



**DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)**

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11 May 2015

MEMORANDUM FOR ALL AFROTC REGION AND DETACHMENT COMMANDERS

FROM: HQ AFROTC/CC
60 West Maxwell Blvd
Maxwell AFB AL 36112

SUBJECT: AFROTC Guidance Memorandum to AFROTCI 36-2010, *Cadet Training Programs*

RELEASABILITY: There are no releasability restrictions on this publication.

1. By Order of the Commander, AFROTC, this AFROTC Guidance Memorandum immediately changes AFROTCI 36-2010, *Cadet Training Programs*. Compliance with this Memorandum is mandatory for all AFROTC units and is effective immediately.
2. This memorandum becomes void after one year has elapsed from the date of this memorandum, or upon incorporation by interim change to or a rewrite of AFROTCI 36-2010, whichever is earlier.

ERIC J. WYDRA, Colonel, USAF
Commander, Air Force ROTC

Attachment: Guidance Changes

Attachment

GUIDANCE CHANGES

(Replace) “Physical Fitness Assessment (PFA)” with “Fitness Assessment (FA)” throughout instruction, to include acronym listing

(Delete) In paragraph 1.1.1.2, delete last sentence: “Cadets will attend 80 percent of the minimum 2 sessions per week.”

(Delete) Paragraph 1.1.4

(Delete) Paragraph 1.1.5

(Add) At the end of paragraph 2.4, add the following sentence: “(See para 4.17.1 for DD Form 2982 requirements for Guest instructors.)”

(Replace) Paragraph 2.5.5 to read: Non-traditional classes. Typically normal class conflicts for AS classes generate an additionally scheduled AS class time that resolves cadet class conflicts. However, the current 67% AFROTC officer manning level can create a situation where even adding an additional AS class creates an extreme burden on the PAS/APAS. While AFROTC places great emphasis on in-class/traditional instruction, some leeway must be given to account for the exceptional situations dets may experience due to the manning shortage. For this reason, Det/CCs may authorize one semester of non-traditional classes per cadet during their AFROTC training. These non-traditional classes only apply to AS classes and cannot be used for LLAB; LLAB requires in person training/instructing. Additionally, non-traditional classroom study still requires the instructor to maintain attendance records and show that all AS class objectives were covered. Further, the instructor must meet weekly, in person, with the cadet enrolled in the non-traditional class to address any questions regarding the lesson objectives. When Det/CCs exercise this authority, they will inform their Region/CC they are doing so. Det/CC’s must gain Region/CC and Holm Center/Curriculum (HC/CR) written approval for any additional non-traditional classes not covered by this paragraph. The first non-traditional class enrollment for each cadet will be documented on a FM 16 signed by the Det/CC; any subsequent non-traditional class for that cadet will include the written approval of the Region/CC and HC/CR in the form of an MFR with an additional FM16 signed by the Det/CC. The MFR from the Region/CC and HC/CR will be placed directly behind the associated FM16 in the cadet’s UPRG . [Note: For an AS250 cadet, either the AS100 or AS200 class can be authorized by the Det/CC within the confines of this paragraph, not both, without Region/CC and HC/CR approval.]

(Remove) Paragraphs 2.5.6 and 2.5.7

(Replace) Amend paragraph 2.6.1. to read: “Maximum teaching load. The maximum

GMC academic teaching load is 10 hours per week; the maximum POC academic teaching load is 9 hours per week. Academic teaching loads do not include LLAB instructions. Region commanders may approve exceptions to the hourly limits.”

(Add) Paragraph 3.3.3.7 and subparagraphs 3.3.3.7.1 through 3.3.3.7.8 as follows:

“3.3.3.7. Extended Cadets.

3.3.3.7.1. Fitness requirements. Extended cadets will meet requirements outlined in para 1.1.1.3 of this instruction as well as all requirements prescribed by the AFROTC Supp to AFI 36-2905.

3.3.3.7.2. Position and Rank. At the option of the Detachment/CC, extended cadets may be integrated into the cadet wing and given rank commensurate with their assigned responsibilities or retain the highest rank previously held at the detachment. However, non-extended cadets must have priority in the assignment of leadership positions.

3.3.3.7.3. LLAB. Level of involvement will be determined by the Detachment/CC.

3.3.3.7.4. Uniform requirements. Reference AFROTC Supp to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel.*”

3.3.3.7.5. AS500 cadets. AS500 cadets are GMC cadets who have completed AS100 and AS200 but have not yet entered the POC. AS500 cadets must attend LLAB and PT and continue to wear the AFROTC uniform if they have, or are pursuing, an enrollment allocation to FT. These cadets will be assigned to the applicable LLAB course.

3.3.3.7.6. AS700 Cadets. Contract cadets who have completed all AS class and LLAB requirements but have not graduated. No scholarship funds involved.

3.3.3.7.7. AS800 Cadets. Contract cadets who have completed all AS class and LLAB requirements but have not graduated and are still receiving additional scholarship entitlements and or stipend.

3.3.3.7.8. AS900 Cadets. Cadets who have completed all AFROTC and graduation requirements and are awaiting commissioning due to a delay.

(Replace) Amend paragraph 3.6. to read: “Field Training Preparation. Detachments may conduct voluntary PMT sessions for Field Training Preparation beyond LLAB (T-508) as long as the training does not broach the intensity and stress found in the FT environment. Detachment leadership needs to ensure that FT prep does not violate the HC Training Manual (T-700) and the Field Training Manual.”

(Add) At the end of paragraph 4.5, add the following sentence: “The detachment must complete a detailed MFR outlining how dual-enrolled cadets (e.g., AS250) covered all required LLAB objectives.”

(Replace) Amend paragraph 4.6.1.1. to read: “Attend 80 percent of Aerospace Studies (AS) classes and Leadership Laboratory (LLAB) sessions.”

(Replace) In paragraph 4.6.3, amend the fourth sentence to read: “However, if a cadet fell below 80 percent but is still awarded a passing grade for LLAB, the detachment must complete a detailed MFR explaining how the cadet made up the missed objectives (for dual-enrolled cadets, the MFR must address both AS100 and AS200 objectives).”

(Delete) Paragraph 4.6.3.1

(Add) At the end of paragraph 4.7.2.1, add the following: “EXCEPTION: Deferred cadets will be treated on a case-by-case basis as determined by the Detachment CC.”

(Replace) At the end of paragraph 4.7.2.2.1, replace the EXCEPTION verbiage with the following: “Det/CC may waive this with an MFR.”

(Delete) Paragraphs 4.8 (Extended Cadets) through 4.8.8 (Uniform Requirements)

(Renumber) Paragraphs 4.9 through 4.17 are renumbered 4.8 through 4.16, to include subparagraphs in sections 4.8 and 4.11

(Replace) Amend paragraph 4.8.2.3 to read: “Flights. Flights may be designated by letters or functions.”

(Add) At the end of paragraph 4.15, add the following: “The Det/CC can approve non-CW leadership positions; however, due to their non-wing status these positions will be tracked per this paragraph but will not be annotated on the CW organizational chart.”

(Add) Paragraphs 4.17.through 4.17.2 as follows:

“4.17. Relations with Cadets and Recruits. DoD Instruction (DoDI) 1304.33, dated 28 January 2015, establishes policies, assigns responsibilities, and provides direction to prohibit inappropriate relations between recruiters and recruits, and trainers and trainees. These prohibitions apply from the first contact between a recruit and recruiter/trainer and trainee, through entry-level training, and for six months after the trainee completes entry-level training. Note: AETCI 36-2909 further restricts personal contact with trainers and trainees until the trainee signs in at his/her first duty station, or follow on training program, after post commissioning tech school. For AFROTC purposes, a recruit is any AFROTC applicant; a trainee is an AFROTC cadet; a recruiter is a Regional Director of Admissions (RDA), Gold Bar Recruiter (GBR), and an Admissions Liaison Officer (ALO); and a trainer is any AFROTC cadre member or an AFROTC staff member who has direct contact with trainees for the purpose of planning, organizing or conducting initial military training.

4.17.1. Recruiters and Trainers. Before any direct engagement with cadets/recruits EVERY Cadre member, guest instructor, RDA, and GBR will have a current (w/in the

past year) and signed DD Form 2982. The RDA and GBR Forms 2982 will be maintained at HQ AFROTC/DOR (copies may also be maintained at the det if desired by the Det/CC). If a cadre member who has a current and signed DD Form 2982 on file is physically present at a cadet event, non-cadre AF members do not need to complete a DD Form 2982 unless they are instructing as part of the AFROTC curriculum. [Note: USAFA is responsible for ensuring their ALOs maintain a current and signed DD Form 2982.] Additionally, cadre, HQ/region staff members, RDAs, GBRs, and ALOs must provide contact information of their commander (ALOs use the Det/CC they are supporting) to all applicants during their initial visit.

4.17.2. Cadets and Applicants. Cadets will annually complete a DD Form 2983 to be retained in their UPRG under the “Misc” section. HSSP interviewees will complete a DD Form 2983 in the initial part of their interview. This form will be uploaded into WINGS with the 2030. All other applicants will complete a DD Form 2983 no later than the completion of their entry paperwork. Dets will maintain these forms until the individual EADs or drops from the program.”

(Add) In paragraph 4.18, add the word “Cadet” before “Relations with Subordinates.”

(Add) At the end of paragraph 4.19, add the following sentence: “[Note, T-508 (LLAB) does require feedback and performance evaluation.]”

(Replace) Amend paragraph 7.1.2 to read: “All FT staff members, including CTAs, must review this instruction, the T-203, Field Training Manual, the T-204, Field Training Staff Manual (FTSM), the T-700, Holm Center Training Manual, DoDI 1304.33, AETCI 36-2909, AFI 36-2203, and any other HQ AFROTC/DO provided guidance prior to FT. FT officer cadre can expect a timed, open-book test on these documents in IST. Cadre failing the test will report to their FTU/AEF CC for corrective action.”

(Add) At the end of paragraph 8.3.1.1, add “and the AFROTCSUP to AFI 36-2905.”

(Replace) Amend paragraph 8.5.4 to read: “FTOs must complete a Field Training Performance Report on all of their assigned cadets.”

(Replace) In paragraph 8.5.4.2, replace “AFROTC Forms 27” with “Field Training Performance Reports.”

(Replace) In paragraphs 8.6.1.3 and 8.6.2.5, replace “AFROTC Form 27” with “Field Training Performance Report.”

(Replace) Amend paragraph 8.6.2.6 second sentence to read: “This includes Leadership Competency Evaluation forms, AFROTC Form 17 *Cadet Field Training Counseling Record*, Field Training Performance Report forms, AFROTC Form 341 *Excellence/Discrepancy Report*, FA score sheets and other related information.”

1 DECEMBER 2014



Personnel

CADET TRAINING PROGRAMS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publication and forms are available on the Maxwell Publications and Forms Management Office AF Portal web page for downloading.

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This instruction implements AFPD 36-20, *Accession of Air Force Military Personnel*. It prescribes policies, procedures, and responsibilities for Field Training (FT) and Base Visits. It provides guidance for implementing classroom programs. It defines Professional Military Training (PMT) and provides guidance on how to implement it. It prescribes procedures for conducting leadership laboratory. It prescribes policies and procedures governing all AFROTC programs and activities requiring support by military aircraft. It explains the requirements and policies for transporting AFROTC cadets, institutional officials, and representatives of news media by military aircraft in support of motivation, orientation, and retention programs. This instruction applies to all senior AFROTC detachments and region offices. Refer recommended changes and/or corrections to this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*, through your chain of command. This instruction requires the collection and maintenance of information protected by the Privacy Act of 1974 authorized by Title 10, USC Chapters 33 and 103, and E.O. 9397. System of records notice F036 AETC I, *Cadet Record* apply. Request for waivers will be submitted in writing to HQ AFROTC/DOT. Subordinate units may not issue implementing publications. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This instruction has been substantially revised and must be reviewed in its entirety. Changes include removed references to: Commandant of Cadets (COC) and replaced with Operations Flight Commander (OFC); Qualifying Fitness Review (QFR) for Field Training as it is no longer a requirement; Leadership Lab Incentive Program; Extended Field Training; Flight Orientation Program; detachment oversight during voluntary PMT sessions for field training prep; after action report for field training in-processing discrepancies; AFI 41-115 as it is obsolete; allowing non-cadets to attend Base Visits. Added: Attendance may account for no more than 10 percent of the final grade to 2.10.2.; Any non-Air Force obstacle, challenge, confidence, or training course used by cadets during mandatory or voluntary PMT must first be

approved by AETC/A3 at 3.1.4.3.; No voluntary PMT for field training prep to 3.6; changed field training objective to 5.1; required documents that must be uploaded into WINGS prior to generating cadet orders for field training to 6.3.2.1; FTM and Airman's Manual test score requirements to 8.4.1.4.

