to team members
- Is responsible for recruiting and training the cadets on the Marksmanship Team.
- Will locate, plan and coordinate team activities and ensure they appear on the Battalion Activities Calendar
- Is responsible for the coordination with the S-4 for required equipment issued to the team
- Is responsible for the security, care and safeguarding of issued equipment.
SECTION VIII
SECURITY AND CARE OF UNIFORMS AND EQUIPMENT

1. GENERAL:

As a minimum, cadets will be issued Army uniforms and accessories that are valued at approximately $300. Cadets on JROTC teams will also use facsimile (“dummy”) rifles, flags, and assorted other equipment depending on which team they choose to join. Additionally, cadets on the Adventure Team and those participating in the JROTC Cadet Leadership Challenge (JCLC) will be issued the Army Combat Uniform (ACU), boots, and other field gear. Most JROTC equipment and uniforms is purchased using Army funds and must be safeguarded to avoid loss or theft.

2. RESPONSIBILITY:

   a. Cadets will sign for JROTC uniforms and equipment, and are responsible for the security, care and safeguarding of it. A parent or guardian will also sign an agreement acknowledging this provision before any equipment is issued.

   b. All uniforms and equipment will be returned at the end of the school year or when a cadet terminates his or her enrollment in JROTC. There is no provision for “souvenirs.”

   c. Cadets will be required to pay for or replace with a like item any lost or willfully damaged uniform part or piece of equipment. Failure to pay as required will result in the matter being referred to the school administration for assistance and action, if necessary.

   d. With respect to uniforms, there is a provision for “fair wear and tear” of an item and a no-cost replacement. However, the uniform part must be returned to the Supply Room before an exchange will be made. DO NOT discard any issued items without authorization from the SAI/AI.

   e. Cadets are expected to clean their uniforms as needed. Although it is recommended that the green shirt be professionally laundered, they may be washed and ironed at home. The Class A Uniform (dress green uniform, to include the jacket and pants or slacks) and black all-weather jacket must be professionally dry cleaned – DO NOT WASH OR IRON THESE ITEMS AT HOME BECAUSE IT WILL DAMAGE THEM. Again, all uniforms will be turned in at the close of the school year or when a cadet leaves the JROTC program.

3. WEAPONS USE AND SECURITY:

   a. Cadets participating on the Rifle Drill Team and Color Guard will use facsimile (“dummy”) rifles. Cadets will NEVER leave these weapons unattended! Before cadets are allowed to use the rifles, they will be thoroughly indoctrinated and have a clear understanding of the importance of safeguarding them. Cadets who demonstrate they are unable to follow this requirement will not be issued a rifle.

   b. Cadets participating in the JROTC Cadet Leader Challenge (and at other approved JROTC activities) may have the opportunity to participate in marksmanship training using an air (pellet) rifle with the approval of the Army Instructors and their parents or guardians. Cadets will be required to adhere to strict marksmanship training and guidance as directed by a JROTC or marksmanship Instructor. Cadets unable to exercise good judgment and common sense will not be allowed to participate in marksmanship training.
SECTION IX
UNIFORMS AND EQUIPMENT

1. **GENERAL:**

   a. Refer to the **CADET REFERENCE booklet and your LET text** for the types and correct wear of the various Army JROTC uniforms, ranks, and awards issued to JROTC cadets.

   b. The occasional wear of the Army JROTC uniform is a requirement for cadets enrolled in Army JROTC. Unless announced otherwise, uniforms will be worn to school one day each week **and at other times as directed by the SASI/AI**. The uniform identifies the wearer as a member of an organization that represents pride, good citizenship, tradition and achievement. The proper wear of the uniform inspires self-respect, pride, a sense of belonging and identifies cadets as contributing members of our school and community.

   c. Each cadet will be issued a uniform with accessories and insignia at no cost in accordance with current Army regulations and allowances, and are expected to **wear the uniform the entire school day** when directed. Cadets who are in a class that may soil or ruin a uniform (i.e. metal shop) are obviously excused from wearing it during that class. However, the uniform will be worn during the remainder of classes. Cadets having jobs after school will not wear the uniform on the job.

2. **PROPER WEAR OF THE UNIFORM:** Each cadet should wear the uniform with pride to reflect credit upon themselves and the cadet corps. Cadets should remember that fellow cadets, the school, and the entire cadet corps are judged by individual appearance and conduct while in uniform. Following are some “do’s and don'ts” regarding the proper wear of the uniform.

   a. Never mix uniform items with civilian items. No article of civilian clothing may be worn with the uniform.

   b. Never wear unauthorized mixtures of uniform items.

   c. Do not loosen tie or wear your buttons unbuttoned.

   d. Always wear the military hat when outdoors, but remove it when you enter a building.

   e. Trousers/slacks will be worn at the waist and long enough to completely cover the socks when standing erect. Do not modify. The belt is worn with the metal tip to your left (“gig line”).

   f. Skirt length, if applicable, will be no more than 1 inch above or 2 inches below the back crease of the knee.

   h. Only military-issue shoes are to be worn.

3. **RESPONSIBILITY AND MAINTENANCE:** Before a cadet will be issued a JROTC uniform, a parent or guardian must assume financial responsibility for loss or damage due to neglect of all issued items. Their acknowledgement will become part of a cadet’s record. Cadets must exercise care in drawing and turning in clothing and equipment. Before signing their clothing record, cadets should check carefully to ensure that they are in receipt of the issued items that are recorded. Cadets are responsible for the cost of cleaning, laundering, and normal maintenance of uniforms.
4. **HAIRCUT AND GROOMING POLICIES WHEN IN UNIFORM:**

   a. There are many hairstyles that are acceptable in the JROTC program when in uniform. As long as a cadet’s hair is kept in a neat, clean manner, the style will be judged by the criteria described below. Extreme or fad-style haircuts are not authorized. If dyes, tints, or bleaches are used, colors must be natural to human hair. Styles or hair and texture differ for the different ethnic groups, and these differences may affect the length and bulk of hair as well as style worn by each cadet.

   b. Haircuts, without reference to style, will conform to the following standards:

      (1) Male:

          (a) The hair on top of the head will be neatly groomed. The length and bulk of the hair will appear tapered and not fall over the ears or eyebrows, or touch the collar except for the closely cut hair at the back of the neck. Block fullness in the back is permitted in moderate degree as long as the tapered look is maintained. In all cases the bulk of the length of hair will not interfere with the normal wear of the headgear.

