



Colony HS Army JROTC

Cadet Handbook of

Battalion Policies and Procedures

“To Motivate Young people to be better citizens.”

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Palmer, AK 99645
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Last Updated: 21 August 2026

Summary. This handbook provides guidance for all Colony HS Army JROTC cadets. This document supplements information in Army Regulation (AR) 145-2, Cadet Command Regulation (CCR) 145-2, CCR 145-8, CCR 145-8-3, CCR 385-10, CCR 670-1, and CCR 672-5-1.

Applicability. The policies and procedures contained within this document apply to all JROTC cadets at Colony High School with the purpose of helping our cadets successfully serve in their positions.

Suggested improvements. Send comments and suggested improvements to the Battalion XO.

Cadet Supplements. Cadet Reference Manual, 6th Edition

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DEPARTMENT OF THE ARMY
COLONY HIGH SCHOOL JUNIOR ROTC
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ATOW-M-CHS

15 August 2026

MEMORANDUM FOR All Cadets, Parents, and Guardians

SUBJECT: Knights Battalion Welcome Letter

1. Welcome to Colony High School's Army Junior ROTC! The high caliber students that comprise our battalion, along with dedicated instructors and an amazing support community, are what makes us the best JROTC battalion in Alaska. Our program's #1 mission is to make better citizens, and there is not an academic program better equipped to help students achieve this goal than Army JROTC.
2. JROTC is a voluntary 4-year program, with options for 8th graders to complete a 5th year, that provides elective credits towards graduation. Four-year participation is not necessary for membership nor must a student begin JROTC at the start of the freshman year in order to be eligible for benefits extending beyond graduation.
3. We are the best because the Cadet Chain-of-Command is given the guidance and responsibilities of leading the battalion from our squad leaders to the Battalion Commander. Cadet leadership do everything from instructing drill to assisting instructors by helping teach the value of teamwork and the satisfaction of individual accomplishment.
4. Cadets receive training in citizenship, leadership, first aid, map reading, marksmanship, communicating, and many other subjects while in the classroom. Outside of the classroom, cadets learn and develop leadership skills, responsibility, self-discipline, decision making, and time management. Cadet attitude primarily determines how enjoyable and beneficial JROTC will be.
5. Our cadets are scheduled to do many things during the school year. As a member of the Knights Battalion, cadets will be expected to contribute some of their valuable time for the good of the community. Cadets contribute by participating in community-sponsored events, performing color guard ceremonies at civic and school functions, marching in parades, and attending athletic events along with many other activities. Cadets are encouraged to attend traditional multi-school events such as the Annual Military Ball, the Dining-Out Awards Banquet, WACKO, numerous drill competitions, RAIDER Challenge, and JROTC Cadet Leadership Camps (JCLC).
6. It takes hard work and dedication from the cadets and the support of their parents in order to earn and maintain our "Honor Unit with Distinction" (HUD) status. With your ability and active participation, and the quality of the returning cadet leadership, we are confident that our battalion will continue to be the #1 JROTC program in Alaska. "Be All YOU Can Be!"

//ORIGINAL SIGNED//

JUAN P. TREVINO
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Chapter 1 – Introduction

1-1. Purpose

a. This SOP establishes local policy, assigns responsibilities, and provides specific guidance for the JROTC cadets of the Knight Battalion. This document will answer most questions that a cadet or a parent may have about the JROTC program at CHS. This SOP is a living document and subject to review. Turn in any requests for changes to the instructors.

1-2. Enrollment

a. Participation in the JROTC program is voluntary and open to all students, male and female. In addition, students must be in the 8th grade or above, of good moral character, willing to partake in physical activity to best abilities, and committed to being good citizens of the United States. All uniforms and course material are issued by the JROTC Department.

b. Cadets must meet the minimum Alaska School Activities Association (ASAA) requirements for extra-curricular activities. Please see Article 12, Section 2 of the ASAA Rules for the requirements. The SAI and AI may assist with further questions.

c. See *Appendix A*. for procedures on the reception of new cadets.

1-3. Our Mission

The Knights Battalion's primary mission is "*To motivate young people to become better citizens.*" We will accomplish our mission by striving to meet or exceed all expectations and/or requirements set forth in all applicable Cadet Command Regulations and Policies, achieving goals set by school leadership, and by maintaining a strong community presence through various local support activities.

1-4. JROTC Room Rules (in addition to Colony Policies)

- a. No electronic equipment is to be seen during class (including ear buds).
- b. No sitting on desks or feet on desks.
- c. No horseplay.
- d. No gum chewing during any JROTC formation.
- e. No hats/hoods worn in the classroom.
- f. No rifles spinning in the classroom.
- g. No Drill and Ceremony inside the classroom if carrying equipment.
- h. When moving down the hallway with a rifle, the bearer must be at the position of Right-Shoulder Arms.
- i. No more than two rifles may be carried at a time.
- j. Cadet staff areas will be kept clean at all times, including removing all perishable food.
- k. Uniform lockers located at classroom entrances are for UNIFORM ITEMS ONLY.
- l. Personal items are not to be left overnight in either classroom unless previously authorized by the CSM or the SAI/AI.
- m. The staff closet is for personal items and drill shoes only.

1-5. Course Curriculum

- a. Leadership Education and Training – One (LET 1) course curriculum may include:
 - Rank Identification

- Corps of cadet structure
 - Flag Etiquette
 - Followership
 - Communications
- b. LET 2/3/4 course curriculum may include:
- Map reading
 - Financial Planning
 - Military History
 - U.S. Government
- c. All LET levels course curriculum may include
- First Aid/CPR/AED
 - Marksmanship
 - Physical Fitness
 - Drill and Ceremonies
 - Uniform Wear
 - Leadership
 - Citizenship
 - Communication Styles
 - Decision Making
 - Time Management

1-6. Policies

- a. Battalion policies and standards are based on U.S. Army Cadet Command (USACC) policy memorandums and regulations. All USACC policies and regulations can be viewed and downloaded at <https://armyrotc.army.mil/forms-publications/>.

1-7. Discipline

- a. Discipline is best defined as those conditions and attitudes of people which contribute to orderliness among one another. Obedience by subordinates to superior ranking cadets or cadets in positions of higher authority and responsibility demonstrates a high level of discipline and genuine respect for others.
- b. Discipline, as is the case with courtesy, is the hallmark of any effective, proud and efficient unit. Discipline is a two-way process:
- (1) Cadets and Army Instructors have a responsibility to exercise mature judgment, courtesy, and patience with subordinates.
 - (2) Subordinate cadets have a responsibility to show courteous attitudes at all times in their relationships with the cadet leadership and instructors.

1-8. Withdrawal

- a. Involuntary Disenrollment – Cadets may be involuntarily removed from the JROTC programs for failing to meet requirements outlined in CCR 145-2, Paragraph 7-2 or at the SAI's discretion.

b. Voluntary Disenrollment – Cadets must see guidance counselors to disenroll from JROTC. This may occur midsemester with instructor approval or at the end of semester with guardian approval. Cadets MUST return all uniform items before disenrollment. Failure to return uniform items will result in a block on student transcripts until the student clears his/her uniform receipt.

1-9. Military Service and College Opportunities

a. Enrollment in Junior ROTC program does **NOT** obligate students for military service, nor do instructors encourage cadets to select a particular military service component for those interested in joining the military post-graduation. Our mission is to provide tools and training on how to be the best citizens they can be. However, students may be recommended for advanced rank upon enlistment, given advancement in a Senior ROTC program offered by colleges and universities, or for appointment to one of the service academies. In accordance with AR 145-2, Section 6-19, graduating cadets completing two, three, or four years of JROTC may be recommended for advanced rank in the regular components of the US Army, Air Force, Navy, or Coast Guard.

b. Students that satisfactorily complete two years of JROTC will be advanced to Private (E2), and students that complete three-four years of JROTC will be advanced to Private First Class (E3) with recommendation from the JROTC battalion's SAI. (Also see AR 601-210, Section 2-18.)

c. Cadets completing four years of the JROTC program may be recommended for placement credit, not exceeding four semesters, toward completion of the Senior ROTC program in accordance with AR 145-2, Section 6-18. Four, three, and two-year scholarships are the available options. Scholarship awardees may receive a stipend up to \$450 per month in addition to other stipends to be used towards tuition, books, lab fees, and other authorized expenses.

d. Outstanding Army JROTC cadets may be nominated by the SAI for competitive appointment to one or more of the Service Academies (i.e. US Military Academy, US Navy Academy, US Air Force Academy) in accordance with AR 145-2, Section 5-14. Appointments are also available to the US Merchant Marine Academy. In accordance with AR 145-2, cadets must belong to a JROTC program designated as an "Honor Unit w/ Distinction" (or HUD) in order to be nominated. JROTC programs are designated as HUD by receiving >95% following the tri-annual JROTC Program for Accreditation (JPA) inspection, as stated in CCR 145-8-3, Section 2-2.

Chapter 2 – Duties and Responsibilities

2-1. Overview

a. The JROTC program is unique in that much of the day-to-day running of the battalion is accomplished through the work of cadet leadership. The key responsibility of the cadet leadership is to develop cadets in the program into better citizens. The commitment, time and work put into the JROTC program may lead to the gain of a leadership position.

b. The purpose and function of the battalion organization is to provide cadets with practical experience and knowledge of the leadership and managerial skills that will make them more successful in life. Cadets at each level of the chain of command will be expected to accept the responsibilities of their positions. All cadets are eligible for any position in the battalion. However, cadets must meet certain criteria for the most senior leadership positions. The authority to exercise command within the Corps of Cadets is vested primarily in the cadet officers. The responsibility of command, maintenance, and discipline normally rests with the senior cadet present, while some cadets may be designated as temporary commanders for the purposes of instruction. The proper functioning of the cadet battalion, like any organization, is dependent on a few basic fundamentals. Each member must know his/her job and their purpose within the organization. S/he must be aware of the necessity of producing quality results and maintaining the battalion. The following paragraphs describe the key leadership positions within Colony HS's Corps of Cadets.

c. Duties and responsibilities are based on descriptions provided in:

(1) Chapter 2 of Army Field Manual 6-0, "Commander and Staff Organization and Operations", May 2022.