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*Section A – AFROTC Cadet College Training Program***CHAPTER 1****ADMINISTRATION**

1.1. Policy. The AFROTC curriculum is the principal instrument by which AFROTC cadets are educated, motivated, and trained for Air Force commissioned service (required by U.S.C. Title 10). This instruction and T-700, *Holm Center Training Manual (HCTM)*, describe how education and training programs are conducted.

1.1.1. Attendance. The following information is used to determine the difference between pass/fail in the following areas. As a minimum, cadets must:

1.1.1.1. Attend 80 percent of Aerospace Studies (AS) classes and Leadership Laboratory (LLAB) sessions.

1.1.1.2. Attend 80 percent of physical training (PT) sessions per term. Cadets must meet this requirement each term to pass LLAB. Detachments must conduct PT a minimum of 2 times per week, but must not require cadets to attend in excess of 3 hours of PT per week. Cadets will attend 80 percent of the minimum 2 sessions per week.

1.1.2. Lesson Objectives. Instructors are required to accomplish all lesson objectives for each AS course and LLAB. Instructors may modify a lesson plan provided by Holm Center/CR as long as the lesson objectives are presented. This includes using field trips and off-site activities. Instructors should review all samples of behavior for a given lesson to ensure lesson objectives are met. Testable items are normally taken from samples of behaviors, as opposed to objectives. Accomplishment (instructor presentation) of lesson objectives ensures accomplishment of course objectives.

1.1.3. Incompletes. To the maximum extent that university policy allows, detachments will comply with the following: The Detachment/CC must approve all “Incompletes” for AS classes and LLABs. “Incompletes” should be used for unusual or unavoidable circumstances, such as an extended illness. “Incompletes” must not be used for make-up of unsatisfactory or delinquent work, or as a sanction for cadets who do not return textbooks or cadet uniforms. An “Incomplete” must be resolved no later than the end of the following term or it will constitute a failure.

1.1.4. Counseling. Comply with counseling requirements in this instruction. Document counseling on AFROTC Form 16, *Officer Candidate Counseling Record*. Counseling records are retained in the cadet Unit Personnel Record Group (UPRG) for the duration of their enrollment in AFROTC and will be destroyed one year after commissioning or disenrollment from AFROTC.

1.1.5. Referrals. When a non-AFROTC problem is identified during counseling, refer cadets to appropriate professional personnel (i.e., academic advisors, campus counseling service, Dean of Students, scholarship and loan officers, health services, chaplain services, diagnostic

and remedial reading services, etc.). Counsel the cadet on whether the problem and its resolution might affect the cadet's AFROTC status and benefits.

CHAPTER 2

THE ACADEMIC CLASSROOM PROGRAM

2.1. The General Military Course (GMC). The GMC is a 2-year course, consisting of AS 100 and AS 200, designed to motivate and prepare cadets for entry into the professional officer course (POC). Each course is designed as a weekly, one academic-hour course.

2.2. The Professional Officer Course (POC). The POC is a 2-year course, consisting of AS 300 and AS 400, designed to prepare cadets for active duty as Air Force officers. Each course in the POC is designed as a weekly, three academic-hour course.

2.3. Alternate-Year Arrangements. The optimum instructional flow is to offer all four AS courses each year. Deviations from this normal flow can have adverse effects on a student's educational program. If detachments have manning limitations or distance problems between servicing colleges and universities, the Detachment/CC may offer the GMC course on an alternate-year basis. Alternate-year teaching in the POC is not permitted without an approved waiver from Holm Center/CR.

2.4. Guest Instruction. AFROTC encourages detachments to use guest instructors. There are no Air Force funds for guest instructors. The respective AS class instructor, or if unavailable, another AFROTC instructor, must attend the class.

2.5. Adaptations of AFROTC Curriculum.

2.5.1. Regular Curriculum Option. Students with 4 years remaining in school may enroll in the program and compete for an enrollment allocation in the spring preceding their final 2 years in school.

2.5.2. Compressed POC Curriculum Option (less than 2 years). Cadets may concurrently enroll in POC classes for one term if they have a period of nonattendance (PNA). Reference AFROTCI 36-2011, *Cadet Operations*. Any other concurrent enrollment in the POC must be requested with an AFROTC Form 22, *Cadet Personnel Action Request*, through HQ AFROTC/RRFP. If, however, the cadet is available to attend LLAB during the PNA for AS class, the cadet will attend LLAB.

2.5.3. Compressed GMC Option. Students with 3 or 3 1/2 years remaining in school when they begin may concurrently enroll in AS 100 and AS 200 academic classes to complete the entire GMC in 1 or 1 1/2 years, with Detachment/CC approval. Ensure students entering or completing the GMC in this manner complete all lesson objective requirements for AS 100 and AS 200 classes. See para 4.5 for LLAB enrollment requirements for concurrently enrolled academic cadets.

2.5.4. One Year College Program (OYCP) cadets will complete one year of LLAB prior to attending Field Training. OYCP cadets will attend the Field Training Academics Program conducted by HQ AFROTC one week prior to attending Field Training.

2.5.5. Tutorial Instruction/Independent Study. The Detachment/CC may approve tutorial instruction and independent study that involves regularly scheduled face-to-face meetings between the instructor and student. Correspondence methods are prohibited for this type of instruction. Attendance records must be maintained and documentation must be retained to clearly demonstrate how the appropriate AS lesson objectives were accomplished.

2.5.6. Summer Classes. The Detachment/CC may schedule summer AFROTC classes including tutorial classes/independent study when circumstances prevent students from enrolling in courses during the regular term. Attendance records must be maintained and documentation must be retained to clearly demonstrate how the appropriate AS lesson objectives were presented.

2.5.7. Distance Learning. Any AFROTC classes taught using distance-learning methods (the instructor and students in two different physical locations) must be approved in writing by the Region CC and Holm Center/CR.

2.6. Instructor Teaching Load.

2.6.1. Maximum teaching load. The maximum GMC teaching load is 10 hours per week; the maximum POC teaching load is 9 hours per week. Region commanders may approve exceptions to the hourly limits.

2.6.2. Concurrent instruction. At detachments with four or more instructors assigned, obtain a waiver from the region commander before an instructor teaches both POC courses, or a POC course and a GMC course concurrently.

2.7. Lesson Plan. Holm Center/CR approved lesson plans are provided at the following address: <http://holmcenter.com/>. You will have to create an account the first time you visit the site.

2.7.1. If the lesson plans provided by Holm Center/CR are not used for academic classes, detachment generated lesson plans must contain the following as a minimum:

2.7.1.1. Lesson objectives.

2.7.1.2. Main points and samples of behavior.

2.7.1.3. Teaching methods and student activities.

2.7.1.4. Required student preparation and assignments.

2.7.1.5. Time allocation.

2.8. Supplemental Texts. Do not require cadets to purchase commercial texts for an AFROTC course.

2.9. Syllabus. At the beginning of each term, provide access to a syllabus to all students in each AS course. This may be a written or electronic version. Provide a written copy to any cadet who requests one. Include the following information:

2.9.1. Attendance Policy. Cadets must attend a minimum of 80 percent of scheduled AS classes (or substitute activities determined by the respective AFROTC Instructor and with approval of the Detachment/CC) to receive a passing final grade unless host university policy requires a higher attendance percentage. If a different attendance policy is required for academic only students, specify the additional policy. 100% of lesson objectives must be presented each semester.

2.9.2. Classroom Behavior. Provide guidance and examples on cadet conduct in the classroom, such as food/drink policy and expected customs/courtesies.

2.9.3. Grading and Evaluation Procedures. Clearly list each graded item, indicate how much weight each item has been assigned, and include the grading scale (point ranges for each letter grade).

2.9.4. Scheduling Information. Indicate class meeting dates, holidays, and breaks.

2.10. Grading Procedures.

2.10.1. With the exception of attendance, final course grades must consider only subject matter knowledge and communicative skills development.

2.10.2. Instructors may consider class attendance in determining a student's final grade in AS classes, but the grade or point value assigned to class attendance must be less than any other individual graded item, and shall not exceed 10 percent of the student's final grade. However, in cases where a cadet's attendance falls below 80 percent, attendance becomes the main determinant in the student's final grade and the cadet receives a failing grade for the class IAW para 2.9.1.

2.10.3. Students will not enroll in AFROTC academic courses on a pass/fail or credit/fail system unless the host university approves it. If given the option, the detachment will not use the pass/fail system in AS classes for cadets. When the department of aerospace studies must allow pass/fail registration, the detachment will continue to maintain normal letter grades in cadet records for all cadets.

CHAPTER 3

CADET ACTIVITIES: PRACTICAL MILITARY TRAINING (PMT) AND NON-PMT

3.1. Practical Military Training (PMT). PMT is any AFROTC-sponsored training activity uniquely military or that Holm Center or AFROTC instructions or the Detachment/CC designate as PMT. PMT activities must meet the requirements delineated below.

3.1.1. Training activities. PMT activities must have training value, a supervision plan, and be structured to conform to safety requirements of para 3.1.4.

3.1.1.1. Mandatory PMT. Examples of mandatory PMT include, but are not limited to:

3.1.1.1.1. Numbered LLAB objectives implemented IAW T-508, *AFROTC Leadership Laboratory Cadet Instructor's Guide*.

3.1.1.1.2. PT objectives implemented IAW T-508 and AFROTC Supp to AFI 36-2905, *Fitness Program*.

3.1.2. Voluntary PMT. Any AFROTC sponsored training activity uniquely military that the Detachment/CC designates as voluntary PMT. Examples of voluntary PMT include, but are not limited to:

3.1.2.1. Mock deployments, base visits, drill team/honor guard membership.

3.1.3. AFROTC Sponsorship. AFROTC sponsors an activity when an active duty member assigned within AFROTC authorizes, plans, facilitates and/or provides resources for the activity. A detachment cadre member must be present during these activities. Detachments will only sponsor activities that have training value and meet the requirements delineated above. Activities that do not conform to para 3.1.1 and 3.1.2. are non-PMT events (see para 3.5). Care should be taken when announcing or posting activities so differences between mandatory PMT, voluntary PMT, and non-PMT activities are clearly understood.

3.1.3.1. Active duty members are not required to supervise honor guard performances. However, if an active duty member does not supervise the detachment commander must appoint a POC member to supervise.

3.1.4. Safety. All PMT activities must be structured such that potential for incident is minimized. This includes, but is not limited to:

3.1.4.1. High Risk Activities. The Detachment/CC will determine if an activity is high-risk. Detachment/CCs will use AETC Supplement 1 to AFI 91-202, *The US Air Force Mishap Prevention Program*, Attachment 12, as a guide. Detachment/CCs are the approval authority for high risk activities. Detachment/CCs are required to submit an ORM plan to their Region/CC prior to the event.