          (b) Sideburns will be neatly trimmed. The base will not be flared and will be a clean shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior ear opening.

          (c) The face will be clean-shaven, except mustaches are permitted. If a mustache is worn, it will be kept neatly, tapered and tidy and will not present a chopped-off appearance. No portion of the mustache will cover the upper lip or extend sideways beyond a vertical line drawn upward from the corner of the mouth.

      (2) Female:

          (1) Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar when the female cadet is in uniform. Hairstyles will not interfere with the proper wearing of military headgear.

          (2) Hair holding ornaments (barrettes, pins and clips), if used, must be transparent or similar in color of hair and will be inconspicuously placed. Beads or similar ornamental items are not authorized.

          (3) Female cadets are authorized to wear cosmetics applied conservatively and in good taste. Exaggerated or faddish cosmetic styles are inappropriate with the uniform and will not be worn. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and complements the uniform.
SECTION X

AWARDS AND RECOGNITION

1. **GENERAL:** Awards are presented to recognize individual cadets and units who excel in certain areas of military and academic achievement, and participate in JROTC sponsored extracurricular activities. Cadets may also be recognized for heroic, meritorious and commendable acts or performance. Awards generally appear in the form of ribbons and medals; however, plaques and trophies are also sometimes given.

2. **TYPES OF INDIVIDUAL AWARDS:** There are several categories of individual cadet awards that may be earned. The description and criterion for earning them are listed in the **CADET REFERENCE** booklet and other cadet references. Cadets typically earn awards when nominated or approved by the Senior Army Instructor or various community, veteran and fraternal organizations.

   a. **Department of Army Awards.**

      (1) *Medal for Heroism.* A medal and ribbon awarded to any JROTC cadets who shall have distinguished himself by an act of heroism.

      (2) *Superior Cadet Decoration:* A medal and ribbon awarded to one outstanding LET 1, LET 2, LET 3, LET 4 cadet each year who is in the upper one-fourth of his class in JROTC and academic standing, and who is recommended by the SAI/AI and principal.

      (3) *Academic Achievement Insignia.* A gold wreath presented to cadets in the top ten percent of each JROTC LET level based on grades earned in JROTC courses, a cumulative GPA of at least 3.0, and as determined by the SAI/AI. Subsequent awards are indicated by a felt pad center background (red for second award; silver for third award; gold for fourth award).

   b. **Examples of Civic Organization Awards :**

      (1) Sons of the American Revolution Award

      (2) Military Order of the World Wars Award.

      (3) Daughters of the American Revolution Award

      (4) American Legion Award

      (5) Military Officers Association Award

      (6) The National Sojourners Award

      (7) Scottish Rite of Freemasonry Junior ROTC Award

      (8) U.S. Army Recruiting Command Award for Junior ROTC

      (9) Noncommissioned Officers Association Award for Junior ROTC

   c. **Battalion generated awards include:**

      (1) Shoulder Ropes:

         (a) Color Guard/Honor Guard – White

         (b) Drill Team – Red
(c) Honor Society – Gold
(d) RaiderTeam – Black
(e) Orienteering Team – Green
(f) Leadership – Blue
(g) Marksmanship- Tan

(2) Ribbons: Numerous ribbons for JROTC, academic, and athletic accomplishments may be earned by cadets at all LET levels. Again, refer to the CADET REFERENCE booklet, your LET text or the Awards Request Form for the awards available and their criterion for wear.

3. UNIT AWARDS: Periodically the entire battalion is inspected and evaluated by representatives from our higher JROTC headquarters. Depending on the outcome of the inspection, our battalion may earn one of the following levels with a star denoting our achievement to be worn on the uniform:

   a. Honor Unit with Distinction: Yellow Star
   b. Honor Unit: Blue Star
   c. Merit Unit: White Star

4. ADMINISTRATION:

   a. Battalion-level award recommendations are normally submitted to the Army Instructors by cadet leadership and select cadet leaders using the Awards Request Form. The SAI/AI is the approval authority for an award, and an award is not to be issued until the form is initialed by one of them. Once initialed by the SAI/AI, the form is submitted to the S-1 who will, in turn, enter the award information into the cadet’s personnel file, initial that this action has been completed, and then submit the form to the S-4. The S-4 will deliver the award to the company box where arrangements will be made to present the award (normally on uniform day).

   b. Many awards will be presented only on an annual basis. The Panther Battalion will conduct an annual Awards Ceremony in late spring where outside organization awards, battalion-level awards, and a school administrator will recognize an exemplary cadet. Parents, families, friends, and the media will be invited to the Awards Ceremony.

   c. As part of the Awards Ceremony, new cadet senior leadership will also be announced and prepare to assume their new leadership positions for the upcoming school year. This process is called a Change of Command and will involve the outgoing/incoming Battalion Commanders, Executive Officers, Command Sergeants Major, and Primary Staff Officers.
1. **GENERAL:**
   a. An SOP provides guidance, requirements and instructions on how Panther Battalion JROTC Teams will operate. JROTC teams are extracurricular activities and all cadets are encouraged to join a team and take advantage of the unique opportunities that the JROTC program has to offer.
   b. JROTC-sponsored Teams are:
      (1) Color Guard
      (2) Drill Team(s)
      (3) Raider Team
      (4) Academic/Leadership Challenge Teams
      (5) Marksmanship Team

2. **PURPOSE OF TEAMS:** The purpose of all JROTC teams is to allow cadets to engage in leadership, followership and extracurricular activities that will enhance classroom instruction, develop self-discipline and esprit de corps, and put into practice what they learn in the JROTC program. Cadets will not only represent the Panther Battalion, but also Coconino High School and the community. For these reasons, team members are expected to display the highest degree of good citizenship, teamwork, and discipline when in public. Team Leaders will be responsible for the conduct of subordinate cadets.

