

# AIR FORCE JUNIOR ROTC



## CADET LEADERSHIP COURSE



3-8 JUNE AT

**HOWARD PAYNE UNIVERSITY**



2019

# CADET LEADERSHIP COURSE CADET GUIDE

CADET NAME: \_\_\_\_\_

UNIT NUMBER: \_\_\_\_\_

FLIGHT: \_\_\_\_\_

ROOM NUMBER: \_\_\_\_\_

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## **CHAPTER 1 – INTRODUCTION AND COURSE OVERVIEW**

**1. Welcome:** Welcome to the Cadet Leadership Course! CLC will challenge you and provide you an opportunity to learn more about leadership, followership, teamwork and citizenship. The best leaders are also good team members, wingmen, followers and role models. The best leaders serve the people they lead and propel them to achieve more than they thought they could.

*"The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things."*

Ronald Reagan (40<sup>th</sup> President of the United States – 1981-1989)

**2. Why are you here?** Being a leader and/or follower is a tough, frustrating and rewarding experience. It takes hard work and selfless dedication to help others be successful. You are here to learn about and experience leadership and followership. While at CLC you will be challenged through drill, academics, team sports and team building activities. Take what you learn and make your JROTC program the best!

**3. Why were you chosen?** You were selected for this opportunity based on your performance, skill and potential. The purpose of CLC is to make you a better cadet leader, follower and wingman. Challenge yourself to be better than you are. Learn from the instructors, Cadet Training Officers (CTOs), Cadet Training Instructors (CTIs) and from each other. Then apply what you learn to make yourself a better leader, follower and wingman. The success of your corps depends on how well you lead and follow and your ability to be a good wingman and your ability to do your JOB.

**4. The Cadet Guide.** This guide contains information on rules regarding policies, procedures, conduct and performance of cadets. You are expected to read the Cadet Guide and have it with you **at all times** except as otherwise directed by a CTO/CTI. Your knowledge, understanding and compliance with this guide along with your positive and “can-do” attitude will contribute to your success at CLC. Additionally, you are required to comply with all special notices posted in the dormitory and information from the CTOs/CTIs. These policies and procedures have been developed to help you be successful at CLC, to increase your level of self-discipline and keep you safe.

**5. Bottom Line Up Front (BLUF).** The secret to doing well in CLC is to apply all those great things about being a cadet leader, follower and wingman your instructors have taught you. You already have the basic skills and knowledge. All you have to do is:

- a. Take your performance to a higher level by building on what you know.
- b. Discover what you don't know and make it something you know.
- c. Have a goal to make yourself a better version of yourself.
- d. Take the opportunity to lead and challenge yourself – DO NOT QUIT! Get involved, follow the rules, cooperate together to graduate and learn.

**6. AFJROTC Cadet Creed:** The Cadet Creed is essential to the operation of CLC and the foundation for your success as an AFJROTC cadet. Any cadet found violating the tenants of the Cadet Creed may be sent home at their own expense.

I am an Air Force Junior ROTC Cadet.

I am connected and faithful to every Corps of Cadets who serve their community and nation with patriotism.

I earn respect when I uphold the Core Values of Integrity First, Service before Self and Excellence in All We Do.

I will always conduct myself to bring credit to my family, school, Corps of Cadets, community and to myself.

My character defines me. I will not lie, cheat or steal. I am accountable for my actions and deeds.

I will hold others accountable for their actions as well.

I will honor those I serve with, those who have gone before me and those who will come after me.

I am a Patriot, a Leader and a Wingman devoted to those I follow, serve and lead.  
I am an Air Force Junior ROTC Cadet.

**7. Hazing, Harassment, Threatening, etc.** Any type of hazing, harassment, threats, bullying, sexual advances or misconduct, of a verbal, electronically transmitted and/or physical nature, any combination thereof toward a fellow cadet, CTO/CTI, instructor or any other person(s) associated with CLC will not be tolerated. This is a ZERO TOLERANCE rule...any cadet found in violation of this rule will be immediately turned over to their instructor and sent home at their own expense! If you are the victim of such behavior OR aware of such behavior, you must contact your instructor, the CLC Commandant and/or the CLC Superintendent immediately.

## **CHAPTER 2 – CUSTOMS AND COURTESIES**

**1. Five Camp Responses:** Anytime a cadet initiates communication with a CTO/CTI (or instructor), the following responses must be used in the appropriate manner.

- a. “Yes, Sir/Ma’am”
- b. “No, Sir/Ma’am”
- c. “Sir/Ma’am, may this cadet ask a question?”
- d. “Sir/Ma’am, may this cadet make a statement?”
- e. “Sir/Ma’am, this cadet does not know but will find out.”

**Note:** After the first day of CLC, the cadet will be expected to address each cadre member by rank and last name (e.g., Col Jones, CMSgt Prince, CTO Smith, CTI Jones, etc.).

**2. Saluting:** When outdoors and in uniform (the PT uniform is considered a uniform at CLC), all cadets must render the military hand salute to officers with the junior member initiating the salute. Salute all commissioned and warrant officers of the U.S. Armed Forces, officers of friendly foreign nations and CTOs/CTIs. To salute, you must be either standing or marching at attention. Turn your head and eyes toward the officer, salute, and extend a verbal greeting (see section 3. Greetings). You are not required to stop and salute when walking/marching. Ensure you begin the salute in time for the officer to return the salute before passing. The hand salute is rendered with pride and as a signal of recognition and respect. Remember you represent yourself, your unit, your school, the U.S. Air Force and the United States of America. Be Proud!

**3. Greetings:** When passing (indoors or outdoors), a cadet will render one of the following greetings, corresponding to the time of day, to all CTOs/CTIs and instructors. The greeting changes from “good morning” to “good afternoon” or from “good afternoon” to “good evening”, the moment you **LEAVE** the dining facility. You should make every attempt to learn and memorize the names of all CTOs/CTIs as soon as possible; “CTO/CTI (name)” will be substituted for the “Sir/Ma’am” portion of all greetings from this point forward. If you are greeting a group of men, a group of women, or a combination thereof, you will use “gentlemen,” “ladies,” or “ladies and gentlemen” as appropriate. **Just FYI: “Sirs” is not a word.**

- a. Before Lunch: “Good Morning, Sir/Ma’am”
- b. After Lunch: “Good Afternoon, Sir/Ma’am”
- c. After Dinner: “Good Evening, Sir/Ma’am”

**4. Basic Etiquette:** The following procedures will be followed the entire week of attendance at CLC unless otherwise directed:

a. Moving on the right side. When moving other than in formation, cadets will march on the right side of any hallway, stairwell or path and square all corners.

b. Shirts and shoelaces tucked in. Shirts and shoelaces must be tucked in at all times, whether in uniform or civilian clothing.

c. “I” no longer exists. Cadets will not refer to themselves in the first person. In place of the word “I,” cadets will substitute the phrase, “this cadet.”

d. How to ask a question. Before asking a question or making a statement, a cadet will stand at attention and raise their right arm so the upper arm is parallel to the ground and the lower arm is bent at a 90° angle. The hand should be closed as in a fist. Once recognized, the cadet will return to attention and use the appropriate camp response.

e. When a CTO/CTI or instructor enters a room, stand at attention. If more than one person is present, the first person to see the CTO/CTI/instructor will call the group to attention. However, if an officer of equal or higher rank is already in the room, do not call the room to attention. Call the room to attention again as the CTO/CTI/instructor departs.

## 5. Movement in the Dormitory

a. While moving throughout the dormitory, cadets will march at quick time.

b. Grounding: When in the dormitory hallway and approached by a CTO/CTI or instructor, cadets will “ground” themselves against the nearest wall, at the position of attention, positioning the five points as necessary and against the wall (Figure 1). Once the cadet is “grounded,” they will respond with the appropriate verbal greeting. If a cadet approaches a stationary CTO/CTI, the cadet will greet and continue to move without stopping.