3.1.4.2. Climate Considerations. For ambient temperatures above 80 degrees Fahrenheit, determine the heat category (flag condition) using the AFROTC Wet Bulb Globe

Temperature (WBGT) calculator. When the AFROTC WBGT Calculator indicates 80 degrees (Yellow Flag) or higher, do not conduct the Physical Fitness Assessment (PFA) unless authorized by the Detachment/CC. For cold weather guidance refer to AFI 36-2905.

3.1.4.3. Any non-Air Force obstacle, challenge, confidence, or training course as defined in AFI 36-2202, *Air Force Obstacle Course Program*, para 1.8 and used by cadets during mandatory or voluntary PMT must first be approved by AETC/A3 and recertified annually thereafter. Courses which are already certified by the Association for Challenge Course Technology (ACCT) are exempt from this approval process. Follow HCI 51-601, Table 1 for funding requirements.

3.1.5. Medical Care. Cadets may receive medical care at a military medical treatment facility or a military-authorized civilian treatment facility for injuries that occurred during PMT. All forms applicable to medical care and reimbursement may be found on the Judge Advocate (JA) – Civil Law portion of Holm Center Restricted Web site and the Training section of the Holm Center Restricted Web site.

3.1.6. PMT Eligibility. Per 10 U.S.C. 2109(c)(1), *Practical Military Training*, "**A person who is not qualified for, and...will not be able to become qualified for, advanced training (POC)...shall not be permitted to participate in...practical military training.**"

3.1.6.1. Special students who will never qualify for the POC may not participate in PMT, including LLAB and PT.

3.1.6.2. Title 10 U.S.C. 2103(b), *Eligibility for Membership*, allows immigrants who have been lawfully admitted for permanent residence, are pursuing citizenship in the United States and have in their possession Immigration Form I-151 or I-551, *Alien Registration Receipt Card*, may participate in PMT as applicants.

3.1.7. New Student Orientation Program (NSOP). At their discretion, detachments may conduct a NSOP for incoming students. If conducted prior to the start of the academic term, cadet involvement must be strictly voluntary. NSOP should introduce cadets to the education and training programs. NSOP conducted like a "boot camp" and activities that involve hazing, maltreatment, disrespect, or physically, mentally, or emotionally abusive rites of passage are not authorized and will not be tolerated. An active duty detachment officer must supervise NSOP.

3.1.8. Timeframe. Detachments will not direct any mandatory PMT (PT or LLAB) during periods when academic classes of a cadet's academic institution are not in session (i.e., holidays, fall and spring breaks, etc.). Any PMT conducted during these times must be strictly voluntary.

3.2. Hourly Requirements. The hourly requirements for PMT activities are:

3.2.1. Mandatory PMT Activities. Detachments may require each cadet to attend no more than 5 hours of mandatory PMT activities per week (Monday through Sunday) for GMC

cadets and no more than 6 hours per week for POC cadets. This is in addition to AS academic classes. Mandatory PMT activities are comprised of the following:

3.2.1.1. LLAB. Detachments may require each cadet to attend no more than 2 hours of activities that count toward numbered LLAB objectives per week (Monday through Sunday) for GMC cadets and no more than 3 hours per week for POC cadets.

3.2.1.2. PT. Each cadet will attend a minimum requirement of two PT activities per week, but cannot be required to attend in excess of 3 hours of PT per week. Detachments are encouraged to conduct PT activities three to five times per week to facilitate maximum opportunity for cadet participation. Any cadet participation in PT above the maximum required 3 hours per week must be strictly voluntary.

3.2.2. Exceptions. Deviations from the mandatory PMT maximum time limits must be approved by the Detachment/CC in writing and must be reasonable and justifiable. Blanket deviation statements are not authorized. Each instance must be addressed individually.

3.2.3. Voluntary PMT. There are no hourly restrictions on voluntary PMT. Cadets may participate in as many voluntary activities as they wish. However, cadre members should monitor voluntary PMT activities for cadets that may be over-committing themselves and counsel as appropriate.

3.3. Leadership Laboratory (LLAB). All LLAB activities are mandatory PMT. POC LLAB may be scheduled with GMC LLAB or separately.

3.3.1. LLAB includes the following activities:

3.3.1.1. Scheduled LLAB classes.

3.3.1.2. Alternate LLAB or LLAB make-up activities for cadets with valid scheduling conflicts which prevent them from attending regularly scheduled LLAB activities. Cadets must provide documentation supporting the scheduling conflict to the Operations Flight Commander (OFC) or Operations Officer (DO).

3.3.1.3. Any activities counting toward LLAB grading performed by cadets as members of the cadet wing in support of LLAB objectives (outside scheduled LLAB classes). This does not include LLAB preparation time.

3.3.2. Concept. Except for Special students all students enrolled in AS courses must also enroll in LLAB. LLAB curriculum supports classroom efforts by providing cadets with knowledge and practical command and staff leadership experiences.

3.3.2.1. LLAB must be cadet planned, directed, and centered. The cadre will permit wide latitude in allowing the cadet wing to conduct this training program.

3.3.3. Classification. Cadets are classified and assigned to a LLAB course with respect to FT attendance and commissioning. The mandatory LLAB objectives are found in T-508 and are grouped using the following categories:

3.3.3.1. Initial Military Training (AF FORM). Cadets who are part of the GMC but are not scheduled to attend FT; normally AS 100 cadets.

3.3.3.2. Field Training Preparation (FTP). Cadets scheduled to attend FT in the upcoming year; normally AS 200 cadets.

3.3.3.3. Intermediate Cadet Leaders (ICL). Cadets who have satisfactorily completed FT but are not scheduled to commission in the upcoming year; normally AS 300 cadets.

3.3.3.4. Senior Cadet Leaders (SCL). Cadets who have satisfactorily completed FT and are scheduled to be commissioned in the upcoming year; normally AS 400 cadets.

3.3.3.5. Any cadet who does not fit into the above classifications will be classified according to the judgment of the Detachment/CC. Cadets should be assigned to the program that will provide the most benefit.

3.3.3.6. Extended Cadet Leaders (ECL) – Cadets who have satisfactorily completed field training, at least 2 years of LLAB and all AS academic requirements but still have 1 - 2 academic terms remaining; normally known as AS700 cadets

3.4. AFROTC Cadet Physical Training (PT) Program. PT is mandatory PMT. PT objectives and attendance are part of LLAB grading. PT includes, but is not limited to, Physical Fitness Assessment (PFA), and weekly PT activities. Refer to AFROTC Supp to AFI 36-2905.

3.5. Non-PMT Activities. There are many activities cadets participate in that are not training and/or are not sponsored by the detachment or cadet wing. Non-PMT activities include those events that are neither part of the scheduled coursework, part of the curricular activities, nor within the definition of PMT, but have social, public relations, or educational value. AFROTC is not liable for non-PMT activities. Do not use class or LLAB time or give LLAB credit for non-PMT activities. The Detachment/CC may designate any non-PMT activity as off limits for uniform wear. Care should be taken when non-PMT activities are announced or posted such that non-PMT activities are not confused with PMT. Activities such as cadet staff or flight meetings conducted outside LLAB are considered non-PMT, regardless of whether or not participants wear the AFROTC uniforms.

3.5.1. Extracurricular Cadet Activities. Cadets can participate as private citizens in university, community, or civilian sponsored events provided they do not wear a uniform or create the appearance of representing AFROTC. Any cadet who participates, does so voluntarily with the understanding that the activity is not sponsored by AFROTC, is not PMT, and injuries could result in loss of AFROTC status and benefits. The following are non-PMT extracurricular activities, which include, but are not limited to:

3.5.1.1. Fundraising. Cadre and cadets must take care to avoid all appearances of fundraising as part of AFROTC activities. Information on the legality of fundraising within AFROTC can be found in HOLMCENTERI 51-601, *Civil Law and Command Succession*, Chapter 1.

3.5.1.2. PT not supervised by active duty cadre.

3.5.1.3. Arnold Air Society and cadet booster clubs, although recognized by AFROTC, are not AFROTC-sponsored groups and do not qualify as PMT. Cadets are not authorized medical care under para 3.1.5 for any injuries sustained while performing activities as members of these organizations.

3.5.2. University-Sponsored Events. If cadets participate in university events, they do not require any coordination with AFROTC. Detachment/CCs must avoid any impression that AFROTC sponsors the event. The Air Force is not liable for medical care when cadets participate in non-AFROTC sponsored events. If there is any coordination or interaction with AFROTC, care must be taken to ensure the cadet understands the event is not sponsored by AFROTC and is not PMT.

3.5.2.1. Intramural activities as part of a campus intramural program are not PMT, even if the team is composed solely of AFROTC cadets.

3.5.2.2. Local university courses involving such activities as rock-climbing, rappelling, ropes, etc, as part of the university curriculum and not part of AFROTC are non-PMT.

3.5.3. Civilian/Community, DoD, other federal or non-federal entity sponsored activities are generally not PMT, unless the activity has training benefits to the Air Force and the Detachment/CC specifically identifies the activity as PMT (see para 3.1).

3.6. Field Training Preparation. Voluntary PMT will not be used for Field Training (FT) Preparation. To the maximum extent possible, Detachment/CCs must ensure cadets have completed 1 year of LLAB prior to FT attendance.

3.6.1. Instruction and evaluation for Field Training Preparation will focus on:

3.6.1.1. Ensuring cadets are physically fit.

3.6.1.2. Ensuring cadets are competent in drill and ceremonies.

3.6.1.3. Ensuring cadets:

3.6.1.3.1. Know Holm Center T-203, *Field Training Manual*, and FT military decorum. **NOTE:** The lesson objectives and samples of behavior in the FTP LLAB lessons provide the basis for FT preparation.

3.6.1.3.2. Are familiar with the most current version of the AFPAM 10-100, *Airman's Manual*.

3.6.2. Practice. Unique military decorum rules from Holm Center T-203 may be practiced at any time, but may be required during LLAB only after cadets have been instructed. This includes requiring cadets preparing for FT to use the seven basic responses, square corners, greet, come to attention with heels to the wall, etc. (This may apply to PT at the Detachment/CC's discretion). This practice will be restricted to LLAB hours in specified locations and only as a role-play exercise, not as a standing policy.

3.6.3. Prohibitions. FT Preparation is designed to teach specific skills and knowledge from Holm Center T-203 and AFPAM 10-100. Activities/exercises with the intention of simulating the stresses of the FT environment/experience are expressly prohibited. Prohibitions in the context of FT preparation activities include, but are not limited to:

3.6.3.1. Giving direct individual feedback with raised voices.

3.6.3.2. Using a merit/demerit system. **NOTE:** Cadets should be instructed on proper use of AFROTC Form 341, *Excellence/Discrepancy Report*. AFROTC Form 341 may be used as a visual aid for instructional purposes only.

3.6.3.3. Any cadets acting as Cadet Training Assistants (CTA) or officers acting as Flight Training Officers (FTO).

3.6.3.4. Physical Discipline activities of any kind.

3.6.3.5. Using FT-specific Group Leadership Problems (GLP). Use only Holm Center/CR-approved GLPs.

3.6.3.6. Actions that have traditionally been part of “mini-camps” including but not limited to sleep deprivation, uniform “superman” (quickly change uniforms) drills, performing time compressed activities (eating) etc.

CHAPTER 4

LEADERSHIP LABORATORY PROGRAM (LLAB)

4.1. Military Institutions. Military Institutions, as determined in writing by the current region commander, are exempt from the requirements of this section where not practical, due to the nature of their programs. Ensure unique AFROTC LLAB lesson objectives are presented to cadets.

4.1.1. Minimum requirements for FTP objectives found in the T-508 must be presented to all cadets going to FT in the upcoming year.

4.2. Mission Directive.

4.2.1. The mission directive must be prior to the start of each major academic term, and provided to the cadet wing prior to the first LLAB. Additional mission directive supplements may be published periodically. Retain until superseded.

4.2.2. The mission directive must direct what is to be done, not how to do it.

4.2.3. The Detachment/CC or OFC must approve and sign the mission directive before the start of each academic term.

4.2.4. The mission directive should not be more than one page in length. It will appoint the CW/CC and direct he/she to comply with all AFROTC governing instructions, in particular, AFROTCI 36-2010, in the execution of their duties (see sample memorandum, Attachment 3).