3. **REQUIREMENTS TO JOIN A TEAM:**
   a. All enrolled cadets are eligible to join a team. In all cases desire and commitment are the foremost qualifications to join a team. Team Leaders have the authority to dismiss cadets from their respective teams for such infractions as misconduct, failure to show for practices, poor performance, substandard appearance, and other circumstances deemed reasonable by the Army Instructors or Command Group (Battalion Commander, Executive Officer and Command Sergeant Major).
   b. Team Leaders will be selected by the Army Instructors. Team Leaders must be willing to devote the time and energy necessary to develop the Panther Battalion teams into the best they can be!
   c. Cadets must demonstrate a sustained commitment to a Team and its performances to be considered a team member in good standing. Simply being a member will not qualify a cadet for an award or participate in a competition.

4. **RECOGNITION/AWARDS AVAILABLE:**
   a. Cadets may earn awards based on their level of accomplishment and participation, as follows:
      (1) **Team Cords:** Cords are awarded to team members once they have been selected to perform in an event or activity. Once a cord is awarded, cadets may continue to wear it on their Class A or Class B uniform as long as they are in good standing. In the case of multiple cords, cadets will wear one of the left shoulder and a second on the right shoulder. All Color Guard and Drill Team members (when performing) will wear their respective team cords on the left shoulder to ensure uniformity unless dictated otherwise in competition rules.

Following are the approved Team Cords:
(a) Color Guard/Honor Guard: White
(b) Raider Team: Black
(c) Drill Teams: Red
(d) Orienteering: Green
(e) Marksmanship: Tan

(2) **Team Ribbons:** Ribbons are awarded annually to those cadets who remain in good standing throughout the school year:

(a) Color Guard/Honor Guard: N-3-6
(b) Drill Teams: N-3-4
(c) Raider Team: N-3-8
(d) Marksmanship Team: N-3-7

(3) **Team Arcs:** Awarded to members of the teams once they have competed in the respective events at completion.

b. Team Leaders are responsible for ensuring that award standards are met. Proof of Participation and documentation must accompany the Ribbon/Award Request form. The Team Leader will submit Ribbon/Award Request forms for approved by the SAI/AI before any awards are presented to cadets. **Team leaders are responsible for the accountability and recovery of cords when a cadet leaves a team.**

5. **MISCELLANEOUS:**

a. Team Leaders who are not in leadership or staff positions with designated ranks as described in the **Cadet Handbook** will wear the rank of Cadet Sergeant First Class. The Battalion Commander or an Army Instructor may meritoriously promote Team Leaders in this situation to the maximum rank of Cadet Master Sergeant for accomplishments and sustained superior performance by their team, or similar achievement.

b. Quite often Team performances are the only exposure that other students, faculty, administrators and the community may have with the Panther Battalion. Accordingly, cadets are expected to maintain the highest standards possible, both in conduct and dress, and cadet leaders are expected to enforce our standards. **JROTC Teams should always practice to win competitions – we won’t compete if we’re not prepared!** A substantial amount of money and time is invested in preparing for competitions. The failure of any Team Leader to properly conduct practices, train cadets, or otherwise shirk their responsibilities will lead to their dismissal from their position.

c. Team Leaders should make an effort to locate competitions, parades, and other events where our cadets can perform. Always consider timing, transportation requirements, costs and other factors associated with an event. **Cadets will not commit or register any team in an activity unless approved by an Army Instructor.**

d. **Important!** Team Leaders are responsible for ensuring that Team members are selected, notified and show for a performance or activity. Additionally, Team Leaders will ensure that all equipment is available, clean and accounted for before AND after a performance or activity.

e. As with all competitive teams, cadets should understand that only the best will be invited to compete or perform in an event. Commitment to practices, proficiency in team skills, appearance, and physical ability are all important factors that will be considered prior to selection. Sometimes it may not be possible for all Team members to compete or perform; only the best will be selected to represent our battalion and school.
SECTION XII

CADET FUND COUNCIL

1. General. Two official student accounts are maintained by the school administration to use for JROTC sponsored activities, equipment and miscellaneous fees: JROTC Club Account and Arizona Schools Tax Credit Account. Funds will generally be spent on activities and items that benefit the entire battalion and not individual needs. Because the JROTC Club Account contains money raised by cadets, the Cadet Fund Council will approve all requests for use of the funds by a 2/3 approval vote of its members present at the meeting in which an expenditure proposal is make. JROTC account transactions are maintained by school staff with updated statements obtained periodically from them and will be maintained by the Army Instructors. It is the responsibility of the Council to keep the battalion informed of our financial status. Because the school and Army provide minimal funding for our activities, it is essential that ongoing, well-planned fundraising events occur throughout the school year to ensure that extracurricular and other activities can be funded.

2. Composition of Cadet Fund Council. The following cadets will be members of the Cadet Fund Council:
   - Cadet Battalion Commander
   - Cadet Battalion Executive Officer
   - Cadet Command Sergeant Major
   - Cadet S-1
   - Cadet S-2
   - Cadet S-3
   - Cadet S-4
   - Cadet S-5
   - Company Commanders
   - First Sergeants

   (NOTE: Approval for expenditures requires a 2/3 vote of approval at the meeting in which the proposal was made. Only Primary Staff Officers may vote, not assistants).

3. Sources of Income. Income for the fund may be generated from fundraisers, donations, or similar activities. The Cadet Fund Council will remain informed on the status of the account and strive to keep it robust. The Council is directly responsible to the Army Instructors and Corps of Cadets to ensure that planning is made to raise funds for the account.