(2) Chapter 2 of Army Training Circular 7-22.7, "NCO Guide", January 2020.

2-2. Battalion Commander (Rank = C/LTC)

a. Duties and responsibilities include, but are not limited to the following:

(1) Responsible for everything the battalion staff do or fail to do. This responsibility cannot be delegated, however the commander may delegate the authority needed to accomplish tasks.

(2) Provide guidance, resources, and support.

(3) Foster a climate of mutual trust, cooperation, and teamwork.

(4) Lead by example as the primary role model for appearance, behavior, and attitude for the entire Battalion.

(5) Supervise and develop subordinate battalion leadership.

(6) Coordinate with the JROTC instructors and provide guidance to the JROTC XO, C/CSM, and battalion leadership for the planning and execution of all JROTC events.

(7) Develop goals for the Battalion and oversee the progress towards those goals.

(8) Ensure physical training programs and physical fitness policies align with standards provided in CCR 145-2 (Section 9-8) and the Cadet Reference Guide, Unit 4, Lesson 2.

b. Requirements

(1) Maintain at least a 3.5 Cumulative GPA.

(2) Good academic standing in all courses.

(3) Committed to spending the time required to command the battalion.

(4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

(1) May not make decisions reserved for instructors; e.g. disenrollment, demotion, punitive actions, execution of funds, approve risk assessments, etc.

2-3. Battalion Executive Officer (Rank = C/MAJ)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Principal assistant to the battalion commander.
- (2) Coordinate and direct the work of the staff.
- (3) Establishing and monitoring the program's battle rhythm and nesting with the high school's schedule and brigade priorities.
- (4) Represent the commander when authorized.
- (5) Develop and disseminate staff policies and procedures (i.e. SOPs).
- (6) Ensure effective liaison exchanges with higher, lower, and adjacent organizations.
- (7) Supervise the sustainment and activities of the program.
- (8) Supervise staff training.
- (9) Direct supervisor for S1, S4, S9 and MEDO; mentors and assists battalion commander in the development of all company leadership.

b. Requirements

- (1) Maintain at least a 3.0 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to command the battalion.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander or the instructor(s).

2-4. Battalion Command Sergeant Major (Rank Base = C/CSM)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Carry out policies and enforce standards for the performance, training, and conduct of junior cadets.
- (2) Advise and initiate recommendations to the commander and staff.
- (3) Extend command influence, assess morale in the program, assist staff during critical events.
- (4) Oversee the training and execution of Drill & Ceremony and Color Guard teams.
- (5) Plan, establish, and maintain the battalion's Development Counseling program.
- (6) Ensure the school's flag detail is executed in a proper and dignified manner and IAW Title 4 of the United States Code.
- (7) Develop and execute the battalion's physical fitness program based on commander's guidance; advise company leadership on company physical fitness programs.

b. Requirements

- (1) Maintain at least a 3.0 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to assist the commander in leading the battalion.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-5. Battalion S1 (Rank = C/LT with potential for promotion to C/CPT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Principal staff officer for all matters concerning human resources support.
- (2) Serves as battalion's adjutant general. (JUMS)
- (3) Develop and supervise battalion's Equal Opportunity program.
- (4) Ensure all staff and corps functions/activities are properly manned by working with CIC assigned by S3, and reports to commander and instructors on any manning deficiencies. (JUMS)
- (5) Maintain personnel accountability reports. (JUMS)
- (6) Maintain records on cadet achievements and assessments. (JUMS)
- (7) Ensure personnel actions are executed, and maintains record of personnel action decisions.
- (8) Advise commanders on the creation and maintenance of cadet portfolios.
- (9) Coordinate with S4 to ensure proper bench stocks of awards, ranks, and decorations are maintained.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-6. Battalion S2 (Rank = C/LT with potential for promotion to C/CPT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Principal staff officer for all external matters that might impact operations (e.g. inclement weather, police escort, etc) and understanding the perception of the program within local and broader communities.
- (2) Report Serious Incidents to JROTC instructors and assist JROTC instructors in developing the 13-Line Serious Incident Report (SIR) IAW the USACC SIR Incident Matrix. Reference *Appendix B.* for SIR format.
- (3) Ensure sensitive item inventories are executed monthly and reported to JROTC instructors.
- (4) Serve as liaison between the battalion and other organizations under Cadet Command.
- (5) Develop activity Composite Risk Assessments for battalion commander's review and instructor approval. Reference *Appendix C.* for risk assessment worksheet.
- (6) Develop and maintain systems to aid cadets and instructors in distinguishing government property from school property.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

(1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-7. Battalion S3 (Rank = C/MAJ)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Develop, publish, guide, and direct execution of battalion training tasks and schedules.
- (2) Oversee the maintenance of cadet training records and data collected during Cadet Challenge [in JUMS].
- (3) Direct supervisor for S2, OPS SGM, A/S3 and S6; assists the battalion commander and XO in the development of company leadership. Guides company leadership during development of company training plans; ensures company training plans are appropriate and executed to standards set by the battalion commander and JROTC instructors.
- (4) Ensure a Cadet-in-Charge (CIC) is tasked for each JROTC event/activity, and coordinates with S1 on any manning deficiencies needed to fully support a JROTC event/activity.
- (5) Ensure annual training plans adequately prepare the battalion and support USACC requirements listed in the JPA accreditation rubrics found in CCR 145-8-3, Appendix B.
- (6) Plan, execute, and guide battalion training meetings.
- (7) Ensure training meeting minutes are archived, and establish timelines for periodic reviews.
- (8) Ensure physical fitness records are maintained, and report to battalion commander on any critical deficiencies or significant improvements.
- (9) Responsible for all battalion SOPs and written training plans, to include the dissemination of information regarding battalion training, events, and activities.
- (10) Responsible for ensuring training, events, and activities are resourced; works with battalion leadership, instructors, S1, and S4 to ensure the aforementioned are adequately resourced.
- (11) Maintain records of community service events in JUMS and community service hours in JUMS IAW *Appendix E*.
- (12) Plan the movement of cadets for various training and activities, and presents plan to command team(s).

b. Requirements

- (1) Maintain at least a 3.0 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position..
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander or the instructor(s).

2-8. Battalion S3 NCOIC or “Operations Sergeant Major” (Rank = C/SGM)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Carry out policies and enforce standards for the performance, training, and conduct of junior cadets.
- (2) Advise and initiate recommendations to the 1SG’s, NCO’s and staff.
- (3) Extend command influence, assess morale in the program, assist staff during critical events.
- (4) Oversee the training and execution of Drill & Ceremony and Color Guard teams and certifications.
- (5) Assists the S3 and Staff with planning and execution of training/staff meetings and ensures CIC’s needs are met for events. Spot checks staff members on due outs.

(6) Assist the CSM with the school's flag detail ensure it is executed in a proper and dignified manner and IAW Title 4 of the United States Code.

(7) Develop and execute the battalion's board procedures conduct, to include questions, packets and study materials. Develop the 1SG's and PLT SGT's to sit on board and conduct it in a professional manner.

b. Requirements

- (1) Maintain at least a 3.0 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to assist the commander in leading the battalion.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

(1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-9. Battalion S4 (Rank = C/LT with potential for promotion to C/CPT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Principal staff officer for sustainment, supply, and transportation by helping the commander and staff maintain logistics visibility for the battalion.
- (2) Oversee the inventory, issue, turn-in, and exchange of all uniform items, awards, and decorations. See *Appendix D* for Battalion Supply Procedures.
- (3) Assist the instructors in maintaining supply and equipment records in JUMS, physical supply ledgers, and/or individual cadet clothing records.
- (4) Assist instructors in the scheduling, coordination, and conduct of inventories IAW CCR 145-2, Section 4-7 to ensure records match on-hand property and supply items according to schedules outlined in the regulation. (Battalion inventories include non-government property.)
- (5) Coordinate with S1 to ensure an adequate bench stock of awards and decorations are maintained and available prior to presentation.
- (6) Coordinate with S3 to ensure all applicable classes of supply are forecasted and available for JROTC events, activities, and training to include transportation for such events.
- (7) Responsible for the cleanliness and organization of the battalion supply room.
- (8) Assist S2 in the coordination and recording of sensitive item inventories.
- (9) Report all deficiencies, thefts, or significant losses to the appropriate cadet leadership and instructors.
- (10) Recommend policy for the collecting and disposing of excess property and salvage.
- (11) Recommend sustainment priorities and controlled supply (consumption) rates in coordination with the S3 and instructors.
- (12) Monitor and assess equipment readiness rates; e.g. number of serviceable air rifles versus the number of unserviceable air rifles.
- (13) Report hazardous spills, biological threats, or contaminating events to the instructors.
- (14) Coordinate with external partners or community entities on the division of supplies for combined activities, events, or training.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.

- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-10. Battalion S6 (Rank = C/LT with potential for promotion to C/CPT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Principal staff officer for communications involving Information Technology (IT) and developing communication plans in support of battalion activities/events.
- (2) Develop and disseminate reporting formats, criteria, and timelines.
- (3) Responsible for maintaining accountability and serviceability of hand-held radios.
- (4) Responsible for developing the Signal Operating Instruction and assigning call signs used by key staff and other radio operators.
- (5) Advise commanders and key staff by making recommendations for Command Post locations and identifying communication limitations for potential sites.
- (6) Maintain battalion contact information, accessibility of the information, and accuracy of the information.
- (7) Ensure PII/PHI or confidential information are not shared on publicly accessible information systems.
- (8) Maintain the common operational (situational awareness) pictures for the command during battalion activities/events.
- (9) Provide recommendations to the commander for essential elements of friendly information.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-11. Battalion S-9 (Rank = C/LT with potential for promotion to C/CPT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Principal staff officer responsible for all matters concerning civil affairs and enhancing the relationship between the battalion and the community.
- (2) Make recommendations that ensure healthy relationships maintained with other schools.
- (3) Serve as liaison between the battalion and community organizations.
- (4) Provide S3 with helpful information on the community.
- (5) Report any negative community perceptions of the battalion to the commander and instructors.
- (6) Maintain JROTC display cases and bulletin boards throughout the school to ensure they are current and effectively inform others on the achievements of our cadets.
- (7) Maintain JROTC social media pages to ensure cadets, students, school staff/faculty, parents are informed of cadet and battalion activities and accomplishments.