4.3. Operations Plan (OPLAN). Cadets produce the OPLAN each time the cadet wing positions rotate.

4.3.1. The OPLAN will state how and when LLAB lesson objectives will be presented, not in detail, but via a simple timeline/schedule matched to a LLAB event (ex. LLAB 2 – Drill & Ceremonies, Objs X, X, X, and X for AS100s, Objs Y, Y, Y for FTPs, etc). It will also address which lesson objectives will be covered in a subsequent OPLAN (if necessary). The OPLAN will cover both an organizational chart of the cadet wing and duty descriptions for all positions listed on the organizational chart.

4.3.2. Operations Orders. Cadets must produce an operations order prior to each mandatory PMT (at a minimum all LLAB and PT sessions). Operations orders provide details from the OPLAN for a specific PMT activity.

4.3.2.1. The cadet wing commander signs all operations orders.

4.3.2.2. The OFC/DO approves all operations orders.

4.3.2.3. Each operations order must contain as a minimum:

4.3.2.3.1. Date of PMT (LLAB or PT).

4.3.2.3.2. Start and stop time of PMT.

4.3.2.3.3. Uniform of the day.

4.3.2.3.4. Risk management (safety) considerations.

4.3.2.3.5. Inclement weather plan. (Ensure this plan is specific to the activity and not a generic plan that remains the same each week.)

4.3.2.4. For each scheduled activity within the operations order, the following must be listed:

4.3.2.4.1. Activity.

4.3.2.4.2. Location.

4.3.2.4.3. Time.

4.3.2.4.4. Associated LLAB lesson objective(s) presented.

4.3.2.4.5. Point of contact.

4.4. LLAB Syllabus. The OFC/DO must provide cadets with the following information in writing (either written or electronic format is acceptable) at the beginning of each term:

4.4.1. Attendance policy for LLAB (including PT).

4.4.2. A list of the numbered LLAB lesson objectives and PT objectives for the appropriate course.

4.4.3. Grading and evaluation procedures.

4.5. LLAB Requirements for Concurrently Enrolled Cadets. Cadets concurrently enrolled in AS classes will only enroll in the appropriate LLAB course determined by the student's status in relation to FT per para 3.3.3. It is the responsibility of the cadet and the OFC/DO to ensure the cadet obtains any missed objectives because of concurrent enrollment. For example, an FTP cadet may need knowledge of some AF FORM LLAB objectives in order to accomplish the FTP objectives. Because AF FORM and FTP cadets are often working on different objectives, it may be necessary for the cadet to meet with his or her flight commander or OFC/DO to obtain the required knowledge to successfully complete FTP objectives. For this reason, concurrently enrolled cadets may be allowed to exceed the maximum time limits for accomplishing LLAB objectives set forth in para 3.2 of this instruction.

4.6. LLAB Grading and Attendance Criteria.

4.6.1. Each cadet must satisfy three requirements in order to receive a passing grade for LLAB:

4.6.1.1. All cadets must attend a minimum of 80 percent of LLAB activities. Cadets must also meet the 80 percent PT attendance requirement to pass LLAB each academic term.

4.6.1.2. All cadets must attempt the PFA IAW AFROTC Supplement to AFI 36-2905. If a cadet receives a failing score on the PFA, this does not constitute a failure in LLAB. If a cadet meets all attendance requirements, but fails to attempt the PFA, they will fail LLAB. Waiver requests to retain cadets in AFROTC in spite of LLAB failure must be submitted via AFROTC Form 22 to AFROTC/RR.

4.6.1.2.1. **EXCEPTIONS:** Contract cadets on medical recheck status who are unable to take the PFA during the term, and non-contract cadets who have a bona fide medical excuse lasting throughout the term. Reference AFROTCI 36-2011, *Cadet Operations*.

4.6.1.3. Cadets must not show indifference to military training. Normally, a cadet demonstrating a problem with attitude or adjustment will have multiple counselings on the AFROTC Form 16 documenting cadet staff and cadre attempts to intervene and correct the undesirable behavior. This requirement is assumed to be met by all cadets, unless otherwise documented.

4.6.2. Offer LLAB on a pass/fail or credit/fail system, unless the institution requires letter or numerical grades.

4.6.3. LLAB attendance records and documentation showing accomplishment (program presentation) of required minimum LLAB lesson objectives is mandatory. LLAB objectives will be treated the same way as Aerospace Studies academic classes. As long as the 80 percent LLAB attendance requirement is met, the assumption is that the cadet received all LLAB objectives. However, if a cadet does not meet the 80% attendance requirement, the detachment must complete a detailed MFR explaining how the cadet made up the missed objectives.

4.6.3.1. The detachment must complete a detailed MFR outlining how dual-enrolled cadets (e.g., AS250) covered all required LLAB objectives.

4.6.4. Performance in LLAB must not affect the AS course grade.

4.6.5. If LLAB is conducted during a time when a cross-town school is not in session, the detachment must have alternatives for the cross-town school cadets to make up the missed training if needed to meet the 80 percent attendance requirement.

4.7. Cadet Rank.

4.7.1. Concept. Cadet rank is designed to provide cadets with knowledge and practical applications of the active duty rank structure commensurate with different positions and levels of responsibility within the cadet wing.

4.7.2. Classification. Cadets are classified and assigned cadet rank commensurate with their position and level of responsibility within the cadet wing and with respect to FT completion. Cadets are classified into the following two rank categories:

4.7.2.1. Cadet Airmen. Cadet airmen are cadets who have not satisfactorily completed FT. This primarily includes cadets enrolled in the GMC. This also includes any cadet who has not satisfactorily completed FT, including deferred cadets, regardless of AS class enrollment. All cadet airmen will wear either C/4C or C/3C rank insignia based on the following criteria:

4.7.2.1.1. Cadets enrolled in the 4-year AFROTC program will wear Cadet Fourth Class (C/4C) insignia during their first academic year in the AFROTC program and Cadet Third Class (C/3C) insignia during their second academic year in the program.

4.7.2.1.2. Cadets concurrently enrolled in AS 100 and AS 200 classes will wear C/4C insignia during the fall/winter term and C/3C insignia during the academic term directly preceding FT. This also applies to 2-year cadets who have not satisfactorily completed FT and are in their first academic year in the AFROTC program.

4.7.2.1.3. One-year cadets. All cadets in the 1-year AFROTC program who have not yet attended FT will wear C/3C rank during the first academic term in the AFROTC program, and will be mentored by a cadet officer, IAW T-508 LLAB objectives, to learn the roles and responsibilities associated with being a cadet officer. One-year cadets will hold their cadet officer leadership positions in their last academic term and will wear any cadet officer rank (C/2d Lt – C/Col) commensurate with those duties.

(Ref para 4.7.2.2.1) To the maximum extent possible, Detachment/CCs will ensure one-year cadets have completed 1 year of LLAB prior to FT attendance. For 1-year cadets who satisfactorily complete FT prior to their 1 year in the AFROTC program at the detachment, follow guidance in para 4.7.2.2.1.

4.7.2.1.4. The intent of classifying cadets into the two rank categories of Cadet Airman and Cadet Officers does not imply having cadet wing positions to include junior enlisted rank, NCO rank, senior NCO rank, Chief Master Sergeants, First Sergeants, or any other senior enlisted positions, such as Senior Enlisted Advisor. An example of proper use of positions for a Cadet Airman would be the use of a Senior GMC Advisor instead of a Senior Enlisted Advisor.

4.7.2.2. Cadet Officers. Cadet Officers are POC cadets who have satisfactorily completed FT , or one-year cadets fulfilling their cadet officer leadership position requirement during their last academic term (ref. para 4.7.2.1.3). Cadet officers will wear C/2d Lt – C/Col rank.

4.7.2.2.1. Cadet officers will wear cadet company grade officer rank (C/2d Lt – C/Capt) commensurate with their cadet wing duties during the academic term following satisfactory completion of FT. These cadets will be eligible to wear any cadet officer rank (C/2d Lt – C/Col) in subsequent academic terms based upon cadet wing position. **EXCEPTION:** Deferred cadets will be treated on a case by case basis as determined by the Detachment/CC.

4.7.2.2.2. The detachment OFC/DO will identify the minimum and maximum cadet officer rank that may be held by cadets occupying positions listed on the cadet wing organizational chart.

4.7.2.2.2.1. The cadet wing commander will hold the rank of cadet colonel.

4.7.2.2.2.2. No grade is authorized above cadet colonel.

4.7.2.2.2.3. Cadet ranks must not be used interchangeably with United States Air Force ranks. The word "cadet" must be a part of any reference to the cadet's rank.

4.7.2.2.2.4. No special rank may be awarded to encourage a cadet to join. However, if a cadet officer qualifies for leadership credit as a result of participation in a student organization, pursuant to the cadet petitioning for leadership credit, in writing, with Detachment/CC approval, the cadet may be given enhanced cadet officer rank. The rank given should be commensurate with an analogous position within the cadet wing (i.e., a position with nearly equivalent responsibilities). In no event will any such cadet be awarded a rank above cadet colonel. The Detachment/CC assigns the particular rank to be awarded. The detachment must maintain documentation of what cadets have applied for leadership credit and enhanced cadet rank pursuant to para 4.16 of this instruction.

4.8. Extended Cadets.

4.8.1. Fitness requirements. Extended cadets will meet requirements outlined in para 1.1.1.3 of this instruction as well as all requirements prescribed by the AFROTC Supp to AFI 36-2905.

4.8.2. Position and Rank. At the option of the Detachment/CC, extended cadets may be integrated into the cadet wing and given rank commensurate with their assigned responsibilities or retain the highest rank previously held at the detachment. However, non-extended cadets must have priority in the assignment of leadership positions.

4.8.3. AS500 cadets. AS 500 cadets are GMC cadets who have completed AS 100 and AS 200 but have not yet entered the POC. AS 500 cadets must attend LLAB and PT and continue to wear the AFROTC uniform if they have, or are pursuing, an enrollment allocation to FT. These cadets will be assigned to the applicable LLAB course.

4.8.4. AS700 Cadets. Contract cadets who have completed all AS class and LLAB requirements but have not graduated. No scholarship funds involved.

4.8.5. AS800 Cadets. Contract cadets who have completed all AS class and LLAB requirements but have not graduated and are still receiving additional scholarship entitlements and or stipend.

4.8.6. AS900 Cadets. Cadets who have completed all AFROTC and graduation requirements and are awaiting commissioning due to a delay.

4.8.7. LLAB. Level of involvement will be determined by the Detachment/CC.

4.8.8. Uniform requirements. Reference AFROTC Supp to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*.

4.9. Designation of Cadet Wing.

4.9.1. Nomenclature. The nomenclature of the cadet wing will include the appropriate AFROTC detachment number. For example, the cadet wing at Detachment 595 would be the 595th AFROTC Cadet Wing.

4.9.2. Designations.

4.9.2.1. Groups. Groups will be designated by number and function, and will adhere to current Air Force structure to the greatest extent practical. For example, 595th AFROTC Operations Group.

4.9.2.2. Squadrons. Squadrons may be designated by number and function or by number alone. For example, 595th AFROTC Training Squadron, or AFROTC Squadron 1 etc.

4.9.2.3. Flights. Flights will be designated by letters. For example, A Flight, B Flight, etc.

4.10. The Cadet Wing Organization. The cadet wing is organized to mirror the active-duty wing structure and comprised of AFROTC cadets at host and, if appropriate, cross-town institutions. Cross-town institution cadets may form into sister units as appropriate.

4.11. Functional Organization. The functional organization must be a wing and strive to include positions similar to those found in active duty wings. Add other positions within the cadet wing as needed. Titles and office symbols must conform to current Air Force practice.