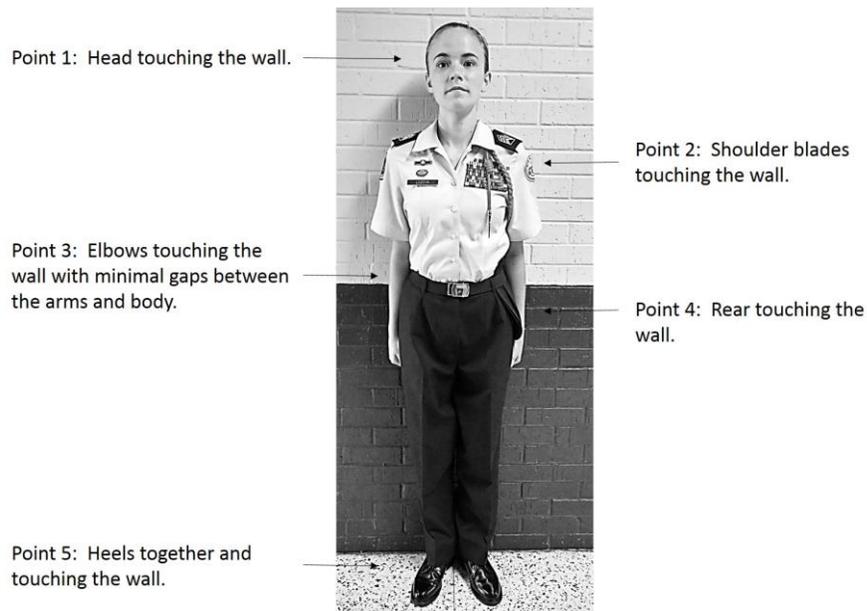


Figure 1: Grounding

c. Center Line: When called to the “Center Line” by a CTO/CTI, cadets will ground themselves outside the doorway of their assigned room. If a cadet is away from his or her room,

at “Center Line,” they will ground themselves against the wall closest to their current location. Cadets will not use greetings while at “Center Line.” When a cadet leaves his or her assigned room they must be in uniform (blues or PTs). This includes the morning “Center Line.” PTs with shower shoes are acceptable when in your room and when transitioning to use the shower facilities.

d. Stairwells: Cadets will move at the position of attention. Cadets must use handrails while on the stairs. At no time are cadets to run, jog, stop or stand on the stairs. Cadets will not “ground” themselves in the stairwells. When passing a CTO/CTI or instructor, cadets will use the appropriate greeting and move on.

e. No Lying Down: Unless directed by a CTO/CTI or instructor, cadets will not lie down on a bed or floor while in their assigned room prior to lights out. Cadets may however, sit in the chairs in their room while studying, preparing their uniforms, etc.

## CHAPTER 3 - MEALS AND DINING ETIQUETTE

**1. Waiting in Line:** While waiting in line in the dining hall, cadets will stand at parade rest. When there is room to move forward, cadets will come to attention, move forward and reassume parade rest. The first time a CTO/CTI or instructor passes cadets while they are in line, the cadets will come to attention, render the proper greeting and return to parade rest once the CTO/CTI/instructor has passed. It *is not* required to greet the same CTO/CTI/instructor more than once while in line. Unless otherwise directed, talking is not permitted while in the dining hall.

### **2. Meals**

a. Drinks: Cadets are required to drink two glasses of fluid at each meal—one must be water and the other may be another glass of water, Powerade, milk or juice. At no time may cadets drink soda or coffee.

b. Food: Cadets are not permitted to have dessert at any meal. Dessert is classified as cake, cookies, pie, jello, etc. CTOs/CTIs will clarify further if there are any specific examples at meals.

c. Waiting to be Seated: As cadets finish receiving their food, they will march to their assigned table while squaring corners (this does not require the cadet to follow the wall). Once they reach their seat, they will place their tray on the table in front of them and remain standing at the position of attention until all cadets setting at the table are present or a CTO/CTI gives them permission to be seated. Once cadets are seated, they will position themselves as displayed in Figure 2.

Head and back straight up and down; perpendicular to the ground

Both hands will remain under the table when not eating. The secondary hand will remain under the table at all times.



Cadets will sit on the last 6 inches of the chair

Upper abdomen against the table

Feet together



90 degree  
"Squared Meals"

Figure 2: Meal Etiquette

d. Consuming your Meal: When cadets begin to eat, they will remain at the position of "in-seats attention." Plates, cups and silverware will be arranged as displayed in Figure 3. Cadets will consume their food one bite at a time. With each bite, cadets will take their hand from under the table and pick up the proper piece of silverware. When collecting food on the utensil, cadets may look down at their meal for no more than two seconds and then must return their eyes to a

locked position looking straight forward. When transporting food to their mouth, cadets will “square” their meals. The cadet will lift the utensil until it is adjacent to the mouth, then keeping the hand parallel with the surface of the table top as shown in Figure 2, bring the utensil to the mouth. Once the food has securely reached the inside of the mouth, the cadet will return the eating utensil back to its proper position, as shown in Figure 3. The cadet will then place their hands back under the table. Cadets will repeat this process until filled.



Figure 3: Tray Arrangement

e. After the Meal: Once they finish, cadets will take their tray to the front of the dining hall to be washed. They will then return to their seat. They will remain at “in-seats attention,” either staring directly forward, or they may lay their “Cadet Guide” on the table and study its contents until they are dismissed.

## CHAPTER 4 - ROOM ARRANGEMENT AND INSPECTION INFORMATION

**1. General Room Arrangement and Inspection Information:** Each room is divided into two sides. Side A is the left side of the room when entering. Side B is the right side of the room when entering. If a cadets does not have a roommate, he/she will set up the furniture (not the drawers) for the entire room. **You MUST put your room inspection sheet (will be in your room upon arrival or given to you by your Flt CC) centered on your pillow prior to leaving the room for Breakfast each day. Failure to do so will result in a 20-point deduction from your room inspection grade.**