(8) Coordinate semi-annual visits with Feeder Schools in the Mat-Su to ensure non-Colony students are aware of opportunities to participate in our school's JROTC program while enrolled in other schools.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

(1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-12. Battalion Medical Officer (MEDO) or Surgeon (Rank = C/LT with potential for promotion to C/CPT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Principal staff officer responsible for advising the commander and staff on all medical and medical-related issues, to include reporting on the general and overall health of the Corps of Cadets.
- (2) Coordinate health assets and operations within the unit.
- (3) Provide and oversee first-aid care to cadets and guests.
- (4) Maintain inventory of all first-aid/emergency bags. Coordinate with S4 on procuring replacement (or new) items.
- (5) Develop medical evacuation plans for JROTC activities, and share with commanders and instructors.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

(1) May not usurp the authority of the commander, subordinate commanders, XO, S3, or the instructor(s).

2-13. Company Commanders (Rank = C/CPT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Organize and direct company personnel according to the guidance and intent of the battalion commander.
- (2) Lead by example; BE the primary role model for appearance, behavior, and attitude for company personnel.
- (3) Develop subordinate leaders through effective and timely performance-based counseling.
- (4) Ensure company personnel maintain their own individual portfolios through routine inspection and providing guidance.
- (5) Recommend company personnel for promotion, awards, and recognition.

(6) Provide input for physical training activities, and ensure physical training helps cadets meet USACC goals provided in Unit 4, Lesson 2 of the Cadet Reference Guide. Inform battalion leadership of any deficiencies and/or the unauthorized possession of illegal drugs/substances.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the battalion commander, peer commanders, XO, S3, or the instructor(s).

2-14. Company First Sergeants (Rank = 1SG)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Carry out policies and enforce standards for the performance, training, and conduct of junior cadets.
- (2) Advise and initiate recommendations to the commander, platoon leaders, and platoon sergeants.
- (3) Extend command influence, assess morale in the program, assist company leadership during critical events.
- (4) Maintain the company's Development Counseling program.
- (5) Provide input for physical training activities, and inform commander of the company's inability to meet physical fitness standards set by CCR 145-2 (e.g. drug free) and the Cadet Reference Guide (e.g. Cadet Challenge).
- (6) Maintain accountability of company personnel, and report unexcused absences to the company commander.
- (7) Inform commander of any personal issues of company personnel that might impact their wellbeing, academics, or personal safety.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander, platoon leaders, or the instructor(s).

2-15. Company Executive Officer (Rank = C/1LT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Carry out policies and enforce standards for the performance, training, and conduct of junior cadets.
- (2) Advise and initiate recommendations to the commander, platoon leaders, and platoon sergeants.
- (3) Extend command influence, assess morale in the program, assist company leadership during critical events.

- (4) Maintain the company's Development Counseling program.
- (5) Provide input for physical training activities, and inform commander of the company's inability to meet physical fitness standards set by CCR 145-2 (e.g. drug free) and the Cadet Reference Guide (e.g. Cadet Challenge).
- (6) Maintain accountability of company personnel, and report unexcused absences to the company commander.
- (7) Inform commander of any personal issues of company personnel that might impact their wellbeing, academics, or personal safety.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.

c. Restrictions

- (1) May not usurp the authority of the commander, platoon leaders, or the instructor(s).

2-16. Platoon Leader (Rank = C/2LT)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Execute tasks and duties according to the guidance and intent(s) of the battalion and company commanders by assigning clear tasks and purposes to the platoon's squad leaders.
- (2) Participate in uniform inspections by recording grades received from the Platoon Sergeant.
- (3) Effectively use platoon resources to accomplish tasks given to the platoon.
- (4) Understands USACC and Battalion procedures, and uses them to develop subordinate cadets.
- (5) Provides accurate and timely reports to company leadership.
- (6) Leads by example; serves as the primary role model for appearance, behavior, and attitude for the platoon.
- (7) Help plan, coordinate, and supervise the execution of PT with the company first sergeant and commander.
- (8) Recommend cadets for the promotion and recognition boards.

b. Requirements

- (1) Maintain at least a 2.5 Cumulative GPA.
- (2) Good academic standing in all courses.
- (3) Committed to spending the time required to serve in the position.
- (4) Meet requirements as stated in chapter 9 – selection for leadership positions.

c. Restrictions

- (1) May not usurp the authority of the commander, other platoon leaders, or the instructor(s).

2-17. Platoon Sergeant (Rank = C/SFC)

a. Duties and responsibilities include, but are not limited to the following:

- (1) Senior NCO at the platoon level and primary advisor to the platoon leader.
- (2) Responsible for the health, welfare, training, and development of the cadets in their charge.
- (3) Bringing to the platoon leader's attention any existing or potential shortfalls in cadet proficiencies, discipline issues, supply issues, health issues, and/or safety issues.
- (4) Be prepared to assume the Platoon Leader's duties in absence of the platoon leader.

- (5) Develop squad leaders and junior cadets.
 - (7) Help plan, coordinate, and supervise the execution of PT with the company first sergeant and commander.
 - (8) Recommend cadets for the promotion and recognition boards.
 - (9) Take charge and correct discrepancies during uniform inspections.
- b. Requirements
 - (1) Maintain at least a 2.5 Cumulative GPA.
 - (2) Good academic standing in all courses.
 - (3) Committed to spending the time required to serve in the position.
 - (4) Meet requirements as stated in Chapter 8 – Selection for Leadership Positions.
 - c. Restrictions
 - (1) May not usurp the authority of the commander, platoon leader, or the instructor(s).

2-18. Cadet-in-Charge (CIC)

- a. Duties and responsibilities include, but are not limited to the following:
 - (1) Maintain accountability of all cadets registered to support the event.
 - (2) Ensure appropriate number of cadets agree to support the event and that they are held accountable for failing to report.
 - (3) Prepare after-action reports immediately following the event, and then ensure a copy is furnished to the S3.
 - (4) Ensure cadets conduct themselves as professionals throughout the duration of the event.
 - (5) Ensure all participating cadets have made arrangements for transportation to and from events.
- The CIC will be the last person to leave an event.
- (6) Develop plans for the event, and brief your plans to battalion leadership prior to execution. Inform cadet leadership of any resource shortfalls with sufficient time for leadership to react.

- b. Qualifications:
 - (1) Successfully participated in the same (or similar) event in previous years.
 - (2) LET 2, 3, or 4. LET 1A's may CIC only with the permission of either Army Instructor.
 - (3) In the rank of C/CPL or above.
 - (4) Must be in good academic standing.
 - (5) Demonstrates adherence to the Army Values and the Cadet Creed.

2-19. Relief of Duty/Honor Board for Loss of Confidence, Negligence, and/or Failure to Uphold Army Values (See 4-5 for Demotions in Rank)

- a. CICs and BN Leadership may be relieved, in writing, of their assigned position(s) and duties for the following reasons (not inclusive):
 - (1) Disrespectful attitude towards peers, cadet leadership, and/or instructors.
 - (2) Failure to maintain academic standards set by this SOP.
 - (3) Repeated absences.
 - (4) Misconduct (e.g. Cadet Creed/Army Values).
 - (5) Failure to execute duties and responsibilities as expected; loss of confidence.
 - (6) Poor planning that could result in mission failure and/or injury.
- b. Potential actions leadership may take to correct behavior, not necessarily in this order:
 - (1) Informal (Verbal) Warning.

- (2) Written Warning.
- (3) Honor Board chaired by school administrator, and comprised of instructors and a panel of peers. Parents are highly encouraged to attend and speak on their cadet's behalf.
 - a. Minimum corrective action is verbal admonishment.
 - b. Maximum corrective action is disenrollment.
- (3) Relief from CIC Opportunity and/or BN Leadership position.
- (4) Probation (Length will be based on the situation).
- (5) Disenrollment from JROTC.

Chapter 3 – Extra/Co-Curricular Activities

3-1. Color Guard – Community/School

- a. How to participate:
 - (1) Regular Participants – (a) Express interest to CSM; (b) Attend training; (c) Become certified.
 - (2) Commanders – (a) Certified by CSM; (b) Agree to color guard commander responsibilities per the CSM.
- b. Requirements:
 - (1) 2.0 grade point average.
 - (2) Good academic standing in all classes.
 - (3) Complete Color Guard Certification training.
 - (4) Demonstrated knowledge on uniform wear and appearance.
- c. Duties:
 - (1) Perform color guard service within the community and school when needed in a highly professional manner.
- d. Event-specific Information:
 - (1) Two hours of community service minimum received for each off-campus color guard event.
 - (2) One hour of community service minimum received for each on-campus color guard event.
 - (3) Alternates that volunteer for color guard events will receive half-credit if participation is not required.
- e. Potential Awards/Decorations (Ref. Cadet Reference Guide, Unit 1, Ch. 1, Lesson 4)
 - (1) Color/Honor Guard Ribbon (N-3-6) for a single event.
 - (2) White Color Guard Box Cord (3rd Class) after three events.
 - (3) White Color Guard Lanyard w/ Silver Tip (2nd Class) after commanding one event.
 - (4) White Color Guard Lanyard w/ Gold Tip (1st Class) after commanding three events.
 - (5) Color Guard Arc is authorized when awarded first Color Guard Cord.



3-2. Flag Detail

- a. How to participate:
 - (1) Regular Participants – (a) Express interest to CSM; (b) Attend training; (c) Become certified.
 - (2) Commanders – (a) Certified by CSM; (b) Agree to responsibilities per the CSM.
- b. Requirements:
 - (1) 2.0 grade point average.
 - (2) Good academic standing in all classes.
 - (3) Complete Flag Detail training.
 - (4) Understanding of Chapter 1 of Title 4 U.S. Code.

c. Duties:

(1) Hoist and lower the U.S. and Alaska State flags IAW Chapter 1 of Title 4 U.S. Code before the first bell and after the last bell.