4. Expenditures of Funds. Any cadet has the right to approach the Cadet Fund Council and ask to fund an activity or purchase items that he/she feels will benefit the battalion. Cadets requesting funds will be asked to appear at a Battalion Leadership Meeting where he or she will make a presentation and answer any questions about the request. Again, approval of a request requires 2/3 vote from the Council, must not violate school rules, and pass a “common sense” test, that of reasonable spending. If approved, an Army Instructor will make a formal request to the school administration that a check be prepared for the authorized activity or vendor. Under no circumstances will a check be made payable to an Army Instructor or cadet.
SECTION XIII

CADET OF THE MONTH

1. **GENERAL:** Cadets may compete and be selected for Cadet of the Month and/or Term by appearing before a Board of cadet leaders. Cadet of the Month Boards will be conducted in September, October, November, February, March, April and May. The Command Sergeant Major is responsible for organizing and publicizing the Cadet of the Month Board. He or she is also responsible for ensuring that proper recognition is given to a cadet once selected as Cadet of the Month.

2. **BOARD MEMBERS:** The board will consist of at least 5 members, with the Command Sergeant Major and First Sergeants as primary board members. If one of these cadets cannot be present, the Command Sergeant Major will make arrangements for a suitable replacement. **Board Members must have appeared before the Board before they will be allowed to sit as Board members.**

3. **WHO MAY COMPETE:** All currently enrolled cadets regardless of LET level may compete for Cadet of the Month. However, a cadet who was selected as a Cadet of the Month must wait two months before reappearing. The Command Sergeant Major will designate the date, time, location and members of the Board not later than one week before it meets by posting the information on the JROTC Bulletin Board. Cadets will sign the Cadet of the Month/Term sign-up roster at least 1 day prior to the board date so that the Board members will be aware of the number and names of those wishing to compete. Walk-in cadets on the day of the board will not be allowed to compete.

4. **BOARD INTERVIEW:** Board interviews will not exceed 15 minutes per candidate. Cadets will report in uniform to the board on the date, time and location announced. Proper reporting procedures as outlined in the Cadet Handbook will be followed (**cadets not in proper uniform will not be allowed to appear before the Board**). Each Board Member will develop and ask a minimum of two (2) questions taken from only the following documents or subjects:

   a. Panther Battalion Cadet Handbook
   b. JROTC Cadet Reference
   c. Drill and Ceremony (may include requiring cadets to demonstrate facing movements)
   d. JROTC participation
   e. JROTC, academic, and career goals
   f. JROTC academic curriculum

   **NOTE:** Board members should remember and develop questions that are equal to a candidates LET level and JROTC experience. It’s unreasonable to ask the same questions of a LET 1 and LET 4.

5. **BOARD SCORING:** Using the prescribed scoring form, each Board Member will ask questions drawn from the areas in paragraph 4, above. A cadet receiving the highest cumulative score will be selected as the Cadet of the Month and will be notified the day of the Board.

6. **RECOGNITION:** Cadets selected as the Cadet of the Month will receive the following recognition:

   a. Photograph in the Cadet of the Month Display.
   b. Award of the Cadet of the Month Ribbon.
   c. Cadets lower in rank than Staff Sergeant (SSG) will be promoted one rank.
   d. Award of a framed JROTC certificate.
   e. Campus publicity (Morning announcement to students).
SECTION XIV

SPECIAL PROJECT/ACTIVITY OFFICER OR NONCOMMISSIONED OFFICER

1. **GENERAL:** JROTC cadets participate in numerous projects and activities throughout the school year. Each activity or project will have a cadet officer or noncommissioned officer in charge (typically the S-3) assigned to ensure the event is organized and has enough cadets committed to its success. Cadets often volunteer or are asked by the senior cadet leadership to become the Project Officer or Noncommissioned Officer. Cadets who accept the responsibility must take the necessary steps to ensure that the event or project is planned, an Activity Planner is prepared, and that coordination is made with the Battalion Commander, S-3, and SAI/AI, as applicable. Academic credit will be awarded to Project Officers/Noncommissioned Officers and other key cadet participants in accordance with their efforts and success of the activity or project.

2. **REQUIREMENTS:**
   
   a. Plan for success!
   
   b. Using the **Activity Planner** form, start gathering all the information needed to plan the activity/project.
   
   c. Select an Assistant!
   
   d. If applicable, post an **Activity Sign-Up Sheet** on the Cadet Bulletin Board and have it announced to all companies well in advance of an event (at least 2 weeks; longer if a major event). Ensure that cadets fill-in all information legibly, to include name, company and telephone number. **CADETS SHOULD NOT SIGN-UP FOR AN ACTIVITY/PROJECT TO VOLUNTEER OR PARTICIPATE UNLESS THEY ARE SURE THEY'RE ABLE. CADETS IN THIS CATEGORY WHO FAIL TO SHOW FOR AN ACTIVITY/EVENT AND HAVE NOT CROSSED THEIR NAMES FROM THE LIST OR NOTIFIED THE PROJECT OFFICER/NCO PRIOR TO THE EVENT MAY LOSE PARTICIPATION POINTS.**
   
   e. Coordinate early for all required equipment or other information needed.
   
   f. Take the final **Activity Sign-Up Sheet** to the activity/project to verify cadet participation. Submit the sheet to an Army Instructor as soon as possible so that cadets will receive academic points for their participation. Double-check to ensure that you have all the names of participants.
   
   g. If applicable, submit a **Ribbon Request Form** for the cadets who participated in the activity/project to the Senior Army Instructor.
   
   h. Complete an **After Action Report**, attach it to the **Activity Planner** and submit them both to the S-3 not later than 5 school days after the event/project. The S-3 is responsible for developing a folder for all activities and maintaining them in the cadet office.