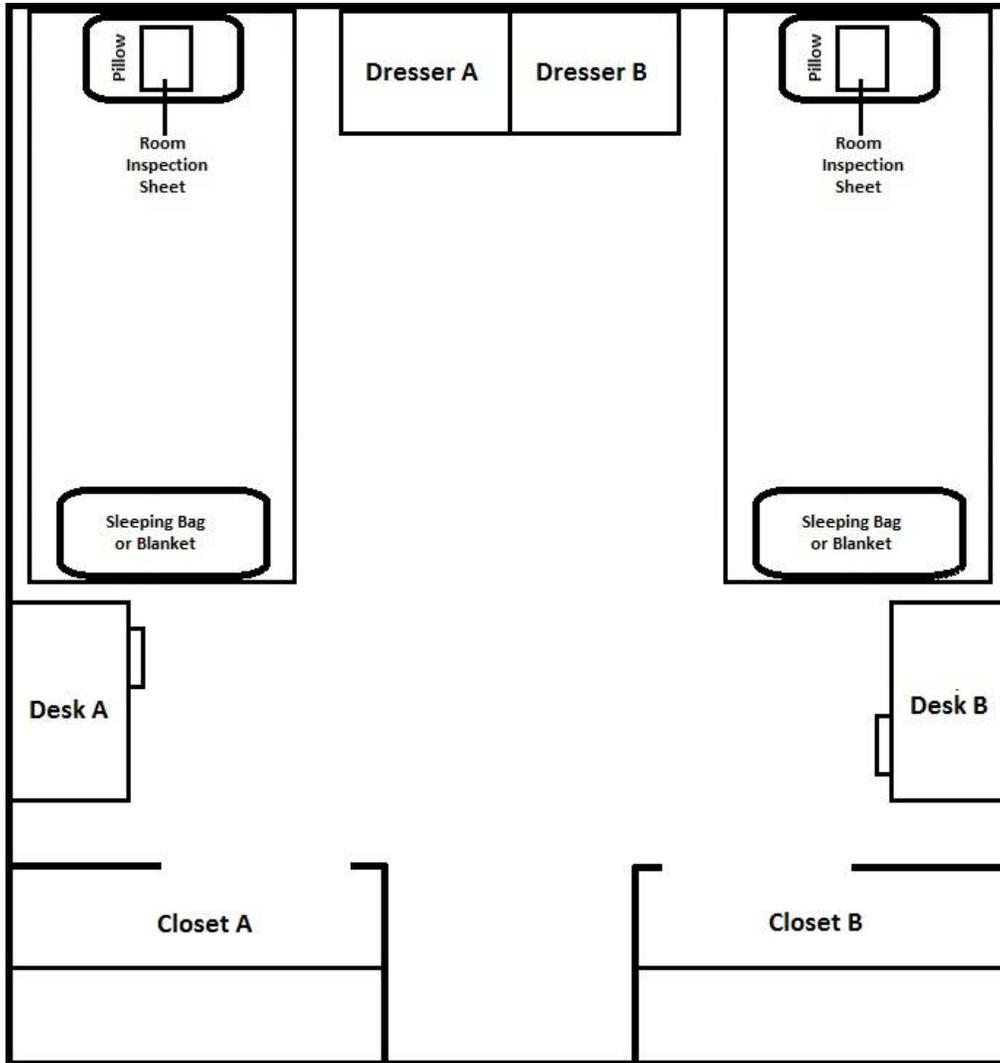


Figure 4a: Room Arrangement (Jennings Hall)

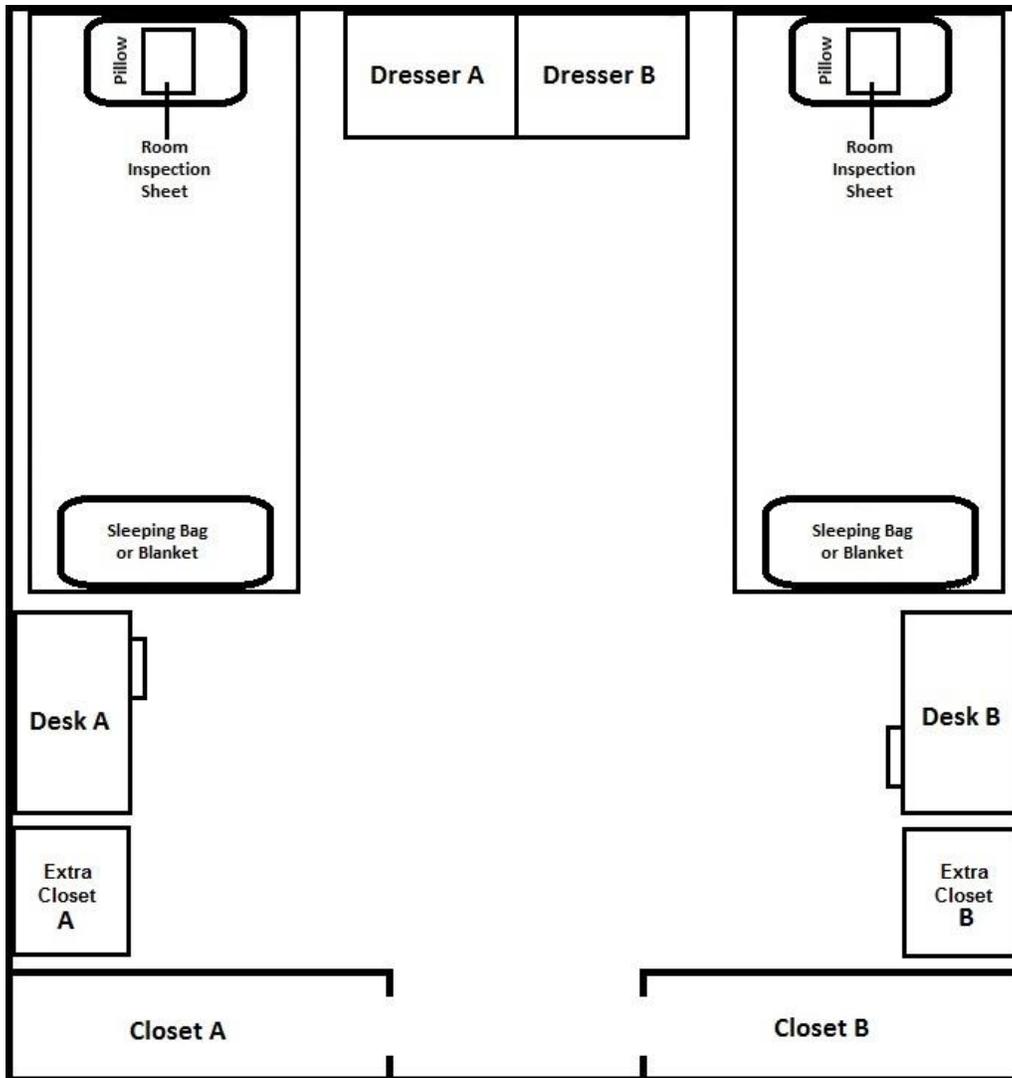


Figure 4b: Room Arrangement (Taylor Hall)

**2. Air Vent:** The air vent will remain open at all times.

**3. Widow and Blinds:** The window and blinds will remain closed at all times. Window blinds will be closed so they face downward. The windowsill will be free of dust and dirt.

**4. Dresser:** Both dressers will be clean on top, free from dirt and dust. Dresser drawers will remain closed. Dressers A & B will be grounded to the wall and to each other. Once grounded they will be centered between the beds as shown in Figures 4a/4b. If the dressers don't fit between the beds, you may put them under the beds (should only apply to Taylor Hall).

a. Two cadets in a room: Each cadet will use the dresser on their respective side of the room. Each drawer will have an opening of 2" or 2 fingers as shown in Figure 5.

b. Three cadets in a room: Each cadet will use two dresser drawers. When determining which drawers belong to each cadet, the top drawers will be for the cadet in the top bed (bunked),

the middle drawers will be for the cadet in the bottom bed (bunked) and the bottom drawers will be for the cadet in the single bed. Each drawer will have an opening of 2” or 2 fingers as shown in Figure 5.

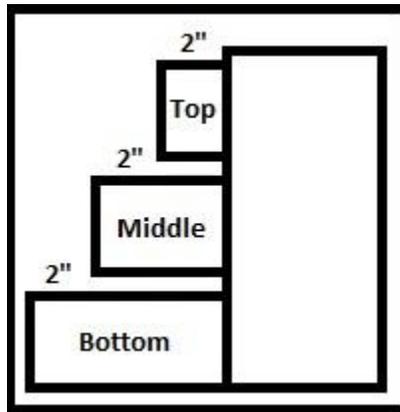


Figure 5: 2” Drawer Opening (Side View)

c. Top Dresser Drawer Layout, two cadets to a room & Dresser Drawer A Layout, three cadets to a room (Figure 6): The drawer will have a 2” opening. Two V-neck t-shirts, folded into 6” x 6” squares, with the “V” facing up will be stacked on top of each other and grounded against the bottom and right side of the drawer. The edges of the stack should be flush and even. Two PT shirts, folded into 6” x 6” squares, with the “U” facing up will be stacked on top of each other and grounded against the bottom and left side of the drawer. The edges of the stack should be flush and even. Two black socks will be rolled up with the “smile” side fold up. The socks will be grounded against the top and right side of the drawer above the V-neck t-shirts. Two white or other athletic socks will be rolled up with the “smile” fold up. The socks will be grounded against the top and left side of the drawer above the PT shirts.