(2) Assign and assemble detail 15 minutes prior to executing each flag detail.

d. Event-specific Information:

(1) Commanders must work to ensure maximum participation among the available pool of cadets.

(2) One hour of community service minimum received for each week of flag detail.

(3) Cadets in key leadership positions should not be selected for flag detail unless absolutely necessary.

e. Potential Awards/Decorations (Ref. Cadet Reference Guide, Unit 1, Ch. 1, Lesson 4)

(1) Flag Detail Ribbon (N-3-12) for one complete week of service.

(2) Flag Detail Arc after commanding the detail for two full weeks.



3-3. Honor Guard./Saber Team/Parades

a. How to participate:

(1) Regular Participants – (a) Express interest to CSM; (b) Attend training; (c) Become certified.

(2) Commanders – (a) Certified by CSM; (b) Agree to responsibilities per the CSM.

b. Requirements:

(1) 2.0 grade point average.

(2) Good academic standing in all classes.

(3) Complete all training and attend all rehearsals.

(4) Demonstrated knowledge on uniform wear and appearance.

c. Duties:

(1) Perform honors within the community and school when needed in a professional manner.

d. Event-specific Information:

(1) At a minimum, training and rehearsals will consist of six hours of practice prior to execution.

(2) Appropriate number of community service credits will be given for each event.

e. Potential Awards/Decorations (Ref. Cadet Reference Guide, Unit 1, Ch. 1, Lesson 4)

(1) Color/Honor Guard Ribbon (N-3-6) for a single event.

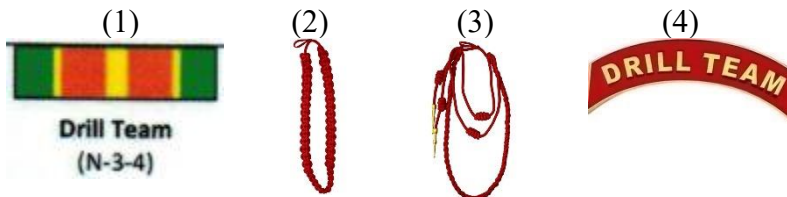
(2) Orange Box Cord after a single event.

(3) Honor Guard Arc after commanding one event.



3-4. Drill Team

- a. How to participate:
 - (1) Regular Participants – (a) Express interest to CSM; (b) Attend training.
 - (2) Commanders – (a) Certified by CSM; (b) Agree to responsibilities per the CSM.
- b. Requirements:
 - (1) 2.0 grade point average.
 - (2) Good academic standing in all classes.
 - (3) Complete all training and attend all rehearsals.
 - (4) Demonstrated knowledge on uniform wear and appearance.
- c. Duties:
 - (1) Attend all practices.
 - (2) Follow all instructions provided by drill team commander.
- d. Event-specific Information:
 - (1) At a minimum, training and rehearsals will consist of four hours of practice per week.
 - (2) Cadets may be removed from the drill team for exceeding four unexcused absences from practices. Missing movement to a drill competition may also result in permanent removal from the team.
 - (3) Commanders may assign team members to compete in the Color Guard (CG), Regulation Unarmed (RU), Regulation Armed (RA), Exhibition Unarmed (EU), and/or Exhibition Armed (EA) events.
- e. Potential Awards/Decorations (Ref. Cadet Reference Guide, Unit 1, Ch. 1, Lesson 4)
 - (1) Color/Honor Guard Ribbon (N-3-4) for a single event.
 - (2) Red Box Cord after participating in a single competition.
 - (3) Red Lanyard w/ Metal Tip after serving as commander for one competition.
 - (4) Drill Team Arc after participating on the drill team for one full semester.



3-5. Rifle Team

- a. How to participate:
 - (1) Regular Participants – (a) Attend tryouts; (b) Attend training upon selection.
 - (2) Commanders – (a) Express interest; (b) Selected by Rifle Coach (Instructor)
- b. Requirements:
 - (1) 2.5 grade point average.

- (2) Good academic standing in all classes.
- (3) Pass all rifle exams and attend all practices.
- (4) Upperclassman (Commanders Only).
- (5) Active participation in previous years (Commanders Only).
- (6) Possesses leadership qualities desired by Rifle Coach (Commanders Only).

c. Duties:

- (1) Attend all practices.
- (2) Follow all instructions provided by rifle team commander and/or Rifle Coach.

d. Event-specific Information:

- (1) Training schedule will be provided at the beginning of each semester.
- (2) All team members are expected to support the Knights Battalion Annual Veterans Day Rifle Match in November.
- (3) Anticipate participation in six (6) meets per academic year; some competitions will be held virtually/remotely.

e. Potential Awards/Decorations (Ref. Cadet Reference Guide, Unit 1, Ch. 1, Lesson 4)

- (1) Rifle Team Ribbon (N-3-7) upon assignment to a team.
- (2) Tan Box Cord upon assignment to a team.
- (3) Tan Lanyard w/ Metal Tip upon assignment as team commander.
- (4) Rifle Team Arc upon assignment to a team.
- (5) Marksmanship Badges: (a) Marksman; (b) Sharpshooter; (c) Expert
- (6) Promotion to C/PV2 or C/PFC (at Rifle Coach's discretion).



3-6. Other Activities

- a. RAIDER CHALLENGE – The Black Cord, RAIDER Tab, and RAIDER (RECONDO) Badge are awarded to cadets that participate in a RAIDER CHALLENGE event.
- b. National Honor Society – The Gold Cord is awarded to students inducted into the National Honor Society.
- c. Drone Team Participation – The Gold and Black cord is awarded to students on the drone team.



3-7. AK School Activities Association (ASAA) Rules (See Article 12)

- a. Suspension or Expulsion from the activity may result from:
 - (1) GPA < 2.0.
 - (2) Semester Credit falls below 2.5 credits.
 - (3) Becoming 19 years of age.
 - (4) Use of alcohol, tobacco, and controlled/illegal substances.
 - (5) Failure to uphold basic principles of good citizenship.

Chapter 4 – Cadet Promotions (CCR 145-2, Sect. 5-6, 7-7)

4-1. Philosophy of Promotions:

- a. Promotions are not automatic, nor are they given freely. All promotions must be earned by the cadet. Deserving cadets are recommended for promotion by their superiors. Once recommended, each cadet must demonstrate potential for the next rank before the promotion orders are generated in JUMS.
- b. Cadets may be recommended for promotion due for one or more of the following reasons:
 - (1) Mastering the skills and knowledge required of the current rank.
 - (2) Expressed desire for greater levels of responsibility and leadership.
 - (3) Academic excellence in JROTC and other subjects.
 - (4) Level of involvement in JROTC extra-curricular activities.
 - (5) Demonstrated level of commitment to the JROTC mission and the local program.
 - (6) Winning Cadet of the Month/Year or “Big Five” boards.

4-2. Cadet Rank by Position

Position	Base Rank	Highest Rank
Battalion Commander	C/LTC	C/LTC
Command Sergeant Major	C/CSM	C/CSM
Battalion XO	C/MAJ	C/MAJ
Battalion S3	C/MAJ	C/MAJ
Operations Sergeant Major	C/SGM	C/SGM
Battalion Primary Staff	C/2LT	C/CPT
Battalion Staff Assistants	SAI/AI Discretion	C/2LT
Company Commander	C/1LT	C/MAJ
Company First Sergeant	C/SFC	C/1SG
Company XO	C/2LT	C/1LT
Platoon Sergeant	C/SSG	C/SFC
Squad Leader	C/SGT	C/SSG
Squad/Team Member	C/PVT	C/SGT

*Exceptions may be made by order of SAI.

4-3. Promotion Procedures

- a. Cadets will be recommended for promotion by following these steps:
 - (1) Cadet either (a) demonstrates potential for next rank or (b) expresses interest in serving program at the next rank.
 - (2) Cadet receives nominations from both his/her platoon and company leadership.
 - (3) Cadet scheduled for the next promotion board.
 - (4) S1 verifies cadet meets qualification requirements for the next rank; e.g. time in rank, academic standing, Cadet Challenge scores, prior performance assessments, etc.
 - (5) Battalion leadership approve recommendation in the following order: XO, CSM, and BC.
 - (6) Cadet notified of board attendance at least one week prior to the board by CSM.
 - (7) Cadet demonstrates knowledge, potential, and desire for promotion before the board members.
 - (8) Promotion orders generated in JUMS.
 - (9) Cadet promoted before leadership and peers during next promotion/award ceremony.

4-4. Board Procedures

a. C/CSM will post roster of those cadets required to attend promotion or cadet of the month (COM) board(s) on the classroom bulletin board NLT one week prior to the scheduled date of the board.

b. The board members will be comprised of the CSM, OPS SMG, and one Company First Sergeant at a minimum. (The OPS SGM may stand in place of the CSM, and a PSG may stand in place of a 1SG if either are unavailable.)

c. A scoring matrix and list of board questions will be presented to the BC for his/her approval before the board convenes to ensure consistency and fairness across all candidates. Questions and expectations will be tailored appropriately to the rank/position the cadet is being nominated.

d. In the board room:

(1) Cadet requests to enter room by knocking three (3) times.

(2) Board president gives the command "ENTER".

(3) Cadet marches in front of the chair provided for them, halts at the position of attention, renders the salute to the board president and states, "SIR/MA'AM, CADET (Rank and Name) REPORTS TO THE PRESIDENT OF THE BOARD AS DIRECTED!"

(4) The board president returns the cadet's salute, the cadet returns to the position of attention, and then the board members will proceed with a visual inspection of the cadet's uniform.

(5) The senior enlisted member of the board will provide a series of facing/marching commands.

(6) The board president will instruct the cadet to take a seat in the chair provided once the list of facing/marching commands are exhausted or the board members are satisfied.

(7) Once seated, the board president will provide the cadet with the expectations of the board and general overview of how the board will proceed.

(8) The board president will instruct the cadet not to share or discuss information from the promotion board until all candidates have completed the board.