4.12. Organizational Chart. An organizational chart must be maintained and updated showing all cadet officer positions in the cadet wing.

4.12.1. The organizational chart must clearly indicate the cadet's name, rank, position and positions designated as leadership positions by the OFC/DO.

4.12.2. The organizational chart must be posted for cadet reference. This may be an electronic version. Provide a non-electronic copy to any cadet who requests one.

4.13. Duty Descriptions. The cadet wing commander must provide the OFC/DO a duty description for each position on the organizational chart.

4.14. Cadet Promotion System. A cadet promotion system is not required. If a promotion system is in place, cadets should hold rank commensurate with their cadet positions and responsibilities.

4.15. Cadet Rotation. Cadet Officers will rotate positions at least once during the academic year. Cadet Officers will not hold the same position for two consecutive rotational periods without Detachment/CC approval except the drill team commander. Drill team Commander may be granted leadership credit.

4.16. Leadership Positions. Although not required to have an assigned cadet position each term, a cadet officer must serve at least one term in a leadership position. The OFC/DO is responsible for ensuring and documenting this requirement.

EXCEPTION: In special circumstances, the OFC/DO will discuss cases involving deferred cadets holding either higher cadet rank and/or leadership positions with the Detachment/CC. The Detachment/CC will consider these issues on a case-by-case basis.

4.17. Cadet Publications. If used, they must use proper format of Air Force publications and information management practices (see AFI 33-360, *Publications and Forms Management*). The OFC/DO must ensure cadet publications are current. Publications in this instance refers to Cadet Wing Instructions, Manuals, Supplements, etc. It does not refer to Operation Orders or Operation Plans.

4.18. Relations with Subordinates.

4.18.1. Cadets are specifically forbidden from using their rank or position to take, or be perceived as taking, undue advantage of subordinates. Cadets are prohibited from maltreating each other, including discrimination, sexual or other types of harassment, hazing,

disrespectful treatment or language, oppression, abusive initiations or rites of passage, physical discipline, or deprivation of any right or privilege to which they are legally entitled as cadets or students.

4.18.2. Cadets in the cadet chain of command should refrain from engaging in social relationships (dating) with other cadets within the chain of command. This behavior has the potential to undermine discipline and morale in the cadet wing by creating a perception of favoritism and potentially becoming an unprofessional relationship. Detachment/CCs will discuss this subject with the cadet chain of command, especially after cadet leaders have rotated leadership positions. Detachment/CCs will also discuss this issue with the cadet wing in appropriate forums to ensure all cadets understand this guidance.

4.18.3. If the Detachment/CC becomes aware of a personal social relationship between cadets that could be detrimental to the cadet chain of command, the commander must evaluate the impact on the cadet wing and the extent to which the relationship and the cadet's responsiveness to counseling reflects on the cadet's potential for officership.

4.19. Cadet-Led Evaluations and Feedback. The following activities are **not required**, but may be introduced into the cadet wing processes in order to provide exposure to realistic Active Duty Air Force administrative functions.

4.19.1. Evaluation Boards. Cadets may only use cadet evaluation boards for internal matters within the cadet wing, such as repeated poor performance of cadet duties. Do not use this process for more serious infractions when official AFROTC action such as a conditional event, suspension or termination of scholarship benefits, or disenrollment investigation are considered as likely actions against the cadet.

4.19.2. Cadet Feedback. POC cadets may provide performance feedback to GMC cadets, contingent on cadet rank and position, to help identify strengths and potential areas of improvement. POC cadets in senior cadet wing positions may also provide performance feedback to subordinate POC cadets. A POC cadet will serve as a rater of the GMC cadet based on cadet rank and position. The rater will initially discuss the feedback process with the cadet at the beginning of the term and identify AFROTC standards, responsibilities, and expectations. Raters should have a midterm session with the GMC cadet and discuss if the cadet has met those standards or requires improvement. A final feedback session should be conducted prior to the end of the term. Detachments may use the AF Form 724, *Airman Comprehensive Assessment (ACA) Worksheet (2Lt thru Col)*, (prescribed by AFI 36-2406, *Officer and Enlisted Evaluation System*) or develop a detachment-specific version of a feedback tool. POC cadets should first learn about the feedback process in their respective AS classes before conducting an actual performance feedback with GMC cadets.

4.19.3. Performance Reports. Cadets may use detachment-developed Cadet Performance Reports to document cadet performance during a semester. Cadets will use Employee ID (EMPLID) Numbers instead of Social Security Numbers on any such forms. Cadets should become familiar with Air Force guidance on writing performance reports in their respective AS classes before attempting to write such report. If a form is used, OFCs/DOs must review and initial the form to verify that it has been reviewed and validated by detachment cadre.

Section B—AFROTC Field Training Program**CHAPTER 5****FIELD TRAINING OVERVIEW**

5.1. Field Training Objectives. The primary objective of FT is to evaluate leadership potential to enter the Professional Officer Course through a transformational training environment.

5.2. Field Training Unit (FTU) Information.

5.2.1. FTU. A summer evaluation/training course conducted for AFROTC.

5.2.2. Size, number, and start/stop dates of FTUs will be determined by HQ AFROTC.

5.3. Roles and Responsibilities.

5.3.1. AFROTC/CC will:

5.3.1.1. Initiate actions to establish FTUs and manage host-installation support agreements IAW AFI 36-2011.

5.3.2. AFROTC/DO will:

5.3.2.1. Provide oversight and maintain overall responsibility for the FT program.

5.3.2.2. Determine FT staff requirements, assign FTUs to regions, and approve all FT staff assignments.

5.3.2.3. Produce and/or update annual FT guidance, to include manuals, documentation, messages, etc.

5.3.2.4. Funding permitting, schedule a FTU Conference each spring.

5.3.2.5. Funding permitting, schedule a FTU Hotwash each fall.

5.3.3. Region/CCs will:

5.3.3.1. Manage FT staff assignments based on HQ AFROTC/DO guidance.

5.3.3.2. Verify all staff members have a passing PFA which is valid through the duration of FT. All medical profiles must be waived by the Region/CC.

5.3.3.3. Ensure cadre selected for certain staff positions, e.g., FTU/AEF COC, FTU/SDS, AEF/MSEL have prior FT experience and preferably a recommendation to return to FT from their FTU/CC and/or AEF/CC. The staff positions in question will be determined each year by the HQ AFROTC/DO.

5.3.3.4. Confirm selected Cadet Training Assistants (CTA) are on contract and have at least one term remaining after FT. Regions will forward a consolidated list of nominations to HQ AFROTC/DOT when requested.

5.3.4. Detachment/CCs will:

5.3.4.1. Ensure detachment staff selected for FT duty meet Air Force standards, to include fitness, medical, and dress and appearance.

5.3.4.2. Ensure cadets are qualified, prepared, and equipped to attend FT. Verify school stop and start dates. Once FT assignment has been made, request cadet drops or swaps with AFROTC/DOT staff.

5.3.4.3. Nominate and rank order qualified CTA candidates for selection to his or her respective region. CTAs should have received a FT Distinguished Graduate, FT Superior Performer, or other “top third” rating and an endorsement to return as a CTA on their AFROTC Form 27, *Field Training Performance Report*. Exceptions to this policy can be made by the Region/CC.

5.3.5. FTU/CCs and AEF/CCs will:

5.3.5.1. Report to the AFROTC/CC through the AFROTC/DO.

5.3.5.2. Command and oversee the effective operations of the FTU/AEF and provide status as requested.

CHAPTER 6

FT CADET PRE-ARRIVAL REQUIREMENTS AND ACTIONS

6.1. Cadet Eligibility.

6.1.1. Reference AFROTCI 36-2011 for cadet eligibility requirements.

6.1.2. Cadets must have an appropriate qualified and certified physical.

6.1.2.1. If the detachment is aware of any medical issue (e.g. broken leg, major surgery, etc.) since the completion of a qualifying physical, they should ensure the cadet has the required documentation to participate in FT.

6.1.3. Cadets will have an Enrollment Allocation (EA) (Refer to AFROTCI 36-2011).

6.2. Deferrals.

6.2.1. Detachments must submit a deferral request to AFROTC/RR when a cadet is unable to attend FT in the summer he or she is assigned. Submit via an AFROTC Form 22, *Cadet Personnel Action Request* or trouble ticket according to AFROTCI 36-2011 guidelines.

6.2.2. Detachments must notify HQ AFROTC/DOT immediately when a deferral request is submitted on any cadet who has already been assigned to a FTU. Detachment must also initiate drop actions.

6.3. Processing Assignments.

6.3.1. HQ AFROTC/DO is responsible for determining cadet FTU assignments.

6.3.2. Detachments will use WINGS to input cadet availability, receive assignments and generate orders based on provided HQ AFROTC guidance.

6.3.2.1. Detachments will ensure proper data is entered in WINGS prior to being permitted to progress through the FT Orders process. The following items must be loaded into WINGS prior to orders being processed: Immunization dates; religious preference; equipment checklist; Cadet Assignment Brief; DODMERB; cadet photo, and any additional items determined necessary by HQ AFROTC/DO.

6.3.2.2. Detachments will e-mail the AFROTC/DOT OPR to process change requests, e.g. cadet FTU swaps. AFROTC/DOT will provide detachments with the OPR name and contact information. HQ AFROTC/DO is the final approval authority for all change requests.

6.3.2.3. Detachments will notify both HQ AFROTC/DOT and HQ AFROTC/RRFP immediately if a cadet is disqualified for any reason or opts not to attend FT.

6.4. Cadet Orders and Travel Arrangements.

6.4.1. Detachments will produce cadet orders and schedule cadet arrivals and departures according to annual HQ AFROTC/DO guidance. Input all travel information into WINGS.

6.4.2. All travel arrangements will be made IAW the Joint Federal Travel Regulation (JFTR), Vol. I.

6.4.3. Tickets must be procured from an authorized government ticketing agent in accordance with HQ AFROTC/DO guidance.

6.5. Detachment Documentation Updates.

6.5.1. Ensure the following information is updated in WINGS after it is updated in a cadet's UPRG and vUPRG. Ensure a record is built in DFAS, as applicable. Do not send this information hardcopy to FT.

6.5.1.1. DD Form 93, Record of Emergency Data.

6.5.1.2. VA Form SGLV-8286, Servicemember's Group Life Insurance (SGLI) Election and Certificate. All cadets, including CTAs, are eligible for SGLI. Exception: Non-US citizens are not eligible for SGLI.

6.5.1.3. TD Form W-4, Employees Withholding Allowance Certificate.

6.5.1.4. SF 1199A, Direct Deposit Sign-up Form.

6.5.1.5. DD Form 2058, State of Legal Residence Certificate.

6.5.1.6. DD Form 2266, Hometown News Release Information. Cadet participation in this program is voluntary. Refer to the AU Supplement to AFI 35-113, Internal Information.

6.5.1.7. Cadet immunization record.

6.5.1.8. Cadet photo.

6.6. Cadet Out-Processing from Detachment.

6.6.1. Detachments must complete the *Cadet Field Training Assignment Briefing* checklist as provided by AFROTC/DOT and maintain a copy in the UPRG and vUPRG.

6.6.2. Detachments must ensure cadets obtain all required items on the *Field Training Uniform and Equipment Checklist*, supplied annually by HQ AFROTC/DO.

6.6.2.1. Detachment/CCs will ensure all uniforms fit properly and cadets meet dress and appearance standards.

6.6.2.2. Cadets should not bring high value items (e.g., expensive jewelry, eyeglasses, watches, cameras, etc.) to FT.

6.6.3. Detachments will prepare a Cadet Field Training package for each cadet attending FT IAW HQ AFROTC/DO annual guidance. The package will typically be entirely in WINGS and will not require the cadet to hand carry a package with them.

6.6.4. Cadets will be allowed to bring certain medications to FT.

6.6.4.1. Cadets may retain certain prescription medications provided the medications are accompanied by a doctor's note (birth control pills do not require a note). The note should detail recommendations for use, plus any potential limitations that could impact full involvement in FT activities to include PT, PFA, obstacle course, assault course, expeditionary skills training, and written tests.