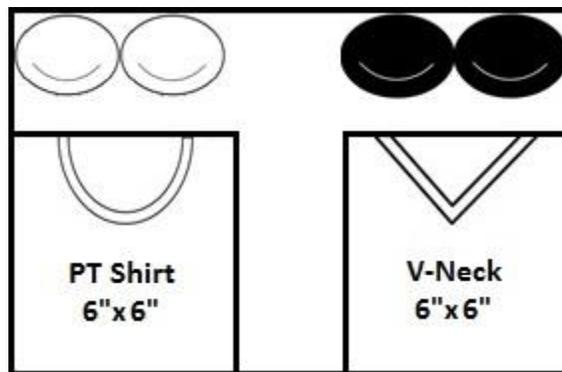


Figure 6: Top Dresser Drawer / Drawer A Layout (2 or 3 Cadets in Room)

d. Middle Dresser Drawer Layout, two cadets to a room (Figure 7a): The drawer will have a 2” opening. Two PT shorts will be folded neatly into a 6” x 6” square and grounded against the bottom and right side of the drawer. They will be stacked on top of each other and the edges of the stack should be flush and even. The elastic WILL NOT show. Two undergarments folded into a square that displaces no larger than a 3” x 3” area. The undergarments will be grounded against the bottom and left side of the drawer. They will be stacked on top of each other and the

edges of the stack should be flush and even. If applicable, bras will be folded cup-into-cup with the straps tucked under. The bra will be grounded against the bottom of the drawer and right of the undergarments.

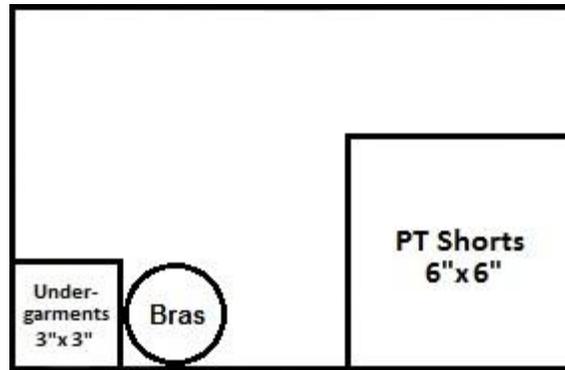


Figure 7a: Middle Dresser Drawer Layout (2 Cadets in Room)

e. Dresser Drawer B Layout, three cadets to a room (Figure 7b): The drawer will have a 2” opening. Two PT shorts will be folded neatly into a 6” x 6” square and grounded against the bottom and right side of the drawer. They will be stacked on top of each other and the edges of the stack should be flush and even. The elastic WILL NOT show. Two undergarments folded into a square that displaces no larger than a 3” x 3” area. The undergarments will be grounded against the bottom of the drawer and the PT shorts. They will be stacked on top of each other and the edges of the stack should be flush and even. If applicable, bras will be folded cup-into-cup with the straps tucked under. The bra will be grounded neatly against the top of the undergarment and the PT shorts. The toothbrush (inside the container) will be grounded against the bottom and left side of the drawer. The deodorant will be sealed and will be grounded against the bottom of the drawer and the right side of the toothbrush container. The soap (inside the container) will be grounded against the bottom of the drawer and the right side of the deodorant (if not enough room along the bottom of the drawer, ground the soap above the deodorant and the right side of the toothbrush container). Shampoo and toothpaste will be stored in a desk drawer.

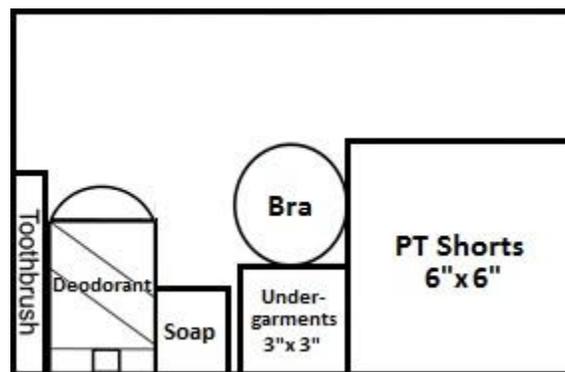


Figure 7b: Dresser Drawer B Layout (3 to a Room)

f. Bottom Dresser Drawer Layout, two cadets to a room (Figure 8): The drawer will have a 2” opening. The toothbrush (inside the container) will be grounded against the bottom and left side of the drawer. The toothpaste will grounded against the bottom of the drawer and the right side of the toothbrush container. The deodorant will be sealed and will be grounded against the

bottom of the drawer and the right side of the toothpaste. The shampoo will be grounded against the bottom and right side of the drawer. The soap (inside the container) will be grounded against the bottom of the drawer and the left side of the shampoo.

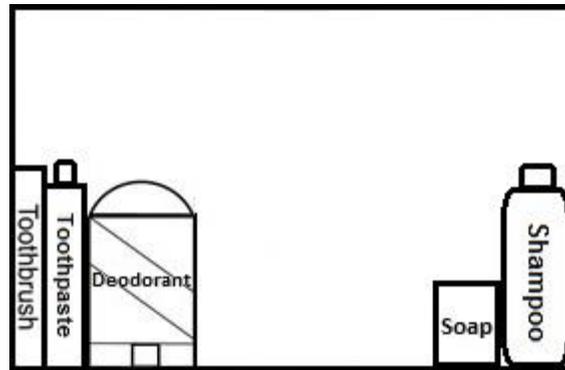


Figure 8: Bottom Dresser Drawer Layout (2 Cadets in Room)

d. Extra uniform items: Extra uniform items may be stored in the desk drawers or cadets' luggage. If stored in the desk drawers, items are not inspected but must be neat in appearance. Additionally, extra uniform shirts and pants may be hung in the closet or extra closet (Taylor Hall) but must be inspection ready.

**5. Desk:** Both desks will be clean on top, free from dirt and dust. Desk drawers will remain closed. Each cadet may use one desk drawer for extra items, however CTOs/CTIs routinely look in these drawers for contraband. Desks will be grounded to the wall and centered between their respective bed and closet as shown in Figure 4a for Jennings Hall. Desks will grounded to the wall and centered between their respective bed and extra closet as shown in Figure 4b for Taylor Hall.

**6. Chairs:** Chairs will be clean, free from dirt and dust. Chairs will be pushed into the desk and centered in the gap as shown in Figures 4a/4b.

**7. Floor:** The floor will be clean and free from dirt and residue.

**8. Doors:** The entrance door will remain open as far as possible.

**9. Bed:** The head of the bed will be grounded as close as possible to the wall and the side of the bed will be one hand width away from the side wall as shown in Figures 4a/4b.

a. Sleeping Bag/Blanket: The sleeping bag or blanket will be folded neatly, centered and grounded to the foot of the bed (see Figure 9). Cadets may bring a fitted twin-size, extra-long (or full size) sheet to put on the mattress if they do not have a sleeping (sheet will remain on bed at all times).

b. Pillow: The pillow will be centered on the bed and grounded to the top, or head of the bead (see Figure 9). The opening of the pillow case will face toward the wall. The Room Inspection Sheet will be centered on the pillow, with the letter of the cadet (A, B, etc.) indicated.

c. Shoes: Shoes will be grounded to the back wall and inside/outer edge of the closet under each cadet's respective uniform items. The toes will face inward. Shoes will be arranged tallest to shortest from right to left as shown in Figure 10. Cadets are required to have one pair of athletic shoes and one pair of shower shoes (or sandals) for inspection. Shoelaces will be tucked in (if present).