(9) Once the board president dismisses the cadet, the cadet being evaluated will (a) stand at the position of attention; (b) salute the board president; (c) drop his/her salute after the board president; (d) exit the board room in a professional manner.

e. Scoring: Cadets may receive a score between 0 and 100 if attending a promotion board. Cadets must score >75% in order to be considered qualified for the next rank.

4-5. Demotion in Rank (See 2-14 for Relief from Position.)

a. The primary purpose of the demotion system is to correct poor behavior, negative attitudes, and/or any actions that conflict with Army Values or the Cadet Creed. Demoted cadets will have the opportunity to work towards (or exceed) their previous rank once instructors and cadet leadership are convinced those behaviors and attitudes have been corrected in most cases.

b. In most cases, cadets will be recommended for demotion by following these steps:

(1) Cadet fails to uphold Army Values or live according to the Cadet Creed.

(2) Cadet receives verbal or written counseling to correct behavior from direct leadership.

(3) Direct leadership develops a plan with the cadet, and cadet agrees (or disagrees) with the plan.

(4) Cadet receives a follow-up counseling or assessment at the agreed upon timeframe.

(5) Cadet continues to fail to uphold Army Values, live according to the Cadet Creed, and/or fails to meet the goals and objectives given by direct leadership to correct behavior.

- (6) Battalion leadership recommends the cadet for demotion to the instructors.
- (7) Cadet is counseled by either the AI or SAI. The cadet is warned in the instructor counseling that the cadet is being considered for demotion.
- (8) Cadet continues to fail as previously documented.
- (9) Instructors direct battalion leadership to initiate demotion in JUMS. Only instructors have the authority to order a demotion or remove a cadet from a position.
- (10) Cadet is privately given demotion orders and counseled by the instructor.
- (11) Instructor directs leadership to develop a new plan to correct behavior, and the process continues repeating until leadership is satisfied with the cadet's behavior and attitude.

Chapter 5 – Cadet of the Month/Year

5-1. Cadet of the Month/Year

a. The Cadet of the Month board is an opportunity for a cadet to demonstrate the knowledge gained in the program and their level of commitment to the JROTC mission.

b. The Cadet of the Year board is an opportunity for winners of the Cadet of the Month board to compete directly with each other for the top recognition of the entire school year. Candidates for the Cadet of the Year board can only be selected from the pool of Cadet of the Month winners from the same school year.

c. Board procedures: The Cadet of the Month/Year board will follow similar format described in section 4-4 of this SOP.

(1) LET 1's will only compete against other LET 1's, while LET 2/3/4 will compete as a single group.

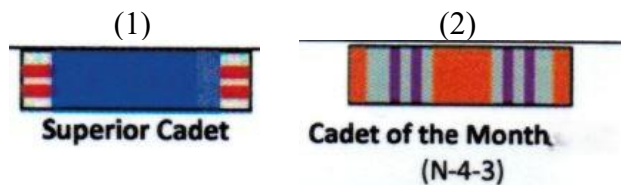
d. Awards:

(1) The winner of the Cadet of the Year board will be recommended for the Superior Cadet Award, second in precedent only to the Medal of Heroism.

(2) The winner of the Cadet of the Month board will be recommended for the “Cadet of the Month” award (N-4-3).

(3) Framed certificate and picture posted in the classroom.

(4) Potential promotion to next rank unless currently holding the highest rank allowed by assigned position.



e. Requirements:

(1) Current GPA > 2.49, and “A” average in JROTC.

(2) Demonstrated knowledge on uniform wear and appearance.

(3) Documented positive performance within the cadet's counseling file.

Chapter 6 - Awards

6-1. Ribbons – Awards and Requirements

a. References.

- (1) Appendix G in CCR 145-2 for award criteria.
- (2) Appendix G in this SOP for visual reference guide and ribbon criteria from CCR 145-2.

b. Awards will be issued upon eligibility or meeting criteria – not annually as prescribed in CCR 145-2, Appendix G.

c. DAI/SAI Optional Awards. N-1-7:10; N-3-12:15; N-4-3:5.

- (1) N-1-7, Military Ball Ribbon. Criteria: Attend (1) military ball.
- (2) N-1-8, POW/MIA Ceremony Service. Criteria: Participate in (1) POW/MIA ceremony.
- (3) N-1-9, National Honor Society (NHS). Criteria: Serve as established member of NHS, or a language-based club; e.g. ASL.
- (4) N-1-10, Cadet Challenge. Criteria: Participate in regional Cadet Challenge event hosted by Army JROTC program in Alaska.
- (5) N-3-12, Flag Detail. Criteria: Serve on flag detail for two (non-consecutive) weeks.
- (6) N-3-13, Community Service. Criteria: Serve 25 hours of community service in a single semester.
- (7) N-3-14, JLAB Participation. Criteria: Participate in annual JLAB competition.
- (8) N-3-15, Drone Team Participation. Criteria: Participate in (1) drone competition.
- (9) N-4-3, Cadet of the Month Ribbon. Criteria: Selected as Cadet of the Month.
- (10) N-4-4, First Aid Certification Ribbon. Criteria: Earn CPR/First Aid Certification.
- (11) N-4-5, BC/CSM Award. Criteria: Awarded at the battalion command team's discretion.

6-2. Unit

a. Awards and Requirements:

(1) Honor Unit with Distinction Insignia (gold star) – Awarded to each member of a unit designated as an Honor Unit with Distinction or HUD.

(2) Academic Achievement Insignia (gold wreath) – Awarded to those cadets that obtain a 3.5+ semester GPA as well as an A in JROTC. Subsequent awards are indicated by a felt pad center background: (a) 2nd award – Red; (b) 3rd award – Silver; (c) 4th award – Gold.



6-3. Medals - Awards and Requirements

a. Marksmanship – Medals are earned every year, and they are awarded accordingly:

- (1) Marksmanship Medal – Shooting a score of 56-70.
- (2) Sharpshooter Medal – Shooting a score of 71-85.
- (3) Expert Medal – Shooting a score of 86-100.

(1) (2) (3)



b. Cadet Challenge/Physical Fitness:

- (1) The Cadet Challenge Silver Medal is awarded for achieving 85% or greater in each event.
- (2) The Cadet Challenge Gold Medal is awarded for achieving 100% or greater in each event.



6-4. Shoulder Cords

a. Awards and Requirements: SEE CHAPTER 3 of SOP; REF. CCR 670-1, Section 4-2.

b. Wearing

- (1) Term limit – Cords may only be worn for ONE year after issue unless awarded again.
- (2) Cord Wear – The number of cords worn at any one time is limited to TWO. The first cord awarded will be worn on the left shoulder, and the second cord (if applicable) is worn on the right shoulder.

6-5. Arcs (a.k.a. “Special Team Pins”)

a. Awards and Requirements: SEE CHAPTER 3 of SOP; REF. Unit 1, Ch. 1, Lesson 5 of the Cadet Reference Guide.

b. Wearing

- (1) Term limit – Arcs may only be worn for ONE year after issue unless awarded again.
- (2) Arc Wear – IAW Cadet Reference Guide, all arcs will be worn on the right pocket. The number of arcs worn at any one time will not exceed FIVE.

6-6. Berets

a. Awards and Requirements: See Section 6-2.a.(4) of this SOP.

Chapter 7 – Good Order and Discipline (Counseling/Feedback Program)

7-1. Purpose

a. IAW CCR 145-2, Chapter 7-7, battalion leadership will use a counseling/feedback system based on Army Techniques Publication (ATP) 6-22.1 in order to reinforce cadet standards, document achievements, and further develop their leadership competencies and attributes.

b. Cadets will be rewarded for exemplary behavior and reprimanded for substandard behavior or any failure to uphold Army Values. Examples of behavior that could result in a written reprimand are, but not limited to: disrespect towards fellow cadets and/or instructors, use of illegal substances, or unlawful actions.

7-2. Counseling Scheme and Frequency

a. Cadets will be counseled by their leadership according to the counseling scheme in **Figure 7-2**. For example, the Battalion Commander will be counseled by the instructors. The Battalion Commander is responsible for counseling the Battalion XO, Battalion S3, Battalion Command Sergeant Major (CSM), and each of the Company Commanders. Company commanders are responsible for counseling the 1SG and each platoon leader. Platoon leaders are responsible for counseling their platoon sergeants, and the platoon sergeants are responsible for counseling their squad leaders.