6.6.4.2. Authorized non-prescription medications are listed in the *Field Training Manual* (FTM).

6.6.4.3. FT medical staff will review and approve all medications (prescription and non-prescription) during cadet in-processing at FTU.

6.7. Servicemember's Group Life Insurance (SGLI). Prior to the start of FT, AFROTC/DO will provide guidance to the detachments regarding SGLI election and how the cadets pay for the premium.

CHAPTER 7

FT STAFF PRE-ARRIVAL REQUIREMENTS AND ACTIONS

7.1. Pre-Departure Training.

7.1.1. Active duty FT staff are required to have current Cardio Pulmonary Resuscitation (CPR) and Self Aid Buddy Care (SABC) certifications, and any other training as required by HQ AFROTC/DO.

7.1.2. All FT staff members, including CTAs, must review this instruction, the T-203, *Field Training Manual*, the T-204, *Field Training Staff Manual (FTSM)*, the T-700, *Holm Center Training Manual*, and any other HQ AFROTC/DO provided guidance prior to FT.

7.1.3. HQ AFROTC/DO may conduct a FT conference and will determine which FT staff members are required to attend.

7.2. Staff TDY Orders and Travel.

7.2.1. Detachment staff members attending FT will complete their orders via the Defense Travel System (DTS) per HQ AFROTC/DO guidance.

7.2.2. Detachments will ensure CTA orders and travel arrangements are made per HQ AFROTC/DO guidance.

7.3. Staff Uniforms and Equipment.

7.3.1. All FT staff members will report with the required uniforms as directed by HQ AFROTC/DO.

7.3.2. Detachments will issue all necessary uniform items to CTAs.

7.3.3. HQ AFROTC/DOS will provide CTA badges at the FTUs for presentation upon successful and exemplary completion of FT duties.

CHAPTER 8

FT EXECUTION

8.1. Safety.

8.1.1. Safety is paramount. FTU/CC and AEF/CC will ensure staff members are aware of current environmental, health, and weather concerns.

8.1.2. FTU/CC and AEF/CC will conduct a Risk Management assessment for select FT events such as PT, Leadership Reaction Course (LRC), and Warrior Runs.

8.2. In-Service-Training (IST). All staff—to include CTAs—will arrive at their respective FTUs prior to cadet arrival for IST. HQ AFROTC/DO will schedule IST dates and events.

8.3. Cadet Arrival and In-Processing.

8.3.1. Cadets will in-process upon arrival. The following will be conducted:

8.3.1.1. PFA requirements IAW AFI 36-2905.

8.3.1.2. Initial interview with the cadet's FTO.

8.4. Completion Requirements.

8.4.1. In order to satisfactorily complete FT, a cadet must:

8.4.1.1. Complete 80 percent of the presented curriculum hours as prescribed in the *Field Training Syllabus*.

8.4.1.2. Pass a PFA. There will be a make-up PFA offered to those who fail the first PFA or are not able to take the first PFA. The scheduling of PFAs and make-up PFAs will be determined by the FTU/CC.

8.4.1.3. Not be marked "Did Not Complete FT" on the AFROTC Form 27, *Field Training Performance Report (FTPR)*.

8.4.1.4. Pass the Airman's Manual/Field Training Manual Academic test with a score of 80 or better.

8.4.1.5. Perform at least satisfactorily in any other quantifiable activity directed by HQ AFROTC/DO.

8.5. Training, Counseling, and Evaluations.

8.5.1. All training and counseling will be conducted in accordance with the T-700, *Holm Center Training Manual (HCTM)*.

8.5.2. FTOs will conduct initial counseling (within 3 days of arrival at FT), In Garrison End Counseling (prior to departure for AEF phase), and AEF End Counseling (no earlier than 2 days prior to AEF departure) with all cadets.

8.5.3. All staff members are responsible for noting and documenting significant training results and training or discipline deficiencies as they occur. The following forms will be used in the course of FT to train, evaluate, and counsel:

8.5.3.1. AFROTC Form 341, *Excellence/Discrepancy Report*, for “on the spot” notations of cadet excellence or discrepancies in behavior or discipline. (Cadets will have three of these on their person at all times).

8.5.3.2. AFROTC Form 17, *Cadet Field Training Counseling Record*, used to counsel cadets on areas such as inspection failures, PFA failures, security violations, and military performance deficiencies.

8.5.3.3. AFROTC Form 82, *AFROTC Cadet Sign Out/In Register*, used for cadet accountability.

8.5.3.4. AFROTC Form 84 *Dormitory Checklist of Authorized Items (male)*, or AFROTC Form 84-1 *Dormitory Checklist of Authorized Items (female)*, and AFROTC Form 85, *Squadron Area Inspection Report*, for dorm and dorm room inspections.

8.5.3.5. AFROTC Form 204-1, *Flight Drill Performance Rating Profile*, to evaluate flight drill abilities.

8.5.4. FTOs must complete an AFROTC Form 27, *Field Training Performance Report*, on all of their assigned cadets.

8.5.4.1. The purpose of the AFROTC Form 27 is to give the Detachment/CC meaningful information on each cadet’s leadership performance.

8.5.4.2. The FTU/CC and AEF/CC must sign **all** AFROTC Forms 27 for cadets who are: Distinguished Graduate or Superior Performer award winners, or marked “Did Not Complete FT.” Either the FTU/CC or the FTU/CV or AEF/CC or AEF/CV may sign all other reports.

8.5.4.3. Receiving a “Did Not Complete FT” for any reason requires the FTU/CC or AEF/CC to explain why the cadet did not complete field training in the FTU/CC Comments block of the AFROTC Form 27.

8.5.4.3.1. The FTO and FTU/CC or AEF/CC must collectively provide enough information to sufficiently address any Unsatisfactory or Marginal ratings on the AFROTC Form 27.

8.5.4.4. FTU/CCs or AEF/CCs will contact the respective Detachment/CC regarding any cadet who receives a “Did Not Complete FT” on the AFROTC Form 27, before the cadet returns to the detachment. This includes cadets eliminated for any reason, with or without prejudice.

8.5.5. FTOs are responsible for maintaining supporting documentation on each cadet during Field Training.

8.5.5.1. FTOs will maintain all records and documentation on each cadet as required in the Field Training Staff Manual.

8.5.5.2. FTOs will scan all AFROTC Forms 17 and supporting documentation into WINGS for cadets released from Field Training with prejudice.

8.6. Release from FT.

8.6.1. The reasons a cadet may be released without prejudice are: Administrative and Medical. The reasons a cadet can be released with prejudice are: Failure to Meet Military Performance Standards for various reasons and Self-Initiated Elimination (SIE). If a cadet is released from Field Training (with or without prejudice), their AFROTC Form 27 must be marked "Did Not Complete FT".

8.6.1.1. Administrative Release includes circumstances outside the cadet's control that preclude him or her from completing FT. For example, emergency absences or missing/incomplete paperwork that cannot be resolved.

8.6.1.1.1. In an emergency or extraordinary circumstance, FTU/CC or AEF/CC may authorize cadet absences from FT for a maximum of 72 consecutive hours. However, any training missed will count against the requirement to complete 80 percent of the curriculum.

8.6.1.2. Medical Release. FT goals can only be accomplished when cadets are active participants in all areas. Arrange a medical examination for cadets who are injured or become ill to determine if they are physically able to continue training.

8.6.1.2.1. For serious illnesses or injuries requiring off base care or hospitalization, FTU/SD will ensure all pertinent Department of Labor (DOL) paperwork is completed and forwarded to the Department of Labor Claims Office (via fax) as soon as possible. It will be uploaded into WINGS and the original will be provided to AFROTC/DOT at the conclusion of Field Training.

8.6.1.3. Failure to Meet Military Performance Standards. The FTU/CC or AEF/CC may remove a cadet for failure to meet standards at any time during FT as specified below. The cadet will receive a "Did Not Complete FT" on the AFROTC Form 27 and will be released with prejudice.

8.6.1.3.1. Cadets who do not pass the PFA IAW AFI 36-2905 will be released from FT with prejudice.

8.6.1.3.2. Cadets who exhibit serious misconduct, lack of discipline, honor code violations, indifference to training, or drug or alcohol involvement will be released from FT with prejudice. Misconduct en route to and from FT may also be sufficient cause for removal.

8.6.1.3.3. Cadets who score less than 80 on the Airman's Manual/Field Training Manual Academic test will be released from FT with prejudice.

8.6.1.3.4. IAW AFROTCI 36-2011, cadets who receive 2 or more unsatisfactory ratings or 1 unsatisfactory and 2 or more marginal ratings on any subsection of their FTPRs.

8.6.1.4. Self-Initiated Elimination (SIE).

8.6.1.4.1. Ensure any cadet desiring to SIE from FT has been briefed on the consequences and is making an informed decision. The cadet must speak with their detachment commander before making a final decision.

8.6.1.4.2. Do not accept verbal requests to SIE. Instruct the cadet to prepare a memorandum stating the reasons for the SIE.

8.6.1.4.3. Once the decision is made, separate that cadet from all other cadets and initiate the removal process.

8.6.1.4.4. The FTU/CC or AEF/CC will counsel the cadet, in writing, identifying the consequences of the SIE, and the cadet will endorse the document.

8.6.1.4.5. Advise **contract** cadets that withdrawal jeopardizes their future status as candidates for a commission in any of the United States Armed Forces and will likely result in their disenrollment, as well as possible involuntary call to extended active duty in their enlisted grade and/or repayment of scholarship benefits.

8.6.1.4.6. Advise **non-contract** cadets that withdrawal from FT will jeopardize their future status as candidates for a commission in any of the United States Armed Forces.

8.6.2. Procedures for Release.

8.6.2.1. The FTU/CC or AEF/CC will immediately notify HQ AFROTC/DO of any cadet released from FT.

8.6.2.2. The FTU/CC or AEF/CC will interview and clear all cadets released from FT to determine their suitability to travel. The FTU/CC or AEF/CC will then telephone the respective Detachment/CC.

8.6.2.3. The FTU/CC or AEF/CC will submit a memorandum to the Detachment/CC explaining the decision to release from training, along with the cadet's endorsement acknowledging the reasons for and consequences of the release. The package should include all pertinent data, such as line of duty determinations, medical records, counseling documents, memorandums, etc. The FTU/CC or AEF/CC will investigate any cadet allegations as appropriate, without delaying the cadet's departure, and include the results in the release package.

8.6.2.4. Cadet's items will be recovered by their respective detachments once they return home.

8.6.2.5. Complete an AFROTC Form 27 for all cadets. Include specific details and reasons for the release and mark the cadet's form as "Did Not Complete FT".

8.6.2.6. FTU/AEF staff will upload all paperwork relating to a cadet's release into WINGS. This includes OTS Form 2, *Leadership Competency Evaluation*, AFROTC Form 17, *Cadet Field Training Counseling Record*, AFROTC Form 27, *Field Training Performance Report*, AFROTC Form 341, *Excellence/Discrepancy Report*, PFA score sheets, the cadet's SIE memorandum, and other related information.

8.6.2.6.1. HQ AFROTC will collect and maintain the originals of these documents.

8.6.2.7. FTU/AEF staff will arrange return travel for early FT releases. Allow the cadet the opportunity to contact a friend or family member.

8.6.2.8. Cadets **released** from FT *without prejudice* are not automatically deferred. Detachments may request another FT assignment in the same year from HQ AFROTC/DO provided space is available. If there are no open billets, or if the cadet is unable to return to another FTU during the same summer, detachments **must** request deferral via trouble ticket in WINGS.