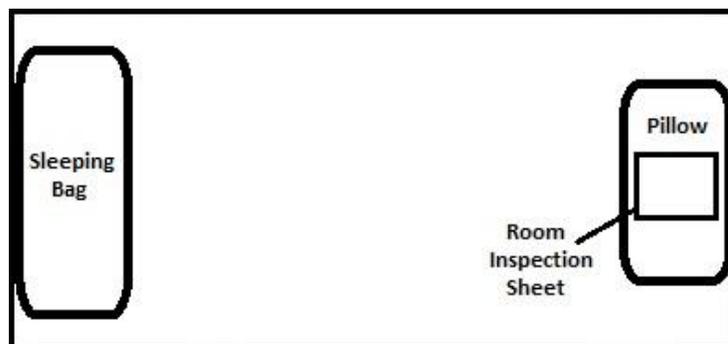


Figure 9: Bed Arrangement

**10. Closet and Uniforms (Figure 10):** When determining which side belongs to each cadet, Side A (cadet 1 (& possibly cadet 3)) will always be the left side when entering the room, while Side B (cadet 2) will be the right side when entering the room as shown in Figures 4a/4b.

a. Uniform Shirts: All uniform shirt buttons will be buttoned except for the collar. Pocket buttons and epaulet buttons will also be buttoned. Shirts will be free of accessories or "clean." This means no nametags, ribbons and/or rank will be attached to the shirt while hanging. The unit patch will always face outward.

b. Uniform Pants: While hanging, pant legs will drape to the viewer's left. The waistband will drape to the right, with the zipper facing outward. On the pants, all buttons will be buttoned, the zipper zipped and the top clasp connected. The pant legs and waistband will be flush and drape even with each other.

c. Towel and Washcloth: Each cadet will display one washcloth and one towel on separate hangers in their closet area. The washcloth will be hung centered on a hanger. The bottom edges of the washcloth will be flush and even. The towel will be folded in half and hung centered on a hanger. The folded side of the towel will face outwards. The bottom edges of the towel will be flush and even.

d. For Jennings Hall, the entrance way between Side A and Side B is considered the closet's inside edge. For Taylor Hall, the hallway wall is considered the closet's inside edge. Cadet 1 will use Side A inside edge and cadet 2 will use Side B inside edge (Figure 10a). If a third cadet is in the room, he/she will use Side A outside edge if in Jennings Hall (Figure 10b) or the extra closet on Side A if in Taylor Hall (refer to paragraph 12 for specifics) Hangers will start 2" from the appropriate edge of the closet. Each hanger, after the first, will be spaced 2" (2 fingers) from one another. Every cadet is required to have a minimum of one uniform shirt, one pair of uniform pants, one towel and one washcloth for inspection. Empty hangers will be removed from the closet bar. If a cadet wants to hang more than one shirt or one pair of pants, they may be hung in the

closet or extra closet (but must be inspection ready) or they can be kept in their desk drawer or their luggage.

e. Luggage/Garment Bags: Luggage or garment bags will be zipped and/or latched closed. They will be neatly placed on the top shelf of the closet and grounded against the appropriate edge and back wall of the closet.

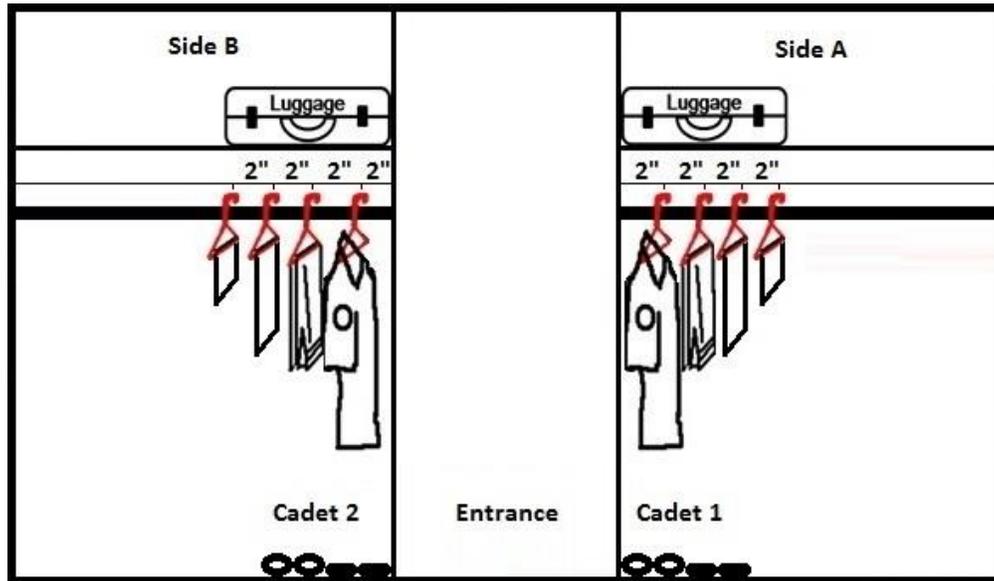


Figure 10a: Closet Arrangement as Looking into the Closet (Jennings & Taylor)

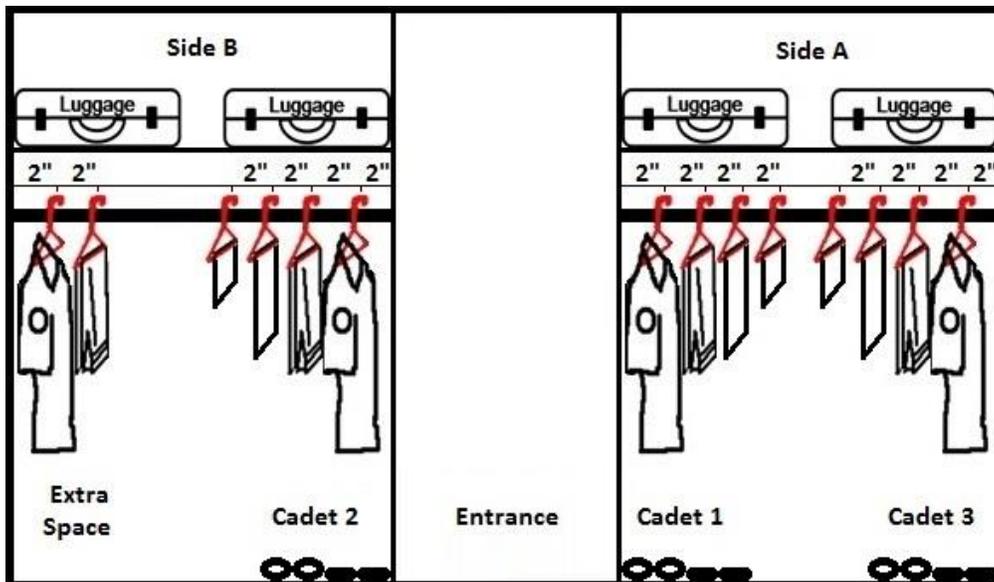


Figure 10b: Closet Arrangement as Looking into the Closet (Jennings, 3 cadets in a room)

**11. Extra Closet, 2 cadets in a room (Taylor Hall only):** Both extra closets will be clean on top, free from dirt and dust. Extra closet doors will remain closed. Extra closets will grounded to the

wall and centered between their respective desk and fixed closet as shown in figure 4b. Extra uniform shirts and pants may be hung in the extra closet but must be inspection ready.

**12. Extra Closet, 3 cadets in a room (Taylor Hall only):** The extra closet on the left side when entering the room will be used by cadet 3. The other extra closet will be clean on top, free from dirt and dust. Cadet 3's closet doors will remain open for inspection. The other extra closet doors will remain closed. Extra closets will be grounded to the wall and centered between their respective desk and fixed closet as shown in figure 4b. Extra uniform shirts and pants may be hung in the extra closet but must be inspection ready. Cadet 3 will hang items in the closet as shown in Figure 10b for cadet 3. That is on the right side of the closet as viewed by the observer. If cadet 3's extra luggage does not fit in the closet, it may be stored in the other extra closet.

**13. Bathroom Area:**

a. General: Bathroom areas are the responsibility of all cadets. Cleaning of the bathrooms will rotate among the flights.

b. Showers: Shower curtains will remain completely closed.

c. Mirrors: Bathroom mirrors will be clean and free from smudges, streaks, water residue and lint.

d. Sinks: Sink drains will remain open and sinks will be free of standing water. The sink face will be clean, free from hair, dirt and soap residue. Faucets will be buffed clean, free from smudges, streaks and water residue.

e. Bathroom Floors: Bathroom floors will be clean, free from dirt, hair or residue.

f. Toilet: Toilets will be flushed after each use. Toilet seats and lids will be closed.