3. Assuming responsibility for an activity or project is an important step in a cadet’s leader development. It will require organizational skills, teamwork, careful planning and a willingness to be committed. Cadets should seek opportunities to assume leadership positions as a way to be considered for promotions and selection for duty positions requiring a greater degree of responsibility. Remember, however, that if you volunteer to be a leader you are expected to complete the mission!
**APPENDIX A**

**JROTC ACTIVITY PLANNER**

**INSTRUCTIONS:** An Activity Planner will be prepared for every JROTC special activity or project by the Cadet Project Officer/NCO responsible for the activity. If used properly, this form will assist the Cadet Project Officer/NCO address major planning considerations. The SAI/AI and Battalion Commander will be given updates as needed by the Cadet Project Officer/NCO to ensure that the planning process is on track and workable. Ask the SAI/AI questions as they arise, or request guidance from them should problems be encountered. Remember to use the “backward” planning process. Our goal is to plan for success!

All cadets involved with the planning will receive academic credit for their work if their efforts are verifiable by the SAI/AI, Battalion Commander, and the Cadet Project Officer/NCO. The Cadet Project Officer/NCO is responsible for the proper planning and success of the event or activity and will receive academic credit accordingly.

1. **Activity/Project:** __________________________________________

2. **Date/Time:** ________________________________________________

3. **Location:** _________________________________________________

4. **Cadet Project Officer/NCO:** ____________________________ Ph.# _______ E-mail: ______________
   **Assistant Project Officer/NCO:** ____________________________ Ph.# __________ E-mail: ____________

5. **Committee:**

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<th>Project</th>
<th>Cadet</th>
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6. **Activity Coordinated with/Approved by (i.e. location, facility, date, time):**

   **Name:** ___________________________ **Position:** ___________________________ 
   **Mailing address:** ___________________________ **Zip:** __________
   **Ph.#:** ___________________________ **E-mail address:** ___________________________

   **Concerns or special considerations:**
7. Planning Considerations (i.e. possible problem areas, conflicts with dates, time or location of the event/project, equipment required, # of cadets required, weather contingency plan, publicity, etc.):

   a.
   b.
   c.
   d.
   e.
   f.

8. Tasks and Assignments:

<table>
<thead>
<tr>
<th>Responsible Cadet</th>
<th>Task/Assignment</th>
<th>Suspense Date</th>
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SCHEDULE OF EVENTS
(Backward Planning Process)

EVENT/ACTIVITY____________________________
DATE/TIME/LOCATION____________________________

Action: ___________________________ Suspense Date/Date Completed: ______/_______
Action: ___________________________ Suspense Date/Date Completed: ______/_______
Action: ___________________________ Suspense Date/Date Completed: ______/_______
Action: ___________________________ Suspense Date/Date Completed: ______/_______
Action: ___________________________ Suspense Date/Date Completed: ______/_______
Action: ___________________________ Suspense Date/Date Completed: ______/_______
APPENDIX B

ARMY JROTC AFTER ACTION REVIEW (AAR)

The purpose of an After Action Report (AAR) is to summarize the activities of an activity or event for future review and evaluations of successes and “needs improvement” areas. Observations about the highlights of the activity should be noted as well as areas that need to be improved or, in some cases, deleted. Each “observation” should be followed by a recommendation. Example: “Activity/Event: Picnic. Observation - The food was good, but there wasn’t enough of it. Recommendation – Get a better headcount next year by ensuring that cadets sign up if they intend to actually attend so that the committee and cooks aren’t surprised.”

The Project Officer/NCO will prepare an AAR after their event or activity is conducted, staple it to their Activity Planner and submit them to the SAI/AI not later than one week after the event/activity. Academic credit will not be awarded until the final (and completed) Activity Planner and After Action Report are submitted to the SAI/AI.

1. **Activity/Event:**

2. **Date(s):**

3. **Location:**

4. **Summary of Activity/Event** (i.e. purpose, participants, specific activities within the major event):

5. **Observations.** List observations about the activity/event, both **positive** and **negative.** Be specific and offer recommendations about how to improve the activity/event, if applicable.
   
   a. **OBSERVATION #1:**

   b. **OBSERVATION #2:**

   Comments/Recommendation(s):
c. OBSERVATION #3: ____________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

Comments/Recommendation(s): ____________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

d. OBSERVATION #4: ________________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

Comments/Recommendation(s): ____________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

e. OBSERVATION #5: ________________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

Comments/Recommendation(s): ____________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

f. OBSERVATION #6: ________________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

Comments/Recommendation(s): ____________________________________________________________

______________________________________________________________________________________

______________________________________________________________________________________

(USE AAR CONTINUATION SHEET AS NEEDED)

AAR PREPARED BY CADET(S): __________________________________________________________

__________________________________________

Date


APPENDIX C

ARMY JROTC PROMOTION / DEMOTION REQUEST FORM

The Senior Army Instructor, Army Instructor, Battalion Commander, Company Commanders, and Primary Staff Officers are Recommending Cadets for cadet promotions or demotions. Care will be taken to not promote above authorized ranks for a position as outlined in the Cadet Handbook (exceptions: Cadet of the Month merit promotions and similar recognition). The Senior Army Instructor/Army Instructor is the final approving authority for all promotions and demotions.

INSTRUCTIONS: The Recommending Official must complete this form and give it to the next Recommending Official as indicated for his/her recommendation and initials. Company Commanders may only recommend cadets in his/her company for promotions, and the Battalion Staff may only recommend cadets on their respective battalion staff section for promotion. Once all required initials are obtained, the form will be submitted to the Senior Army Instructor/Army Instructor for final approval/disapproval. If disapproved, the Senior Army Instructor/Army Instructor will provide comments and return the form to the Recommending Cadet. If approved, the Senior Army Instructor/Army Instructor will submit the form to the S-1 for the information to be entered into the Cadet’s personnel file. If a promotion or demotion is approved, the S-1 will also provide a copy of the form to the S-4 for his/her information. Promotions will normally occur on uniform-wear day during the class period (new rank will not be issued until the old rank is returned).