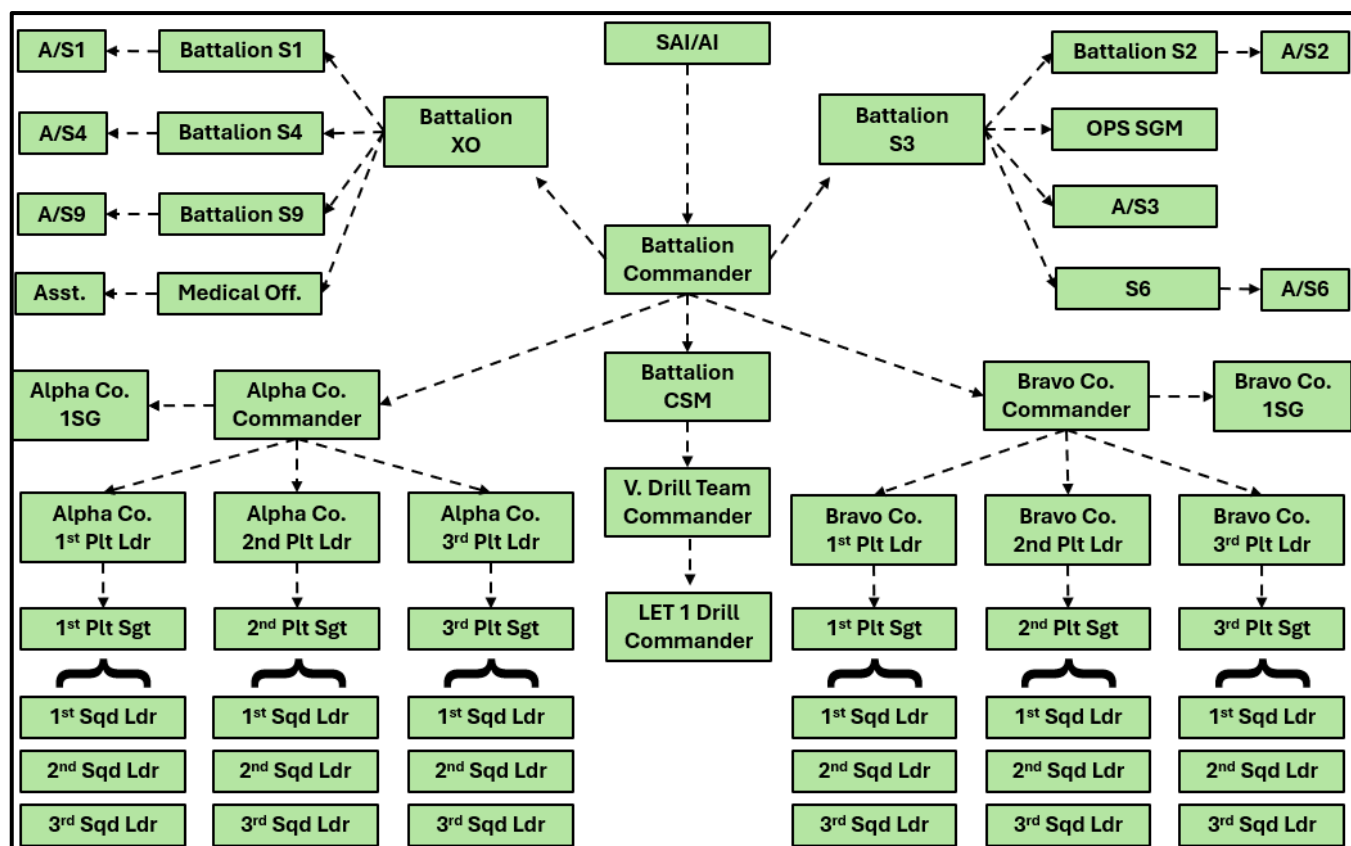


Figure 7-2.

b. Frequency.

(1) Initial: All cadets will receive an initial counseling within 30 days of joining the program or within 30 days of the first school day of the academic year. This counseling will outline the duties and expectations of the assigned position for the cadet.

(2) Performance: All cadets will be counseled on their performance (and any other counsel related to their development) quarterly at a minimum. Completed counseling forms must be reviewed by the leader's direct leadership before conducting the counseling session with the cadet being counseled.

(3) Event Oriented: Used to correct or highlight a specific event or situation that needs to be documented for a variety of reasons, such as superior or substandard performance. These sessions may be used to help leadership decide whether to promote, demote, or remove a cadet from their assigned position if a pattern of misbehavior is established or if a serious incident occurs.

7-3. Procedure

a. Only Colony Form (CF) 4856 will be used to document a cadet's counseling.

b. The cadet being counseled will be informed of their initial or quarterly counseling preferably one week in advance.

c. The cadet's direct leader prepares the CF4856 IAW this SOP and commander's guidance, and then provides a copy to his/her leadership for their review.

d. The counseling session:

(1) Open the session. The leader begins the session by clearly stating the purpose of the counseling. The three major purposes are: (a) Performance; (b) Professional Growth, and (c) Events.

(2) Discuss the issues and develop a shared understanding. Leaders use active listening and ask open-ended questions to encourage the subordinate to fully participate in the session.

(3) Develop a plan of action. The plan of action identifies a method and pathway to achieve the desired result and can be used to hold subordinates accountable.

(4) Close the session. Subordinates are asked to summarize key points and expectations presented in the Plan of Action, and leaders establish any necessary follow-up/on measures needed to support successful implementation.

(5) Document the session. As stated above, all counseling sessions will be documented using CF4856 and stored within the SAI's counseling files.

7-4. Appeals

a. Actions:

(1) Subordinate annotates their disagreement on the CF4856 in the "Individual counseled remarks" section.

(2) Subordinate requests to raise his/her concern(s) with the leader's supervisor within the program.

(3) If the disagreement cannot be solved within cadet leadership, the individual with the disagreement is welcome to use the instructor's "Open-door Policy". The individual may ask the instructor to mediate disagreements or discuss other options.

Chapter 8 – Selection of Leadership Positions

8-1. General Philosophy

- a. Cadets will be assigned to leadership and staff positions based on the following factors:
 - (1) Demonstrated potential for higher levels of responsibility.
 - (2) Academic success in JROTC and all other subjects.
 - (3) Competing in cadet promotion and CoM/Y boards.
 - (4) Participation in JROTC co/extra-curricular activities.
 - (5) Commitment to the JROTC mission.

8-2. “Big Five” Selection

- a. Cadets interested in one of the “Big Five” positions (i.e. BC, CSM, XO, S3, OPS SGM) must submit a board packet at least one month prior to the date of the selection board.
- b. The board packet must include:
 - (1) A cover letter addressed to the board expressing the candidate’s interest and why the candidate is the most qualified cadet for the position.
 - (2) A resume describing the candidate’s past academic and work experience and qualifications.
 - (3) A printout of grades from the registrar’s office.
- c. Candidates are required to bring their personal Leader’s Book for inspection by the board. See *Appendix F* for what items are required to be in the candidate’s Leader’s Book.
- d. The selection panel will include one member of the school’s administrative team and three other members with little-to-no affiliation to the JROTC program.
- e. Minimum requirements by position:

Position	Min. Grade	Min. GPA	JROTC	Developing Positions
Battalion Commander	Senior	3.5	A	XO, S3, CSM, CO/1SG, Staff
CSM/XO/S3/OPS SGM	Junior	3.0	A	Staff Primary, CO/1SG
Company Commander	Junior	2.5	A	Staff Primary, 1SG, PL, PSG
Staff Primaries	Sophomore	2.5	B	Staff Assistant, PL, PSG
First Sergeant	Sophomore	2.0	B	Staff Assistant, PSG, SQL

8-3. All Other Leadership Positions

- a. There are two pathways:
 - (1) Recommendations from cadet leadership.
 - (2) Assigned by an instructor.

Chapter 9 – JROTC Cadet Leadership Challenge (JCLC)

9-1. Description

- a. The objectives of JCLC are to:
 - (1) Provide cadets an opportunity to practice leadership skills in an unfamiliar environment
 - (2) Allow cadets a change to participate in citizenship building exercises.
 - (3) Give cadets the opportunity to experience living and interacting with their peers in a military setting.
 - (4) Instruct leadership-type skills to JROTC cadets in a “hands on” military type environment.
 - (5) Provide an opportunity to participate in adventure training not normally available to cadets.
 - (6) Take advantage of recreational facilities available at military installations and to have fun.

9-2. Attendance Requirements

- a. To attend JCLC a cadet must meet the following requirements:
 - (1) Good academic standing with a minimum GPA of 2.0.
 - (2) Successfully complete the cadet challenge.
 - (3) Completed at least one semester of JROTC.
 - (4) Physically, mentally, and emotionally fit.

9-3. FAQ's about JCLC

- a. Q: Are there any fees associated with JCLC?

A: Yes, for incoming or returning cadets, the fee is variable, usually \$110. For non-cadets or cadets leaving the corps, it is twice the usual amount.

- b. Q: What events occur at JCLC Orientation Camp?

A: JCLC is structured to teach and challenge cadets in ways not available in the classroom using resources and facilities on Joint Base Elmendorf-Richardson. Cadets can expect to receive water survival training, run through several obstacle courses, rappelling, land navigation/map reading, drill and ceremony, and an end-of-came BBQ hosted by the Alaska Army National Guard that includes various skits prepared by the cadets.

APPENDIX A. – Reception Procedures

A-1. Purpose

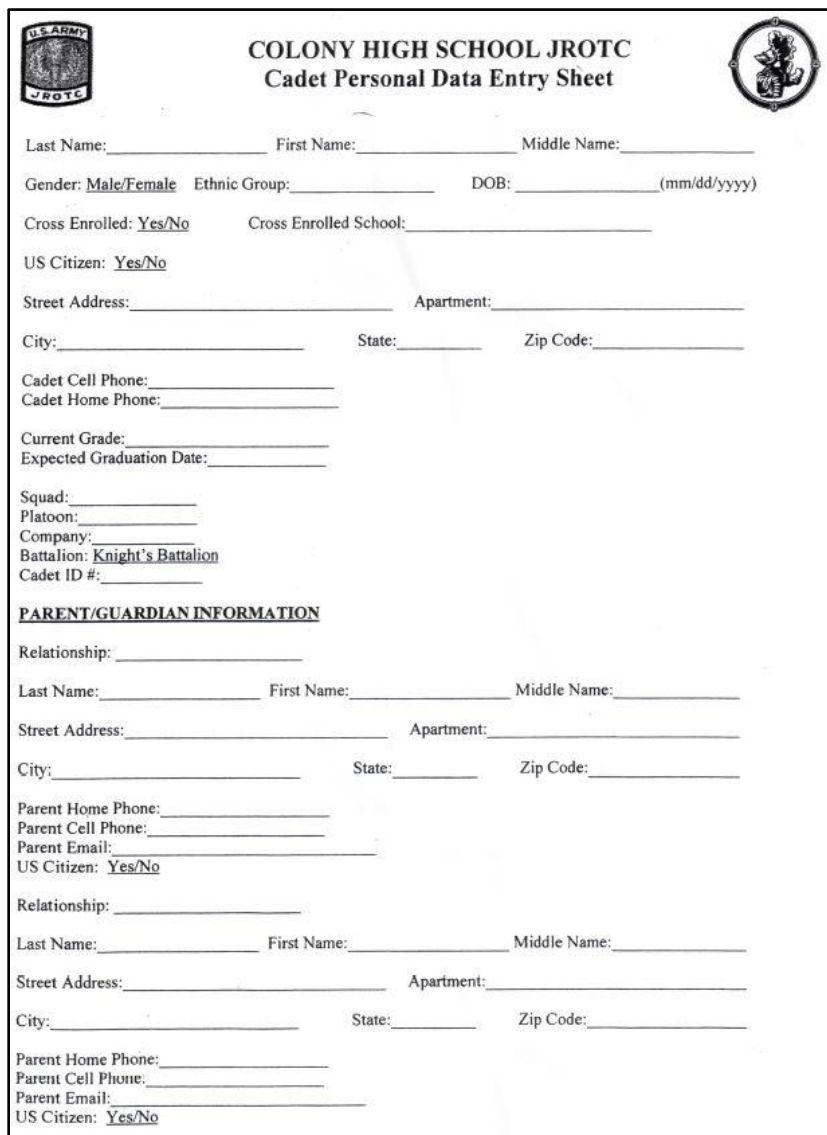
a. Army JROTC differs from core high school courses in many ways. Therefore, it is critical new cadets are properly received into the program to ensure the most positive experience possible.