## CHAPTER 5 – SAFETY, HYGIENE AND OTHER CADET CONCERNS

**1. Safety:** Safety is our #1 priority. Every good leader must understand nothing is more important than the safety of his or her subordinates. It is better to play it safe than to try and play tough. Inform your Flt CC if you feel ill or in physical danger. Flt CCs are the first line of communication for all immediate safety and health questions or issues. Any further medical/safety concerns and problems will be referred to the Camp Nurse, located in the lobby of Veda Hodge or Jennings Hall. All problems must be directed through the Flt CC.

a. Hydration: All cadets will be issued a water bottle on Monday when they arrive and on Tuesday, Wednesday, Thursday and Friday morning. It is mandatory cadets carry and use their water bottle **at all times**. Cadets may bring their own water bottle or hydration pack but will be responsible for filling it. Hydration packs will not be worn while in the blue uniform and will be stored in the closet when not in use. Dehydration is one of the largest health concerns at CLC. It is important all cadets know the signs of dehydration and remain vigilant. The first indications of dehydration include headaches, lack of perspiration (sweat), cold and clammy skin and dizziness and nausea. If you or someone you know is experiencing any of these symptoms, notify a CTO/CTI or instructor immediately, no matter where or when it takes place.

b. Knee Locking: While standing in formation, cadets will not lock their knees. Locking your knees for any extended period of time can stop the circulation of blood and result in fainting. If you are in formation and feel dizzy, or see a fellow cadet beginning to collapse, you may break formation in order to prevent a potentially disastrous fall. Additionally, if someone close to you collapses, you are allowed to break formation to assist them.

c. Shoe Laces Tucked In: Shoe laces will be tucked into the shoe at all times and in all uniforms during CLC.

d. Emergency Exit Procedures: In case of any emergency, it is vital all cadets remain calm and follow procedures and directions.

(1) Fire: If the fire alarm sounds remain calm and immediately proceed to the closest exit or stairwell. Exit the dormitory in a single-file line to the parking lot behind Jennings Hall and to the north of Taylor Hall. Immediately fall-in at your flight's designated location. After all flights fall-in, roll call and accountability will be taken.

(2) Tornado: In the case of a tornado, immediately leave your room, using the same procedures as outlined in the section entitled, "Movement in the Dormitory," and head toward the closest stairwell. Proceed to either Jennings Hall or Taylor Hall lobby. Cadets will stand along the wall of the lobby and await further instructions.

(3) Power Outage: In the case of a power outage, cadets will remain in their room. While there, cadets are instructed to turn on their flashlights and study their "Cadet Guide" until further instructions are given. Cadets must remain silent and calm.

**2. Hygiene:** Appearance and cleanliness are important to be a good leader. A subordinate cannot be expected to trust or respect a leader who is not capable of managing his or her own personal hygiene. The following are daily requirements for all cadets. **Cadets are required to shower daily and to use soap.** For male cadets facial hair must be shaved each day, including mustaches. Deodorant must be used. Cadets are required, but should not limit themselves, to brushing their teeth twice a day. Hair of any significant size on top of the head must also be combed every day. Fingernails will be cleaned and clipped. If any cadet is missing one or more of the toiletry items needed to complete these tasks, they should inform their Flt CC immediately so they can notify their respective instructor. Finally, in order to maintain basic health standards, it is mandatory cadets wash their hands every time they use the restroom.

**3. Medication:** Cadets must turn over all medication to the Camp Nurse during in-processing. This includes all over-the-counter and prescription medication. These medications will be labeled and kept by the nurse. Cadets must inform their Flt CC of when, and how many times each day, medications must be administered. At the beginning and end of each meal, cadets needing medication will be collected. These cadets will either be administered their medication(s) in the dining facility or be taken to Jennings Hall CQ where the proper medications will be administered. Cadets with inhalers are required to inform their Flt CC of inhalers in their possession but will not turn over the inhaler. These cadets must carry their inhaler with them at all times.

#### **4. Contraband:**

a. Contraband is defined as any item not listed on the CLC Cadet Clothing List. All contraband not previously given to the cadet's instructor will be collected during in-processing.

b. Concealing any item considered contraband will not be tolerated and cadets found to be in violation of this policy may be dismissed from CLC and sent home at their own expense at the discretion of the Commandant and their instructor.

c. Following is a list of common items cadets do not consider contraband but are contraband at CLC:

- (1) Cell phones / watches / electronic devices
- (2) Perfume / cologne (body spray, lotion & aftershave are ok)
- (3) Liquid shine
- (4) Corfam shoes / pumps
- (5) Ropes / cords worn at home unit
- (6) Wheel caps / sugar scoops / berets / any cover other than the flight cap
- (7) Medals / badges
- (8) Air freshener
- (9) Transition lens (unless they are your only pair of glasses)
- (10) Books / stuffed animals
- (11) Jewelry of any type

d. If there is a question whether or not an item is contraband at CLC, ask before arrival or during in-processing.

## **5. Academic and Classroom Etiquette**

a. The academic courses at CLC can be demanding. To succeed, you must participate, take notes as necessary and pay attention.

b. There is no talking during designated break sessions. Cadets will not sleep in class.

c. Cadets are required to be respectful and courteous while in the classroom. When addressing an instructor in the classroom (e.g., to ask or answer a question); stand at attention, state your name and unit, then talk.

**6. Gender Separation:** Female cadets will be roomed in Taylor Hall and male cadets will be housed in Jennings Hall. Other than flight time with a CTO/CTI, male cadets are not authorized in the female cadets' hall(s) nor are female cadets allowed in the male cadets' hall(s). If a CTO/CTI or instructor of the opposite gender needs to enter a floor/hall housing the opposite sex, the statement "Male/Female on the floor" must be stated in a loud voice upon exiting the stairwell. The doors to each room must be open at all times with the exception of changing clothes.

## **7. Physical Training (PT) Procedures**

a. Overview: PT is an integral part of your cadet experience. Pushing yourself both physically and mentally will help make you better. PT will occur a couple times and may consist of such activities as warm-ups, calisthenics, running, competitive sports and flight competitions. On days PT is not performed, a short calisthenics session will take place.

b. At CLC, your personal safety is of primary concern. If for ANY reason you feel ill, sick, injured or otherwise unable to participate or continue in any CLC physical activity, notify your Flt CC or an instructor immediately. No one knows your body or capabilities and limitations better than you.

## CHAPTER 6 – RECOGNITION / AWARDS

**1. Ribbons:** Cadets have the opportunity to earn various JROTC ribbons while at CLC to include the following:

- a. Achievement Ribbon
- b. Leadership School Ribbon
- c. Outstanding Flight Ribbon
- d. Special Teams Competition Ribbon

**2. Honor Graduate:** The cadet with highest overall score (i.e., room inspections, uniform inspections, test scores, CTO/CTI score) will be recognized as the CLC Honor Graduate.

**3. Distinguished Graduates:** Top 10% of cadets will be recognized as CLC Distinguished Graduates base on their overall score (i.e., room inspections, uniform inspections, test scores, CTO/CTI score).

**4. “Raul Lopez Service Before Self” Award:** This award is named after a former instructor and long-time Commandant of this camp. The Raul Lopez Award is presented to one cadet who exemplifies the Air Force Core Value of “Service Before Self” and performs selflessly throughout the entire course. Each Flight Commander will nominate one cadet from their flight and the winner is chosen by the Commandant and Deputy Commandant.

**5. Commandant’s Award:** This award is presented to one cadet that exemplifies all aspects of the Air Force Core Values, shows superb leadership abilities during the week and always goes the extra mile never looking for praise or recognition. Each Flight Commander will nominate one cadet and the winner is chosen by the Commandant.