ACTION (CHECK ONE):  ____PROMOTION  ____DEMOTION

Cadet’s Current Rank and Name: ___________________________ Company: __

Recommended Rank: __________

Reason (required):

NOTE: Cadets being recommended for demotion must be notified by the Recommending Official and advised that they have 3 school days to appeal the action request to the SAI/AI.

Recommending Cadet:

______________________________  ________________________________
Rank/Name/Position                      Signature / Date

Battalion Commander Recommendation:  APPROVAL DISAPPROVAL          __________
Initials/Date

Reason for disapproval:

Senior Army Instructor/Army Instructor:  APPROVED DISAPPROVED          __________
Initials/Date

Reason for disapproval:

S-1: Record the action in the cadet’s personnel file.
Once recorded, place this form in the S-4’s distribution box.
S-4: Obtain the new rank and place it along with this form in the cadet’s respective company distribution box.
## APPENDIX D
### RIBBON AWARD REQUEST

The Senior Army Instructor (SAI), Army Instructor (AI), Cadet Battalion Commander, Company Commanders, and Team Leaders (as applicable to their teams) may recommend a cadet for the award of a ribbon. All awards must be approved by the SAI or AI before issued to the cadet. The SAI/AI will submit approved requests to the S-1 for entry into a cadet’s file. The S-1 will then initial/date that the entry has been made into a cadet’s file then submit the form to the S-4 for issue. **RIBBONS WILL NOT BE AWARDED UNLESS THIS PROCEDURE IS FOLLOWED!**

Note: DO NOT SUBMIT SEPARATE SHEETS FOR EACH CADET PARTICIPATING IN THE SAME ACTIVITY/EVENT. Write cadet names on the reverse or staple a copy of the Activity Sign-Up Sheet if submitting for an activity that involves numerous cadets (i.e. parade, community service) and you need more space than what’s provided below. Don’t forget to indicate a cadet’s company.

**NAME(s) OF CADET:** ____________________________ Company: _______

<table>
<thead>
<tr>
<th>RIBBON LAMP</th>
<th>AWARD (RIBBON)</th>
<th>CRITERIA FOR AWARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>N-1-1</td>
<td>Distinguished Cadet</td>
<td>Awarded Annually for the highest cumulative GPA</td>
</tr>
<tr>
<td>N-1-3</td>
<td>Academic Achievement</td>
<td>Awarded Annually for a 4.0 GPA</td>
</tr>
<tr>
<td>N-1-4</td>
<td>Perfect Attendance</td>
<td>Semester Award for No Unexcused Absences</td>
</tr>
<tr>
<td>N-1-5</td>
<td>Student Government</td>
<td>Elected to a Student Government Office</td>
</tr>
<tr>
<td>N-1-6</td>
<td>Let Service Ribbon</td>
<td>Completion of Let Level</td>
</tr>
<tr>
<td>N-1-7</td>
<td>JROTC Academic Excellence</td>
<td>Semester Award for Earning an “A” in JROTC</td>
</tr>
<tr>
<td>N-2-1</td>
<td>Varsity Athletics</td>
<td>Member of a Varsity Athletic Team</td>
</tr>
<tr>
<td>N-2-2</td>
<td>Physical Fitness</td>
<td>85th Percentile on all 5 Cadet Challenge Events</td>
</tr>
<tr>
<td>N-2-3</td>
<td>Athletic Ribbon</td>
<td>50th Percentile for all 5 Cadet Challenge Events (Total 250) or 80 Pts. On each APFT Event (Push-Ups, Sit-Ups, 2-Mi. Run) for total of 240 Pts.</td>
</tr>
<tr>
<td>N-2-4</td>
<td>Significant Physical Fitness Improvement</td>
<td>Awarded Annually to cadets who demonstrate improvement and motivation</td>
</tr>
<tr>
<td>N-3-1</td>
<td>Senior Army Instructor Leadership Ribbon</td>
<td>Annual Award for One Cadet in Each Let Level Who Displays the Highest Degree of Leadership</td>
</tr>
<tr>
<td>N-3-2</td>
<td>Personal Appearance Ribbon</td>
<td>Annual Award for Consistently Presenting an Outstanding Appearance</td>
</tr>
<tr>
<td>N-3-3</td>
<td>Proficiency Ribbon</td>
<td>Annual Award to Cadets Who Have an Exceptionally High Degree of Leadership, Academic Achievement, and Performance of Duty</td>
</tr>
<tr>
<td>N-3-4</td>
<td>Drill Team Ribbon</td>
<td>Awarded Annually for Active Participation</td>
</tr>
<tr>
<td>N-3-5</td>
<td>Orienteering</td>
<td>Awarded Annually to Orienteering Team Members</td>
</tr>
<tr>
<td>N-3-6</td>
<td>Color/Honor Guard</td>
<td>Awarded Annually for Active Participation</td>
</tr>
<tr>
<td>N-3-7</td>
<td>Rifle Team</td>
<td>Awarded Annually for Active Participation</td>
</tr>
<tr>
<td>N-3-8</td>
<td>Raider Team</td>
<td>Awarded Annually for Active Participation</td>
</tr>
<tr>
<td>N-3-9</td>
<td>Commendation</td>
<td>Exceptional Duty Performance</td>
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<td>N-3-10</td>
<td>Good Conduct</td>
<td>Awarded Annually for Good Citizenship</td>
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<tr>
<td>N-3-11</td>
<td>JROTC Cadet Leadership Challenge</td>
<td>Attended JCLC</td>
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<td>N-3-12</td>
<td>Cadet of the Month</td>
<td>Awarded to Cadet of the Month</td>
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<td>N-3-13</td>
<td>Leadership Academy</td>
<td>Completion of the JROTC Leadership Academy</td>
</tr>
<tr>
<td>N-4-1</td>
<td>Parade Ribbon</td>
<td>Participate in Community Parade</td>
</tr>
<tr>
<td>N-4-2</td>
<td>Recruiting Ribbon</td>
<td>Recruit one Cadet (Must be Enrolled in JROTC)</td>
</tr>
<tr>
<td>N-4-3</td>
<td>CHS Club or Organization Member</td>
<td>Member of Sanctioned CHS Club or Organization</td>
</tr>
<tr>
<td>N-4-4</td>
<td>Community Service</td>
<td>Participate in JROTC Community Service</td>
</tr>
<tr>
<td>N-4-5</td>
<td>Fundraising</td>
<td>Participate in a JROTC Fundraising Activity</td>
</tr>
<tr>
<td>N-4-6</td>
<td>Service Learning</td>
<td>Participate in a JROTC Service Learning Project</td>
</tr>
<tr>
<td>N-4-7</td>
<td>Excellent Staff Performance</td>
<td>Awarded Annually to Staff Officers for Excellent Performance of Their Duties</td>
</tr>
<tr>
<td>N/A</td>
<td>Academic Wreath</td>
<td>Annual Award for 3.0 Cumulative GPA/4.0 JROTC</td>
</tr>
</tbody>
</table>