A-2. Procedures

a. The following procedures will be used when new cadets enroll in the program:

- (1) Welcome Brief provided by instructors and/or senior cadet leadership.
- (2) Assign to squad, and introductions to platoon leadership.
- (3) Complete Personal Data Worksheet (See A-3).
- (4) Uniform Issue.
- (5) Initial Counseling (Using Colony Form 4856)
- (6) Join both Google Classrooms and the “JROTC Group” in ParentSquare.

A-3. Personal Data Worksheet Template (See Figure A-3 below.)



The form is titled "COLONY HIGH SCHOOL JROTC Cadet Personal Data Entry Sheet". It features the U.S. Army JROTC logo on the top left and a circular emblem on the top right. The form is divided into several sections for data entry:

- Cadet Information:** Includes fields for Last Name, First Name, Middle Name, Gender (Male/Female), Ethnic Group, DOB (mm/dd/yyyy), Cross Enrolled (Yes/No), Cross Enrolled School, US Citizen (Yes/No), Street Address, Apartment, City, State, Zip Code, Cadet Cell Phone, Cadet Home Phone, Current Grade, Expected Graduation Date, Squad, Platoon, Company, Battalion (pre-filled as "Knight's Battalion"), and Cadet ID #.
- PARENT/GUARDIAN INFORMATION:** This section is repeated for two individuals. Each entry includes fields for Relationship, Last Name, First Name, Middle Name, Street Address, Apartment, City, State, Zip Code, Parent Home Phone, Parent Cell Phone, Parent Email, and US Citizen (Yes/No).

Figure A-3.

APPENDIX B. – Serious Incident Reporting (SIR) Procedures

B-1. References.

- a. 8th Brigade SOP, Section 3-4 and Appendix B.
- b. USACC Reg. 145-2, Section 2-3.

B-2. Procedures.

- a. Cadet Leadership will use the following procedures in the event of a serious incident.
 - (1) Inform S2 OIC or Instructor of a possible serious incident.
 - (2) Incident category (i.e. 1, 2, or 3) is determined against USACC's SIR Matrix located at <https://www.usarmyjrotc.com/library>.
 - (3) S2 OIC assists instructors in preparing the SIR. SIRs must be submitted to BDE POCs within 12 hours of the incident.
 - (4) Unit stands by for further instructions from brigade; e.g. follow-up reports or final report.
 - (5) CUI markings will be used for all reports containing Personally Identifiable Information (PII).
- b. Examples of reportable incidents include:
 - (1) An instructor death or death of an instructor's family member.
 - (2) All accidents involving JROTC students that require medical attention at a medical facility as an in-patient, while attending a JROTC function or event.
 - (3) Serious accidents causing an instructor to require surgery, admission as an in-patient at a medical facility, or the loss of more than 3 consecutive work days.
 - (4) Loss of an air rifle, de-mil, or Daisy 1903 facsimile.
 - (5) Instructor absent for thirty consecutive days.
 - (6) Any instructor misconduct that potentially will lead to suspension as a high school instructor or bring discredit to Cadet Command or the US Army.
 - (7) Suspension of a JROTC instructor (with or without pay).
 - (8) Theft of government automation equipment valued at over \$150.
 - (9) The loss of Personal Identity Items (PII).

B-3. SIR Format.

- a. The format below will be used when sending SIRs to BDE:
 - (1) Category [CCIR/PIP/Other]: _____
 - (2) Type of incident: _____
 - (3) Date/time: _____
 - (a) Date Time Group (DTG) of incident: _____
 - (b) DTG BDE notified: _____
 - (c) DTG 7W's submitted: _____
 - (4) Location of incident: _____
 - (5) Other information:
 - (a) Racially motivated [Y/N]: _____
 - (b) Trainee involvement: _____
 - (c) Alcohol/Drugs involvement: _____
 - (d) Next of Kin (if death related): _____
 1. Name: _____
 2. Relationship: _____
 3. Address: _____
 - (6) Personnel Involved: _____

- (a) Subjects: _____
- (b) Pay Grade/LET Level: _____
- (c) DoDID: _____
- (d) Race: _____
- (e) Sex: _____
- (f) Age: _____
- (g) Position: _____
- (h) Security Clearance: _____
- (i) Unit/School of Assignment and address: _____
- (i) Duty Status [Cadre/Cadet/Instructor/Student]: _____
- (j) Marital Status: _____
- (7) Victim(s)
 - (a) Subjects: _____
 - (b) Pay Grade/LET Level: _____
 - (c) DoDID: _____
 - (d) Race: _____
 - (e) Sex: _____
 - (f) Age: _____
 - (g) Position: _____
 - (h) Security Clearance: _____
 - (i) Unit/School of Assignment and address: _____
 - (i) Duty Status [Cadre/Cadet/Instructor/Student]: _____
 - (j) Marital Status: _____
- (8) Summary of incident: _____
 - (a) Follow-up: _____
 - (b) Final: _____
- (9) Remarks: _____
 - (a) Initial Actions: _____
 - (b) Disposition: _____
- (10) Publicity [Expected/Unexpected]: _____
- (11) Commander Reporting: _____
- (12) Unit Point of Contact: _____
- (13) BDE SHARP Point of Contact (if applicable): _____
- (14) Downgrading instructions: _____

*****END OF REPORT*****

APPENDIX C. – Risk Management Worksheet

C-1. References:

- Army Techniques Publication (ATP) 5-19, Risk Management, November 2021.
- DD Form 2977, November 2020.

C-2. Worksheet:

- Download DD2977 at https://www.esd.whs.mil/Directives/forms/dd2500_2999/DD2977/
- Sample Worksheet: (See Pg. 3 of DD2977 for instructions.)

DELIBERATE RISK ASSESSMENT WORKSHEET								
1. MISSION/TASK DESCRIPTION AND EXECUTION DATE(S) Conduct Tactical Road March (Rte. Packers) (20XX0207 - 20XX0208)						2. DATE PREPARED 20XX0107		
3. PREPARED BY								
a. NAME (Last, First, Middle Initial) Smith, John Q.				b. RANK/GRADE ILT / O-2		c. DUTY TITLE/POSITION Platoon Leader		
d. UNIT A/3-69 AR		e. WORK EMAIL john.q.smith.mil@mail.mil			f. TELEPHONE (DSN, Commercial (Include Area Code)) 000-5456 / (555) 000-5456			
g. UIC/CIN (as required) W3YTAA		h. TRAINING SUPPORT/LESSON PLAN OR OPORD (as required) OPORD XX-001			i. SIGNATURE OF PREPARER			
Five steps of Risk Management: (1) Identify the hazards (2) Assess the hazards (3) Develop controls & makes decisions (4) Implement controls (5) Supervise and evaluate (Step numbers not equal to numbered items on form)								
	4. SUBTASK/SUBSTEP OF MISSION/TASK	5. HAZARD	6. INITIAL RISK LEVEL	7. CONTROL	8. HOW TO IMPLEMENT/ WHO WILL IMPLEMENT	9. RESIDUAL RISK LEVEL		
+ -	N/A	Land mines	H	Move clearing teams to front of convoy. Engineers and scouts will move forward of the column to assess the road, ditches, bridges, and other hazards.	How: SOP and Rehearsal. TM 9-2350-264-10-1, TM 9-2350-264-10-2, and TM 9-2350-264-10-3 Who: Platoon Leader	M		
	N/A	Limited visibility (Night Operations)	H	Reduce vehicle speed and reduce vehicle spacing. NVG use mandated for drivers. Conduct rollover drills and emergency egress training. NVG refresher training as necessary.	How: PCI and Rehearsal. AR 600-55 and AR 385-10 Who: Platoon Leader; Master Driver; Tank/Vehicle Commanders	M		
	N/A	Surface traction capability	H	Reduce vehicle speed and increase vehicle spacing. Conduct rollover drills and emergency egress training. Engineers and scouts will move forward of the column to assess the road, ditches, bridges, and other hazards.	How: OPORD and Rehearsal. AR 600-55 and AR 385-10 Who: Platoon Leader; Master Driver	M		
+ -								
DD FORM 2977, NOV 2020 PREVIOUS EDITION IS OBSOLETE. Page 1 of 4								

APPENDIX D. – Supply Procedures

D-1. Policy.