## **Appendix 1 – National/Air Force Chain of Command**

Commander-in-Chief  
The Honorable Donald J. Trump

Vice President  
The Honorable Mike Pence

Secretary of State  
The Honorable Michael R. Pompeo

Secretary of Defense  
The Honorable Patrick M. Shanahan

Secretary of the Air Force  
The Honorable Heather Wilson

Chairman, Joint Chiefs of Staff  
General Joseph F. Dunford Jr.

Air Force Chief of Staff  
General David L. Goldfein

Chief Master Sergeant of the Air Force  
Chief Master Sergeant of the Air Force Kaleth O. Wright

Commander, Air Education and Training Command  
Lieutenant General Steven L. Kwast

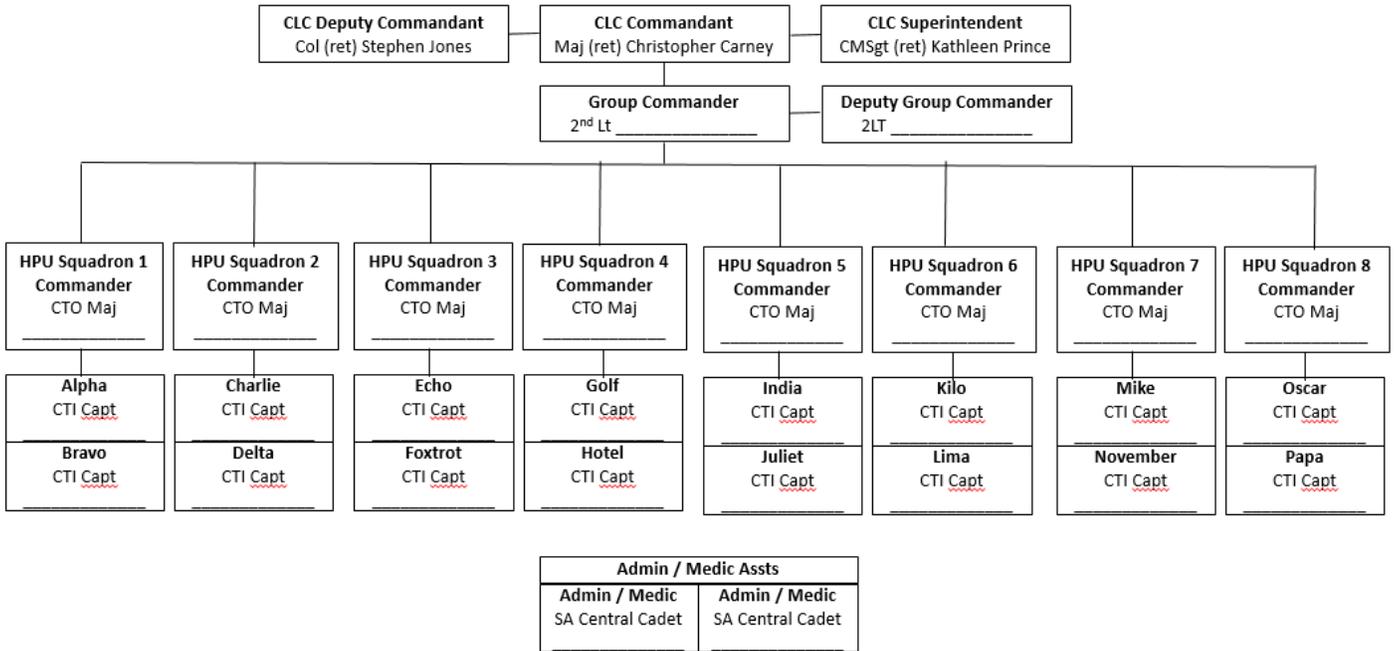
Commander, Air University  
Lieutenant General Antony J. Cotton

Commander, Holm Center  
Brigadier General Christopher J. Niemi

Director, Air Force Junior ROTC  
Colonel Paul C. Lips

## Appendix 2 – Cadet Leadership Course Chain of Command

### 2019 CLC Organizational Chart



## Appendix 3 – Air Force Rank Structure

### Rank, Pay Grade, and Insignia

#### Enlisted

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-8	E-9	E-9			
Air Force													
													
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSGt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM Sgt)	Chief Master Sergeant of the Air Force (CMSAF)

#### Officer

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	
Air Force										
										
2nd Lieutenant (2nd Lt.)	1st Lieutenant (1st Lt.)	Captain (Capt.)	Major (Maj.)	Lieutenant Colonel (Lt. Col.)	Colonel (Col.)	Brigadier General (Brig. Gen.)	Major General (Maj. Gen.)	Lieutenant General (Lt. Gen.)	General (Gen.)	General of the Air Force (reserved for wartime only)

Appendix 4 – Air Force Junior ROTC Rank Structure

**AIR FORCE JUNIOR ROTC INSIGNIA**

**CADET OFFICER RANK**



SECOND  
LIEUTENANT



FIRST  
LIEUTENANT



CAPTAIN



MAJOR



LIEUTENANT  
COLONEL

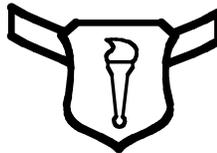


COLONEL

**CADET AIRMAN RANK**

(no rank insignia)

AIRMAN BASIC



AIRMAN



AIRMAN  
FIRST CLASS



SENIOR  
AIRMAN



STAFF  
SERGEANT



TECHNICAL  
SERGEANT



MASTER  
SERGEANT



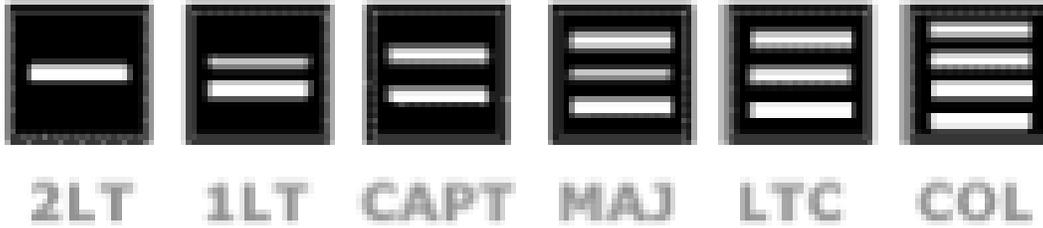
SENIOR  
MASTER  
SERGEANT



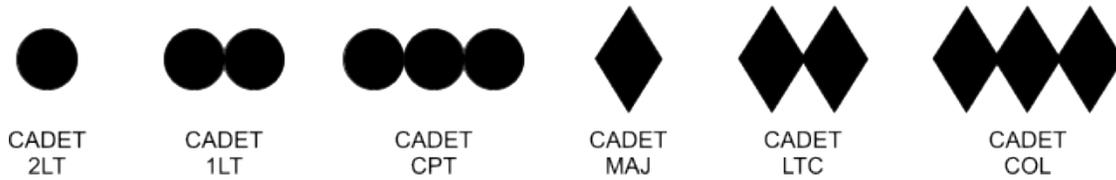
CHIEF  
MASTER  
SERGEANT

## Appendix 5 – Air Force and Army ROTC Rank Structure

### Air Force ROTC Cadet Officers



### Army ROTC Cadet Officers

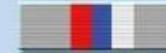
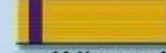
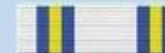
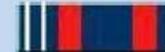
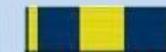
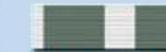
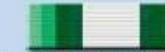
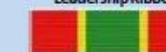
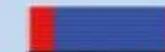
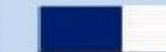
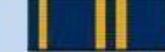
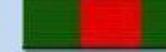


**Note:** The information on this page is included for your benefit in being able to identify the rank of your CTOs in relationship to the position they hold within the wing structure.