**SUBSEQUENT AWARDS:** Either Bronze, Silver or Gold Lamps will be issued for subsequent awards. Examples: 1 Bronze lamp will be awarded for a second participation/activity; a Silver lamp will be issued for the 6th award of participation/activity, etc. The S-1 will track appropriate levels and number of awards, then provides the information to the S-4 for issue.

**RECOMMENDING OFFICIAL (Name and Leadership Position):** ____________________________ Date: __________

**APPROVED** **DISAPPROVED** SAI or AI: ____________________________ Date: __________ S-1 ACTION COMPLETED: _______ Initials/ Date: _______
CADET OF THE MONTH SCORE SHEET

MONTH_________
Date:______________

Cadet’s Rank/Name:____________________________

Board Member’s Rank/Name:______________________________

SUBJECT AREA | POINT ASSESSMENT (circle one in each category)

1. Uniform and appearance | 1 2 3 4 5
2. Knowledge of Cadet Handbook, JROTC Cadet Reference, JROTC Curriculum | 1 2 3 4 5
3. Knowledge of Drill and Ceremony | 1 2 3 4 5
4. Participation in JROTC activities | 1 2 3 4 5
5. Overall Board Performance | 1 2 3 4 5

TOTAL POINTS (max. 25): __________

____________________________________________
Board Member’s Signature

(The senior cadet leader on the Board is responsible for totaling all scores and determines which cadet is to be selected as the Cadet of the Month or Semester. The forms will be consolidated and given to the Senior Army Instructor/Army Instructor for approval prior to announcing the selection.)
APPENDIX F

MERITS AND DEMERITS

1. **GENERAL:**

   a. Often a cadet will perform his or her duties or provide a service to a degree that warrants special recognition. The Merit system is designed to formally recognize such a cadet by cadet leaders* by completing the form and having it placed into a cadet’s personnel file. Merits may be used to support promotions, new duty assignments, or other similar favorable action. Points may also be awarded during the grading period for which they were received.

   b. Unfortunately, some cadets will experience a lapse in good judgment and violate battalion policies or directives to their detriment, or to the detriment of other cadets and/or the battalion. In such cases cadet leaders may find it necessary to request a Demerit using this form to detail the circumstances and recommend the action to be taken. Demerits may warrant a demotion, lowering of a grade because points may be deducted, removal from a leadership or team position, and in the most severe circumstances, disenrollment from the JROTC program.

   c. Merit or Demerit requests will be submitted to the Command Group (Battalion Commander, Executive Officer, and Command Sergeant Major) by cadet leaders within three (3) school days of an act generating the recommendation for their review and recommendation, then to the SAI/AI within two (2) school days for approval/disapproval of a request. In the case of a Demerit request, a cadet will have five (5) school days to appeal the action to the SAI/AI.

   d. Once a Merit or Demerit Request is approved by an Army Instructor, the form will be placed into a cadet’s personnel file. If not approved by the SAI/AI, the form will be returned to the cadet recommending the Merit or Demerit with an explanation as to why it wasn’t approved.

*Cadet leaders for the purpose of the Merit/Demerit system include: Battalion Commander, Executive Officer, Command Sergeant Major, Primary Staff Officers, Team Leaders, and Company Commanders. Any cadet may recommend a cadet for a Merit/Demerit to one of the authorized recommending cadets; however, it is the responsibility of the authorized recommending cadet to verify the details before submitting a request to the Command Group.

2. **MERIT/DEMERIT FORM:**

   a. The requesting cadet will take care to complete all required information. The Command Group will return forms with incomplete information to the requesting cadet leader and will take no further action until it’s completed properly.

   b. No cadet has the authority to approve or disapprove a Merit or Demerit request. The Command Group will make its recommendation then submit it to the SAI/AI for approval or disapproval.

   c. Cadets receiving an approved Merit or Demerit will be provided a copy of the form.
1. **PURPOSE:** To give Companies recognition for their accomplishments through the award of Streamers that represents many JROTC activities and accomplishments. An Honor Company will be determined at the close of each quarter by the Command Group based on the highest number of Streamers awarded. Activities/competitions are normally conducted outside normal school hours with a maximum of cadet participation highly encouraged. Participating in these competitions involve leadership, teamwork and an opportunity for cadets to interact with each other. Accordingly, participating cadets will earn 10 points toward their JROTC Extracurricular Activities requirement. It is the responsibility of Company Leadership to challenge and coordinate competitions with the Command Sergeant Major, where applicable, and to keep track of the names of the participants for submission to the Army Instructor to ensure they receive academic credit. The **Streamer Challenge form** will be used to issue and accept challenges and to list participants.