8.6.2.9. Cadets **removed** from FT *with prejudice* (i.e., self-initiated elimination, inability to pass the PFA, honor code violations, failure to adapt to the military environment, etc.) may be considered for deferral on a case-by-case basis. Such requests are routed through the respective Region Commander (CC) via the AFROTC Form 22. These requests **must be endorsed** in turn by the Detachment/CC and Region/CC prior to being submitted to HQ AFROTC/RRFP. Upon receipt, HQ AFROTC/RRFP will route to HQ AFROTC/DO for comment. HQ AFROTC/DO will make a recommendation and return the request to HQ AFROTC/RRFP for HQ AFROTC/RR approval. Each commander's endorsement will recommend either "*concur*" or "*non-concur*" with an explanation attached.

8.7. Department of Labor (DOL) Coverage.

8.7.1. Ensure the following forms are completed and faxed to DOL for cadets treated for injuries at off-base medical facilities:

8.7.1.1. CA-1, Federal Employee Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation, or CA-2, *Notice of Occupational Disease and Claim for Compensation*, as appropriate;

8.7.1.2. CA-16, *Authorization for Examination And/Or Treatment*; and

8.7.1.3. CA-20, *Attending Physician's Report*, (or release paperwork) endorsed by a physician (not a physician assistant or nurse).

8.7.2. Complete line of duty determinations (LOD) on **all** cadets injured at FT (and for injuries or illnesses that may require follow-on medical care) using a memo format addressed to the Department of Labor Office of Workers' Compensation Program. Do not use an AF AF FORM 348, *Line of Duty Determination*. **IMPORTANT:** LODs are needed for all

injured or ill cadets treated on base or off so detachments can coordinate Department of Labor coverage for follow-on care after FT if necessary.

8.7.3. Upload copies of DOL documents and LODs to the cadets' detachments. Provide the originals to AFROTC/DOT at the conclusion of the FTU.

8.8. Cadet Awards.

8.8.1. Reference AFROTCI 36-2011 for award criteria.

8.8.2. FTU staff may announce and recognize all award winners at an awards ceremony. However, all ribbons/medals will be presented at the detachments.

8.8.3. CTA badges may be presented at the ceremony.

8.9. FTU Closeout.

8.9.1. Cadet Records. Ensure a signed copy of the AFROTC Form 27, *Field Training Performance Report*, medical records/documents, and the AF AF FORM 522, *USAF Ground Weapons Training Data* (for cadets who score "expert" only), are made available to respective detachments.

8.9.2. Executive Summary. Complete an executive summary for the FTU/AEF and deliver to HQ AFROTC/DO NLT 7 calendar days after the conclusion of the FTU/AEF. The executive summary will include any lessons learned and other pertinent data, such as staff rankings. The template for the Executive Summary is in the T-204, *Field Training Staff Manual*.

8.9.3. Staff Awards. Second-term FTU/AEF cadre will be considered for an Air Force Achievement Medal. First-term FTU/AEF cadre will be considered at the discretion of the FTU/CC. Second-term FTU/AEF cadre should bring their Décor 6, PFA, SURF and previous LOE (if applicable) to the FTU. Decorations will be submitted directly to AFROTC/CCEA through WINGS.

8.9.4. Evaluate all CTAs upon FTU closeout and document using the AFROTC Form 16, *Officer Candidate Counseling Record*. Provide the original to the detachment.

8.9.4.1. FTU/AEF FTOs will submit Outstanding CTA nomination package to the CTA's region NLT seven business days following FTU completion. Regions will submit Outstanding CTA names to AFROTC/DO the following spring.

8.9.5. FTU/AEF Closeout. Each FTU/AEF CC will ensure all close out items are accomplished and all equipment is turned-in and/or accounted for before the FTU/AEF CC is given permission to release personnel by AFROTC/DO.

CHAPTER 9

POST-FIELD TRAINING ACTIONS

9.1. Cadet Travel Vouchers. Cadet travel vouchers, to include CTAs, must be reviewed and approved by a detachment cadre member. Detachments will ensure cadets attending FT forward their completed vouchers to their respective detachments NLT 5 days after FT completion.

9.2. Cadet Counseling. Detachments will counsel cadets in writing on their FT performance.

9.2.1. Detachments will ensure any cadet released from field training whether with or without prejudice is counseled IAW AFROTCI 36-2011.

9.3. FT Hot Wash. HQ AFROTC/DO may schedule a post-FT Hotwash and will determine attendees and agenda.

Section C—Motivation, Orientation, and Retention Programs

CHAPTER 10

BASE VISIT PROGRAM

10.1. Overview.

10.1.1. Program Objectives. The objectives of this program are to:

10.1.1.1. Motivate applicants toward entry into AFROTC and motivate members of the General Military Course (GMC) toward entry into the Professional Officer Course (POC) by:

10.1.1.1.1. Acquainting cadets with specific duties performed by Air Force officers to assist them in selecting a specific career field.

10.1.1.1.2. Allowing cadets and applicants to observe Air Force operations and experience Air Force life.

10.1.2. Program Methodology. To meet program objectives, AFROTC detachments visit installations to observe Air Force operations. Visits should be planned to expose GMC cadets to a variety of Air Force missions to show the range of career fields that exist for officers. Considering the base visit may be the first exposure cadets have to the operational Air Force, activities should be geared towards inspiring cadets towards service as an Air Force Officer. If funding is available for this program AFROTC/DO will announce via ARMS each year.

10.2. Program Responsibilities.

10.2.1. HQ AFROTC/DO will provide oversight and maintain overall responsibility for the base visit program.

10.2.2. HQ AFROTC/DOT will:

10.2.2.1. Serve as approval authority for base visits requiring HQ AFROTC funding.

10.2.2.2. Produce transportation orders.

10.2.2.3. Coordinate all transportation (bus) requirements with the Maxwell Transportation Management Function (TMF).

10.2.3. Holm Center/SDF will serve as point of contact for cadet lodging and meal payments.

10.2.4. Detachment Commanders will:

10.2.4.1. Be responsible for the development of the detachment's base visit program.

10.2.4.2. Ensure the objectives of the base visit program are being met.

10.2.4.3. Approve the passenger list for all visits.

10.2.4.4. Validate all participants requiring funded transportation meet eligibility requirements.

10.2.4.5. Ensure cadets are placed on base visit orders in WINGS.

10.2.5. Detachment escorts will produce active duty travel orders through DTS.

10.3. Travel Eligibility.

10.3.1. The following individuals are eligible to attend base visits: AFROTC cadets, AFROTC applicants, and approved escorts.

10.3.1.1. For the purpose of base visits, an AFROTC applicant is a student who meets these requirements:

10.3.1.1.1. Age 14 or older. If age 17 or under, permission is required from parent/guardian.

10.3.1.1.2. Completed junior year of high school.

10.3.1.1.3. US citizen or eligible for US citizenship.

10.3.1.1.4. Not have any conditions that make the student ineligible for AFROTC membership.

10.3.1.1.5. Completed an AFROTC Form 20, *Application for AFROTC Membership*.

10.3.2. Family members of detachment staff are specifically prohibited from participating in base visits unless they fall into one of the eligible categories.

10.3.3. Airman Education Commissioning Program (AEC) and Nurse Enlisted Commissioning Program (NECP) personnel are not eligible to participate in base visits.

10.4. Funded Base Visit Authorizations.

10.4.1. AFROTC may fully fund one base visit each fiscal year per detachment. Funding will cover cadet transportation, meals, lodging and escort officer per diem.

10.4.1.1. One escort is authorized for every 25 students. This authorization is based upon the number of students who actually go on the visit. An escort, either officer or NCO, will accompany cadets on the base visit and is held responsible for the actions and conduct of the cadets in their charge. Escorts must belong to the detachment's cadre. Civilian overtime pay is not authorized during base visits.

10.4.2. Due to having no active Air Force bases in Puerto Rico, detachments 755 and 756 may be authorized commercial air for those individuals listed in para 10.3.1 for one base visit per fiscal year. Commercial air travel is not authorized for any other detachments.

10.4.3. Detachments with over 150 AFROTC cadets may be authorized 2 funded base visits each fiscal year, funding permitting.

10.5. Transportation. POVs are not authorized for funded base visits.

10.5.1. Ground Transportation. Ground transportation is limited to 400 miles one-way from the point of departure. Ground transportation is authorized by the following methods:

10.5.1.1. Chartered Ground Transportation. Transportation will be contracted through the Maxwell AFB Traffic Management Function (TMF), by HQ AFROTC/DOT.

10.5.1.2. Government Vehicles. Government vehicles obtained from the support base Transportation Squadron may be used if it is at no cost to AFROTC, including fuel. O&M funds may be used to cover TDY costs for a support base driver/escort. The driver must be a military member or government employee and related TDY costs must not exceed the cost of chartering ground transportation.

10.5.1.2.1. Use of U.S. General Services Administration (GSA) vehicles in connection with the base visit program may be used within the constraints of the AFROTC GSA program.

10.5.1.3. Commercially Rented Vehicles. Commercial rental vehicles will be authorized when suitable government contracted transportation is not available. Requests and reservations for commercial vehicle rentals, including university vehicles, should be directed through the support base TMF passenger section. Payment for the rental vehicle

can be made by the Government Purchase Card (GPC) held by HQ AFROTC/DOT or the military member's Government Travel Card (GTC). Payment for the rental vehicle will not be made prior to the Base Visit. The escort officer will pay for fuel and will be reimbursed upon travel voucher settlement. Cadets are not authorized to drive rental vehicles.

10.5.2. Military Airlift.

10.5.2.1. Military airlift is limited to those individuals listed in para 10.3.1. They must be in uniform, on an authorized absence from school, and travel must be within the CONUS.

10.5.2.1.1. Media members may be authorized to accompany the group provided permission has been obtained from HQ AFROTC/CC. Forward these requests to 42ABW/PA. 42ABW/PA will coordinate with HQ AETC/PA and the MAJCOM owning the aircraft prior to submitting the request to HQ AFROTC/CC for approval. State the names and media affiliation of personnel accompanying the cadets and include justification for the trip. Provide notification of intent NO LATER THAN 45 days before travel date.

10.5.2.2. Detachments seeking military airlift for a base visit must have written verification from the airlift unit that AFROTC will not be charged for the airlift. Authority for cadets to travel on military aircraft is contained in DoD 4515.13-R, *Air Transportation Eligibility*. **NOTE:** Space required (mission essential and directed) military airlift is prohibited.

10.5.2.3. Most units providing airlift need validation of the requirement to transport cadets. If required, detachments will use a DD Form 2768, *Military Air Passenger/Cargo Request*, to request validation. Submit unsigned DD Form 2768 to HQ AFROTC/DOT with the indicated blocks filled in with the following information:

10.5.2.3.1. Block 1: Check the box prior to "Priority 3."

10.5.2.3.2. Blocks 2a and 2c: Leave blank.

10.5.2.3.3. Block 2b: Enter the statement, "Participate in Air Force ROTC Base Visit".

10.5.2.3.4. Block 3: Fill in with total number of passengers.

10.5.2.3.5. Block 4: Enter the name, rank, and duty title of the senior passenger (escort officer).

10.5.2.3.6. Block 5: Leave blank.

10.5.2.3.7. Block 6, Leg 1: Fill in information for outbound trip (detachment to base).

10.5.2.3.8. Block 6, Leg 2: Fill in with information for return trip (base to detachment).

10.5.2.3.9. Blocks 7 and 8: Leave blank.

10.5.2.3.10. Block 9: Enter Point of Contact information for a person at the detachment who will not be on the aircraft.

10.5.2.3.11. Block 10: Leave blank.

10.5.2.3.12. Block 11: Enter the following statement, "Request travel on the dates indicated on the front of form for Air Force ROTC cadets and staff. Travel must be at no cost to AFROTC".