## Appendix 6 – Air Force Junior ROTC Ribbon Chart



# AIR FORCE JUNIOR ROTC

 1. Air Force JROTC Gold Valor Award	 2. Air Force JROTC Silver Valor Award	 3. Cadet Humanitarian Award	 4. Silver Star Community Service with Excellence Award	 5. Community Service with Excellence Award
 6. Air Force Association Award	 7. Daedalian Award	 8. American Legion Scholastic Award	 9. American Legion General Military Excellence Award	 10. American Veterans Award
 11. Reserve Officers Association Award	 12. Military Order of World Wars Medal	 13. Military Officers Association Award	 14. Veterans of Foreign Wars (VFW) Award	 15. Military Order of the Purple Heart
 16. Air Force Sergeants Association	 17. Tuskegee Airman Inc. AFJROTC Cadet Award	 18. The Retired Enlisted Association Award	 19. Celebrate Freedom Foundation Award	 20. Air Commando Association Award
 21. Distinguished Unit Award With Merit	 22. Distinguished Unit Award	 23. Outstanding Organization Award	 24. Outstanding Flight Ribbon	 25. Top Performer Award
 26. Outstanding Cadet Ribbon	 27. Leadership Ribbon	 28. Achievement Ribbon	 29. Superior Performance Ribbon	 30. Academic Ribbon
 31. Cadet Leadership Course (CL) Ribbon	 32. Special Teams Placement Ribbon	 33. Joint/All-Service National Competition Ribbon	 34. Air Force Nationals Competition Ribbon	 35. Orienteering Ribbon
 36. Leadership Development Requirement (LDR) Leadership Ribbon	 37. Drill Team Ribbon	 38. Color Guard Ribbon	 39. Sabre Team Ribbon	 40. Marksmanship Ribbon
 41. Good Conduct Ribbon	 42. Service Ribbon	 43. Health and Wellness Ribbon	 44. Recruiting Ribbon	 45. Activities Ribbon
 46. Attendance Ribbon	 47. Dress and Appearance Ribbon	 48. Longevity Ribbon	 49. Bataan Death March Memorial Hike Ribbon	 50. Patriotic Flag Ribbon

Version: 1 August 2018

## Appendix 7 – Phonetic Alphabet

A – ALPHA  
B – BRAVO  
C – CHARLIE  
D – DELTA  
E – ECHO  
F – FOXTROT  
G – GOLF  
H – HOTEL  
I – INDIA  
J – JULIET  
K – KILO  
L – LIMA  
M – MIKE  
N – NOVEMBER  
O – OSCAR  
P – PAPA  
Q – QUEBEC  
R – ROMEO  
S – SIERRA  
T – TANGO  
U – UNIFORM  
V – VICTOR  
W – WHISKEY  
X – X-RAY  
Y – YANKEE  
Z – ZULU

## Appendix 8 – The Air Force Song, by Robert Crawford

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

Additional verses:

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

Bridge: "A Toast to the Host"

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

Zoom!

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

*Notes: Crawford didn't write "Hey!"; he actually wrote "SHOUT!" without specifying the word to be shouted. Wherever they appear, the words "U.S. Air Force" have been changed from the original "Army Air Corps." Words in parentheses are spoken, not sung.*

## Appendix 9 – United States Air Force Core Values

a. ***Integrity First:*** Integrity is essential. It's the inner voice, the source of self-control, the basis for the trust that is imperative in today's military. It's doing the right thing even when no one is looking.

b. ***Service Before Self:*** Military service is not just another job. It's an uncommon profession that calls for people of uncommon dedication. A leader unwilling to sacrifice individual goals for the good of the unit cannot convince other unit members to do so.

c. ***Excellence In All We Do:*** The Air Force mission often involves the risk of human life and sometimes, national survival. The obligation to excel is a moral obligation for members of a professional military service.

## Appendix 10 - Cadet Uniform Requirements

The items listed below are minimum requirements and extra shirts and trousers/slacks would be useful. Ensure your uniforms fit properly and your hair is within standards prior to arrival. Washers/dryers are available. Laundry/dry cleaning service is downtown and your SASI/ASI will have to deliver and pick up. Absolutely no electronic devices will be allowed. If brought, these will be collected by instructors before check-in and will be returned after graduation. There is no way we can provide uniform items to any cadet so make double sure you come with everything you will need. **Do not bring pumps, ropes, badges, medals, wheel hats or corfam shoes.**

<b>CLOTHING ITEMS CHECKLIST</b>	
FEMALE	MALE
1 flight cap	1 flight cap
3 short sleeve blue shirts w/patch(es)	3 short sleeve blue shirts w/patch(es)
3 pair of blue uniform slacks	3 pair of blue uniform trousers
1 pair of black Oxford shoes (no corfams)	1 pair of black Oxford shoes (no corfams)
1 blue AF nametag	1 blue AF nametag
3 white V-neck/tank style t-shirts	3 white V-neck/tank style t-shirts
White (any length) & black (long) socks	White (any length) & black (long) socks
3-4 PT shirts (sports bra optional)	3-4 PT shirts
3-4 PT shorts	3-4 PT shorts
Ribbons (all w/devices... <b>parade day only</b> )	Ribbons (all w/devices... <b>parade day only</b> )
2 pair of cadet SSgt rank	2 pair of cadet SSgt Rank
1 belt with buckle	1 belt with buckle
Lightweight blue jacket (optional)	Lightweight blue jacket (optional)
Personal female items	Razor and shaving cream/electric razor
<b>MISCELLANEOUS ITEMS ALL CADETS</b>	
Roll of paper towels	
Travel clothes	
Sleepwear (most cadets sleep in PT gear)	
Athletic shoes	
Shower shoes/clogs (required for use and inspection)	
Bar soap with container (travel style with a cover-required for inspection). NOTE: Cadets may use liquid soap but must have the bar/container for inspection.	
Toothbrush with container and toothpaste	
Deodorant	
2 white towels and 2 white wash cloths	
Hangars (for uniforms, towels and wash cloths)	
Standard size pillow with plain (solid color) pillow case	
Sleeping bag (solid color) (may bring extra-long, fitted twin or full sheet to cover mattress)	
Other personal toiletries as needed (no perfumes or colognes...aftershave is allowed)	
Laundry bag or extra pillow case for dirty laundry	
Shoeshine kit (brush and paste only...NO liquid shine, pledge, etc.)	
Sunscreen/insect repellent	
Pens/pencils/spiral notebook/3-ring binder/ruler...#2 pencils are MANDATORY	
May bring your own water bottle or hydration pack (not mandatory)	

## Appendix 11 – CLC Cadet Uniform Inspection Checklist

CLC Uniform Inspection Checklist			
<b>Cadet Name:</b>			
<b>Flight:</b>			
<b>Room:</b>			
Inspection Item	Wed	Thu	Wednesday Notes
Hat			
Hair			
Shave			
Rank (alignment)			
Blue Shirt (dirty, wrinkled)			
T-Shirt (V neck)			
Patch(es)			
Ribbons (alignment)			
Name Tag (alignment)			
Pants (dirty, wrinkled)			
Belt			
Buckle			
Buttons (all buttoned)			<b>Thursday Notes</b>
Gig Line			
Make Up (not allowed)			
Nail Polish (not allowed)			
Strings / Lint			
Shoes (dirty/not shined)			
Socks (black)			
Bearing			
<b>(CLC Staff)</b>			
<b>Total Gigs</b>			
<b>Score (100 -(Gigs x3))</b>			
<b>Initials</b>			

## Appendix 12 –CLC Agenda

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>
Arrival	Drill	Calisthenics	Calisthenics	Drill	Reveille
In-processing	PT	Drill	Drill	PT	Breakfast
Flight Meetings	Reveille	Reveille	Reveille	Reveille	Awards
Supper	Breakfast	Breakfast	Breakfast	Breakfast	Pass in Review
Room Set Up	Inspection	Inspection	Inspection	Inspection	Out Process
In Brief	Academics	Academics	Academics	Lunch	Departure
	Lunch	Lunch	Lunch	Drill	
	Team Building	Academics	Academics	Competition	
	Retreat	Retreat	Drill	Retreat	
	Supper	Supper	Retreat	Supper	
	Team Sports	Team Sports	Supper	Graduation Prep	
			Competition		