- a. Cadets requiring re-issue of lost/misplaced uniform items must be counseled before being issued a replacement item from the supply room.
- b. Uniform items will be issued to cadets using DA2062 Hand Receipt.
- c. Single uniform-item issue will be executed using the below form:

Single Issue of Uniform Item (v. 1.1)			
1. Circle <u>one</u>: (a) Initial Issue (b) Lost/Damaged Item (c) Exchange Item *Counseling required for lost or damaged items*			
2. Required Item: _____ (Item Name) (Size) (Male/Female) (Color)			
3. Cadet (a): _____ (Rank) (Last Name) (First Name) (b): _____ (Squad) (Platoon) (Company) (c): Explanation: _____ _____ (d): _____ (Signature) (Date)			
4. Platoon Sergeant: _____ (Rank, Last Name, First Name) (a): Was the cadet counseled if item lost by cadet (if applicable)? Yes / No / NA (circle one) (b): Was a plan of action developed to replace the item if lost by cadet Yes / No / NA (c): _____ (Signature) (Date)			
5. S4 OIC / AS4 (a): Was the cadet counseled by his/her platoon sergeant? Yes / No / NA (circle one) (b): Was a copy of cadet's counseling provided with this request (if applicable)? Yes / No / NA (c): Does the supply room have sufficient inventory to supply this item? Yes / No (d): Was cadet's clothing record updated to reflect this change? Yes / No (e): S4's Decision: Approved / Denied / Request Additional Information (circle one) (f): _____ (Signature) (Date)			
SAI/AI Initials: _____		Approved by S4 OIC on: 09 OCT 2024	

APPENDIX E. – Community Service Credit



U.S. ARMY CADET COMMAND
COLONY HIGH SCHOOL JROTC
9550 E. BOGARD ROAD
PALMER, ALASKA 99645



Record of Community Service

(v.3.1)

Date: _____

CIC: _____ (Rank/Last Name, First)

Event type: Color Guard / Community Support / School Support / Service Learning (circle one)
(a) (b) (c) (d)

Name of Event: _____ Location: _____ Date of Event: _____

Event Point of Contact: _____ (Name) _____ (Phone #)

Event Start Time: _____ Event End Time: _____ Total Hours: _____

After Action Report:

- Sustain #1: _____
- Sustain #2: _____
- Improve #1: _____
- Improve #2: _____

Participating Cadets: (Cadet's Name)

[1.CIC: _____] [7. _____] [13. _____]
[2. _____] [8. _____] [14. _____]
[3. _____] [9. _____] [15. _____]
[4. _____] [10. _____] [16. _____]
[5. _____] [11. _____] [17. _____]
[6. _____] [12. _____] [18. _____]

S3 OIC: _____ (Rank, Last Name, First Name)

(a): I certify that this submission is a qualifying event. Concur / Non-concur (circle one)

(b): _____
(Signature) (Date)

MAJ Richey: _____ (Signature) _____ (Date)

(a): This event has been recorded and volunteer hours (if applicable) reported in JUMS. Y / N

Approved by Instructors on: 10 August 2026

APPENDIX F. – Leader’s Book Requirements

F-1. Requirements:

- a. Personal Data Sheets for all subordinate cadets under one’s leadership.
- b. Class Schedules for all subordinate cadets under one’s leadership.
- c. Grades for all subordinate cadets under one’s leadership.
- d. Battalion Training Calendar D+30 thru D+90.

APPENDIX G. – Awards/Ribbons Reference Sheet

G-1. Battalion Ribbon Reference Sheet:

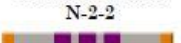
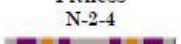


Knights Battalion
Colony High School

Ribbons and Awards



Order of Precedence

 Medal of Heroism	 Superior Cadet	 Distinguished Cadet N-1-1	 Academic Excellence N-1-2	 Honor Roll N-1-3
 Perfect Attendance N-1-4	 Student Government N-1-5	 LET Service N-1-6	 Military Ball N-1-7	 POW/MIA Service N-1-8
 National Honor Society N-1-9	 Cadet Challenge N-1-10	 DAI/SAI Instructor Leadership N-3-1	 Personal Appearance N-3-2	 Proficiency N-3-3
 Drill Team N-3-4	 Orienteering N-3-5	 Color Guard N-3-6	 Rifle Team N-3-7	 Adventure Training N-3-8
 Commendation N-3-9	 Good Conduct N-3-10	 JCLC N-3-11	 Flag Detail N-3-12	 Community Service N-3-13
 JLAB Participation N-3-14	 Drone Team N-3-15	 Varsity Athletics N-2-1	 JROTC Physical Fitness Award N-2-2	 JROTC Athletics N-2-3
 JROTC Physical Fitness N-2-4	 Band Award N-2-5	 Parade N-4-1	 Recruiting N-4-2	 Cadet of the Month N-4-3
 First Aid N-4-4	 BC/CSM Award N-4-5	 Service Learning N-4-6	 Excellent Staff Performance N-4-7	

G-2. JROTC Awards in CCR 145-2, Appendix G.

Award series, criteria, and identification of individual making the award follow. Ribbons will be worn in the order displayed on the U.S. Army Junior ROTC Ribbons, Devices, and Insignia poster. Association awards are worn in order of precedence after miscellaneous awards in alphabetical order. The awarding association will establish criteria.

(Series 1) ACADEMIC AWARDS

N-1-1 Distinguished Cadet Award for Scholastic Excellence

Criteria: Awarded annually to one Cadet who exhibits the degree of excellence in scholastics.

Awarded by: Superintendent

N-1-2 Academic Excellence Ribbon

Criteria: Awarded annually to one Cadet in each LET level for achieving the highest academic grades.

Awarded by: Principal

N-1-3 Academic Achievement Ribbon

Criteria: Awarded annually to those Cadets who maintain a grade of "A" in JROTC and a "B" in the remaining academic subjects.

Awarded by: The Director of Army Instruction or Senior Army Instructor in a single unit.

N-1-4 Perfect Attendance Ribbon

Criteria: Awarded to Cadets with no unexcused absences during each quarter/semester.

Awarded by: Senior Army Instructor

N-1-5 Student Government Ribbon

Criteria: Elected to a student government office.

Awarded by: Principal

N-1-6 Leadership Development Service Ribbon

Criteria: Awarded to Cadets successfully completing first quarter/semester of training of each LET year.

Awarded by: Senior Army Instructor
N-1-7 through N-1-10 Optional

Criteria: Awarded based on criteria developed locally.

Awarded by: Senior Army Instructor

(Series 2) ATHLETIC AWARDS

N-2-1 Varsity Athletic Ribbon

Criteria: Awarded annually to Cadets in varsity sports.

Awarded by: Principal

N-2-2 Physical Fitness Ribbon

Criteria: Awarded annually to Cadets who maintain excellent physical fitness. The ribbon will be presented to Cadets receiving an 85-percentile rating or better in all five Cadet Challenge events.

Awarded by: Senior Army Instructor

N-2-3 ROTC Athletic Ribbon

Criteria: Awarded annually to Cadets who maintain a basic, yet challenging level of physical fitness. The ribbon will be presented to Cadets receiving a 50-percentile rating or better in all five Cadet Challenge events.

Awarded by: Senior Army Instructor

N-2-4 and N-2-5 Optional

Criteria: Awarded based on criteria developed locally.

Awarded by: Senior Army Instructor

(Series 3) MILITARY AWARDS

N-3-1 Director of Army Instruction/Senior Army Instructor Leadership Ribbon

Criteria: Awarded annually to the one Cadet in each LET level who displays the highest degree of leadership.

Awarded by: Senior Army Instructor

N-3-2 Personal Appearance Ribbon

Criteria: Awarded annually to Cadets who consistently present an outstanding appearance.

Awarded by: Senior Army Instructor

N-3-3 Proficiency Ribbon

Criteria: Awarded annually to those Cadets who have demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.

Awarded by: Director of Army Instruction/Senior Army Instructor

N-3-4 Drill Team Ribbon

Criteria: Awarded annually to drill team members.

Awarded by: Senior Army Instructor.

N-3-5 Orienteering Ribbon

Criteria: Awarded annually to Cadets who are members of the orienteering teams.

Awarded by: Senior Army Instructor

N-3-6 Color/Honor Guard Ribbon:

Criteria: Award annually to members of color/honor guard.

Awarded by: Senior Army Instructor

N-3-7 Marksmanship Team Ribbon

Criteria: Awarded annually to rifle team members.

Awarded by: Senior Army Instructor

N-3-8 Adventure Team Ribbon

Criteria: Awarded annually to Cadets who are members of adventure training type units.

Awarded by: Senior Army Instructor

N-3-9 Commendation Ribbon

Criteria: Awarded to Cadets whose performance of duty exceptionally exceeds that expected of Cadets of their grade and experience.

Awarded by: Senior Army Instructor

N-3-10 Good Conduct Ribbon

Criteria: Awarded annually to Cadets who have demonstrated outstanding conduct throughout the school.

Awarded by: Senior Army Instructor

N-3-11 JCLC Participation Ribbon

Criteria: Awarded to Cadets for JCLC participation.

Awarded by: Senior Army Instructor

N-3-12 through N-3-15 Optional

May be awarded based upon criteria developed locally.

Awarded by: Senior Army Instructor

(Series 4) MISCELLANEOUS AWARDS

N-4-1 Parade Ribbon

Criteria: Awarded to Cadets who have participated in local community parades; for example, Veterans' Day, Memorial Day, etc.

Awarded by Senior Army Instructor

N-4-2 Recruiting Ribbon

Criteria: Awarded to Cadets who recruit students into the JROTC program each quarters/semester.

Awarded by: Senior Army Instructor

N-4-3 through N-4-5 Optional

Criteria: Awarded based on criteria developed locally.

Awarded by: Senior Army Instructor

N-4-6 Service Learning Ribbon

Criteria: Awarded annually to Cadets who participate in service learning projects.

Awarded by: Senior Army Instructors.

N-4-7 Excellent Staff Performance Ribbon

Criteria: Awarded annually to Cadet Staff Officers for excellent performance.

Awarded by: Senior Army Instructor

APPENDIX H. – JPA Study Questions

G-1. 8th Brigade JROTC Cadet In-Ranks Questions

- a. Q1: What three things are at the core of JROTC??
A1: Citizenship, leadership, character and community service.
- b. Q2: What Cadet rank is represented by three discs?
A2: Cadet Captain.
- c. Q3: When marching what foot do you step out with first, on forward march?
A3: Left.
- d. Q4: What do the stars on a USA flag represent?
A4: The 50 States.
- e. Q5: In our chain of command, who is the USACC 8th Brigade Commander?
A5: COL Plys.
- f. Q6: In the Army Values, what does the “I” stand for in the LDRSHIP acronym?
A6: Integrity.
- g. Q7: The Army rank structure; what rank comes after Sergeant?
A7: Staff Sergeant.
- h. Q8: In Army JROTC programs, What does SAI stand for?
A8: Senior Army Instructor.
- i. Q9: What are the three styles of Army leadership?
A9: Delegating, Participating, Directing.
- j. Q10: What are the three stages in team building?
A10: Formation Stage, Enrichment Stage, Sustainment Stage.
- k. Q11: What Thinking Map is used for comparing and contrasting?
A11: Double Bubble map.
- l. Q12: What JROTC position is generally responsible for the directing and coordinating the Staff?
A12: Executive Officer.