2. **GENERAL:** Company Streamers may be earned and displayed for the following activities:

   a. Football
   b. Basketball
   c. Dodge Ball
   d. Tug-O-War
   e. Softball
   f. Volleyball
   g. JROTC Academics
   h. Class Attendance
   i. Drill
   j. Leadership*Education*Aptitude* Drill (LEAD) Academic Challenge
   k. Uniform Wear
   l. Cadet Challenge
   m. Cadet of the Month
   n. Ultimate Frisbee
   o. Physical Fitness Participation (PT)

   A “HOOAH” streamer will be awarded at least weekly by the Command Group to recognize Companies who have gone “above and beyond” for a special event or accomplishment, i.e. most participation in a Community Service project, highest average on a quiz/test, etc. An “Honor Company” streamer will be awarded at the end of each quarter to the company receiving the most Streamers during that period.

3. **THE CHALLENGE PROCESS:**

   a. A Company Commander/First Sergeant may challenge any Company for a Streamer by completing the **Streamer Challenge form** and entering all required information. The form must be given to the Command Sergeant Major for his/her review where it will be initialed/dated by him/her before it is delivered to the challenged Company.

   b. The challenged Company must respond with a competition date that falls within 2 weeks of the challenge date that appears on the form. It will be signed by the Company Commander/First Sergeant and returned to the challenging Company as soon as possible after the challenge is received.

   c. Upon completing the competition, the winning Company Commander or First Sergeant must report that status to the Command Sergeant Major as soon as possible for recording.

   d. Once a competition has been completed, the winning Company will not be required to compete again for at least 2 weeks. Another Company may challenge the winning Company by submitting the
Streamer Challenge form as described above, but it should expect to wait until after the 2-week “protection” period has ended. An exception to this provision will be for the sports competition on JROTC Sports Day. Sports Streamers representative of the sports competition on Sports Day will be re-awarded to winning Companies.

e. Only one Company at a time will be allowed to challenge for a specific competition date. Multiple challenges will not be allowed on the same date; competition will be on a “first come-first served” basis.

f. Both the challenging and challenged Companies must show not later than 15 minutes after the scheduled time and date prepared to compete with the required number of cadets to participate. If the challenged Company fails to meet these requirements, they will automatically forfeit the Streamer to the challenging Company. A challenging Company who fails to meet these requirements will not be allowed to challenge again for the same Streamer for 2 weeks.

g. Referees or judges, if desired, will be drawn from the Cadet Corps with the agreement of the competing Companies. The Army Instructors will not be asked to referee or judge a competition.

4. PARTICIPANTS: Only cadets assigned to the challenging or challenged Company may participate in a Streamer Challenge. No outside students or cadets from another Company will be allowed to “fill-in” for either the challenging or challenged company. Battalion Leaders and Staff Officers will compete for the Company (class period) to which they belong.

Following are the minimum and maximum number of cadets per Company that should be prepared to compete (Note: Each company will have the same number of participating cadets):

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Football/Ultimate Frisbee</td>
<td>6</td>
</tr>
<tr>
<td>b. Softball</td>
<td>8</td>
</tr>
<tr>
<td>c. Soccer</td>
<td>6</td>
</tr>
<tr>
<td>d. Tug-O-War</td>
<td>6</td>
</tr>
<tr>
<td>e. Volleyball</td>
<td>6</td>
</tr>
<tr>
<td>f. Dodgeball</td>
<td>6</td>
</tr>
<tr>
<td>g. Basketball</td>
<td>4</td>
</tr>
<tr>
<td>h. Drill</td>
<td>6 + 1 Leader</td>
</tr>
<tr>
<td>i. LEAD</td>
<td>4</td>
</tr>
</tbody>
</table>

The award of the JROTC GPA, Attendance, and Cadet Challenge Streamers will be based on Company averages for the quarter.

5. RECOGNITION:

a. The Command Sergeant Major will track all Streamer challenges/victories and ensure that the Streamer Challenge Board is current and accurate. He/she will keep a record of the challenges to determine Honor Company status for the quarter. Honor Company status will entitle the entire Company to a special reward as determined by the Command Group and Army Instructors (i.e. pizza or donut party for the entire company).

b. As discussed in paragraph 1, participating cadets will receive points to be applied toward their Extracurricular Events category. It is the responsibility of respective Company Commanders or First Sergeants to ensure that the names of participating cadets are entered on the Streamer Challenge form and submitted to an Army Instructor to ensure that credit is entered toward their grade.
APPENDIX H

REQUIREMENTS FOR THE AWARD OF THE COCONINO ARMY JROTC ACTIVITY LETTER

1. GENERAL: Currently enrolled cadets may earn a Coconino High School JROTC Activity Letter. Although the minimum requirements for the award are listed below, cadets should understand that they must demonstrate sustained participation in JROTC activities and contributions to the Panther Battalion to earn this award. Merely meeting the minimum requirements may not in itself qualify a cadet for this award.

2. MINIMUM REQUIREMENTS:

   a. Enrolled in a JROTC class for a minimum of two (2) consecutive academic years (4 consecutive semesters) and receive a grade of "A" for the 4 semesters.

   b. Hold a leadership or staff position of at least Squad Leader and/or performed as a Project Officer/Noncommissioned Officer for a major JROTC activity for 4 consecutive semesters.

   c. Be a member in good standing in at least one JROTC Team (Color Guard, Drill Team, Raider Team, Marksmanship, Academic/Leadership Challenge) for each of the 4 semesters.

   d. Do not appear on the academic eligibility list for the semester in which the Activity Letter is to be awarded. Cadets may be required to provide proof of academic eligibility.

   e. Meet with the Command Group for an interview to determine that all requirements are met for the award of the Activity Letter. The Command Group will make a recommendation to the Army Instructors if they believe a cadet is eligible to receive the award. The Senior Army Instructor is the approval authority.

3. Cadets who meet the requirements for the award of the JROTC Activity Letter will have it presented at the beginning of the semester following the semester in which it was earned.