10.5.2.3.13. Block 12: Enter the information for the AFROTC Detachment/CC.

10.5.2.3.14. Block 12f: AFROTC Detachment Commander's signature.

10.5.2.3.15. Block 13: Leave blank.

10.5.2.3.16. Block 14: Enter the information for the same person listed in Block 4.

10.5.2.3.17. Block 14f: Signature of person listed in Block 14a.

10.5.2.4. If the group is stranded during a base visit due to unforeseen unavailability of military aircraft to return the group to its point of origin, contact HQ AFROTC/DOT to arrange the most cost effective means of completing the base visit. The priority is to get the travel party back to their detachment, not to ensure students meet their normal class schedules.

10.6. Planning and Approval.

10.6.1. Planning Requirements.

10.6.1.1. Base visit trips are limited to 4 days total with a maximum of one travel day in each direction. No extra day waiver requests will be approved.

10.6.1.2. Itineraries for each non-travel day of a base visit must include at least 5 hours of Air Force centered activities. Examples of poor and good base visit itineraries are at Attachment 2.

10.6.1.2.1. Observing Air Force personnel at work includes:

10.6.1.2.1.1. Shadowing active duty officers.

10.6.1.2.1.2. Touring Air Force bases and units. Unless a direct "Joint" association can be determined, Army, Navy, and Marine Corps bases will not be authorized.

10.6.1.2.2. Visiting museums whose primary focus is on the history of the Air Force or the current Air Force is permitted. (Examples: Air Force Museum, Wright-Patterson AFB OH; Air Force Armament Museum, Eglin AFB FL; Air Force

Security Forces Museum, Lackland AFB TX). Visits to these museums may constitute up to 3 hours of the mandatory 5 hours.

10.6.1.2.3. Meals, shopping stops (e.g. exchange, clothing sales, etc.), stops at MWR facilities, and Leadership Laboratory events (e.g. running confidence courses, drill practices, etc.) are not counted towards the minimum hours.

10.6.1.2.4. Other activities are authorized provided provisions of para 10.1.2. are met. **NOTE:** Use of government vehicles or appropriated funds are authorized for activities of a government or military nature only.

10.6.1.3. Visits are not authorized to any point outside the continental United States. Exceptions: Detachments in Alaska and Hawaii may visit installations located in their respective states.

10.6.1.4. The United States Air Force Academy, United States Naval Academy, and United States Military Academy (West Point) are prohibited as base visit destinations. Visits to these institutions may be scheduled as a side trip on a base visit.

10.6.1.5. To request approval and funding for a base visit, submit your request in WINGS NO LATER THAN 45 days prior to the proposed date of departure from the detachment. Due to end-of-year fiscal constraints, any base visits planned for August or September must be requested NLT 31 May. See WINGS User Guide for more information.

10.6.1.6. Base Visits to the Washington DC area and other areas around the country of historical significance must adhere to the following guidelines and must be Air Force focused.

10.6.1.6.1. A tour of the White House or Capitol Building, in and of itself, does not comprise sufficient Air Force focus to count towards the mandatory 5 hours; however, if an Air Force officer, from the White House, Capitol Building or the Pentagon, is actively guiding and/or participating in such a tour, the time may contribute to the mandatory 5 hour requirement.

10.6.1.6.2. The National Air & Space Museum constitutes sufficient Air Force history and may constitute up to 3 hours of the mandatory 5 hour requirement.

10.6.1.6.3. While representing significant times in our military history, the monuments, war memorials, and museums around Washington DC and other national monuments across the country do not meet the intent of the base visit program. Escorts are encouraged to facilitate opportunities for cadets to visit these places, but they will not count towards the mandatory 5 hours.

10.6.2. Initial Planning.

10.6.2.1. Contact the installation to be visited to ensure they will be able to support the visit. The detachment commander may communicate directly with the wing commander for this purpose, if necessary.

10.6.2.2. Contact the Public Affairs office at the base to be visited to set a date for the visit and establish a tentative itinerary. Inform the Public Affairs office of the number of cadets participating, number of proposed days for the visit, and if overnight stays are anticipated.

10.6.2.3. Confirm with the installation which facilities will be available for use by the cadets and other participants. Cadets, institution officials, and other civilians on a base visit are normally considered guests of the base commander. The base visit does not automatically provide for the use of on-base facilities such as the officers' club, theater, dining halls, gym, etc. If the escort officers are not members of the officers' club at their support base or another Air Force base, cadets cannot expect use of the base club facilities without prior permission of the wing commander.

10.6.2.4. Contact the base lodging office to arrange lodging. Escorts must be lodged in the same type of facilities (co-located or close proximity) as cadets. If on-base lodging is not available for the entire group, plan for off-base lodging. Escort orders will state the group must be billeted together for crew integrity. Ensure lodging facility (whether on or off-base) contacts HQ AFROTC/DOS prior to the start of the base visit to arrange for cost estimates and to ensure payment rules are understood (e.g. When funding is available AFROTC pays for cadets only; AFROTC will not pay for bus driver rooms; do not charge cadre credit cards for cadet rooms; etc.). **NOTE:** Check with your host base finance office if they require a statement from billeting for reimbursement for off-base lodging.

10.6.2.5. For trips involving air travel, do not forget to include plans for ground transportation at the base visit location. HQ AFROTC/DOT will coordinate ground transportation unless rental vans that cost less than \$3000 total are available. If rental vans are available, the escort should arrange the transportation. Payment will be made via HQ AFROTC/DOT's Government Purchase Card.

10.6.2.6. Check with nearby detachments. If passenger space is available for a base visit, make every effort to use this space by making seats available to cadets from other detachments. This will increase the availability of a base visit for cadets.

10.6.3. Approval.

10.6.3.1. Submit a complete base visit request package via WINGS no later than 45 days prior to the planned departure date from the detachment. After completing the request, ensure the Detachment/CC approves it in WINGS. AFROTC/DOT will not act on any visit that has not been approved by the Detachment Commander. The request must include a memorandum of financial release if military airlift is planned.

10.6.3.2. HQ AFROTC/DOT will notify detachments by e-mail as to whether the base visit has been approved, disapproved, or requires additional information/clarification to process. Until approval is received from HQ AFROTC/DOT, detachments are prohibited from entering into any agreements that obligate government funds.

10.6.3.2.1. Base visits may be disapproved for failure to meet base visit program requirements or for excessive cost per cadet. Once disapproved, another 45 day window applies.

10.6.4. Post-Approval Actions.

10.6.4.1. HQ AFROTC/DOT will generate transportation orders if needed.

10.6.4.2. HQ AFROTC/DOT will coordinate with the detachments and vendors for those payments made through GPC.

10.6.4.3. HQ AFROTC/DOS will coordinate with lodging and meal facilities to arrange payment for cadet meals and lodging.

10.6.4.4. Detachments will verify continued cadet interest. Contracts with transportation vendors often contain penalty clauses if they are cancelled.

10.6.4.5. Detachments will generate base visit orders for cadets in WINGS and invitational orders for other participants.

10.6.4.6. Detachments will ensure lodging facility provides HQ AFROTC/DOS with a fixed cost estimate and lodging facility accounting office point of contact or manager (not the front desk clerk) prior to the start of the base visit.

10.6.4.7. Detachments will ensure host base dining facility point of contact name and phone number is provided to HQ AFROTC/DOS prior to the start of the base visit. Dining facility must be an appropriated fund, AF Dining Facility for reimbursement to be possible. HQ AFROTC cannot reimburse non-appropriated fund locations such as the Enlisted Club or Officers' Club.

CHAPTER 11

PROFESSIONAL DEVELOPMENT TRAINING (PDT)

11.1. Objectives. The objective of PDT is to help cadets gain knowledge of the management challenges in leadership and human relations encountered by a junior Air Force officer, motivate cadets toward becoming an Air Force officer through a variety of summer training programs, and provide a general orientation in Air Force specialties.

11.2. Additional Guidance. In addition to this instruction, HQ AFROTC/DO will release supplementary guidance as necessary. Such guidance will include (but is not limited to) PDT Manual, Cadet PDT Briefing, PDT summer calendar, PDT Cadre allocations, etc. All additional guidance will be available on the Holm Center Restricted Site as it becomes available.

11.3. Documentation. There are several AFROTC forms required in the day-to-day operation of PDT management. Once complete, these forms shall be filed in the cadet's Unit Personnel Record Group (UPRG). More information on the use of these forms can be found in the PDT Manual. These forms include:

11.3.1. AFROTC Form 5, *Cadet PDT Assignment Briefing Checklist*.

11.3.2. AFROTC Form 6, *Professional Development Training (PDT) Unit Processing Checklist*.

11.3.3. AFROTC Form 9, *PDT Volunteer Statement*.

CHAPTER 12

SPACE AVAILABLE TRAVEL

12.1. Overview.

12.1.1. Description. The Detachment/CC may authorize travel for AFROTC cadets who are on contract. This privilege applies only to travel aboard military aircraft (see DoD 4515.13-R, *Air Transportation Eligibility*).

12.1.2. Limitations. High School Scholarship Program (HSSP), In College Scholarship Program (ICSP) and Professional Officer Course (POC) cadets may travel Space-A during authorized absences from school if they are not commissioned and:

12.1.2.1. Travel is within and between the CONUS, Alaska, Hawaii, and US Territories only (see DoD 4515.13-R).

12.1.2.2. They have a valid military ID card.

12.1.2.3. The cadet has a completed DD Form 1853, *Verification of Reserve Status for Travel Eligibility, Part B*, in their possession.

12.2. Procedures. Cadets desiring Space-A travel will submit a written request to the Detachment/CC. Before completing the DD Form 1853, the Detachment/CC will ensure each individual meets the standards of dress and personal appearance expected of AFROTC cadets. In addition, thoroughly brief cadets before departure on the following:

12.2.1. The appropriate uniform is required while traveling space available. Maintain a high standard of dress and personal appearance at all times. Failure in any area can result in refusing permission to board the aircraft or removal at intermediate stops.

12.2.2. Cadet priority for travel is low and there is no guarantee travel can be completed within the planned time period.

ERIC J. WYDRA, Col, USAF
Commander, AFROTC

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

E.O. 9397, *Numbering System for Federal Accounts Relating to Individual Persons*, 18 November 2008

DoD 4515.13-R, *Air Transportation Eligibility*, November 1994

AFPD 36-20, *Accession of Air Force Military Personnel*, 5 November 2014

AFPAM 10-100, *Airman's Manual*, 1 March 2009

AFI 33-360, *Publications and Forms Management*, 25 September 2013

AU Supplement to AFI 35-113, *Internal Information*, 26 May 2011

AFMAN 36-363, *Management of Records*, 1 March 2008

AFI 36-2202, *Air Force Obstacle Course Program*, 7 August 2007

AFI 36-2905, *Fitness Program*, 21 October 2013

AFI 36-2011, *Air Force Reserve Officer Training Corps (AFROTC) Program*, 18 December 2006

AFI 36-2406, *Officer and Enlisted Evaluation Systems*, 2 January 2013

AETC Supplement to AFI 91-202, *The Air Force Mishap Program*, 19 June 2012

HOLMCENTERI 51-601, *Civil Law and Command Succession*, 26 August 2013

AFROTCI 36-2011, *Cadet Operations*, 12 August 2013

AFROTC Supplement to AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 26 August 2013

AFROTC Supplement to AFI 36-2905, *Fitness Program*, 12 July 2012

T-203, *Field Training Manual*, January 2014

T-204, *Field Training Staff Manual*, January 2014

T-508, *AFROTC Leadership Laboratory Cadet Instructor's Guide*, August 2014

T-700, *The Holm Center Training Manual*, August 2014

Prescribed Forms

AFROTC Form 5, *Cadet PDT Assignment Briefing Checklist*

AFROTC Form 6, *Professional Development Training (PDT) Unit Processing Checklist*

AFROTC Form 9, *PDT Volunteer Statement*

AFROTC Form 17, *Cadet Field Training Counseling Record*

AFROTC Form 27, *Field Training Performance Report*

AFROTC Form 82, *AFROTC Cadet Sign Out/In Register*

AFROTC Form 84, *Dormitory Checklist of Authorized Items (male)*

AFROTC Form 84-1, *Dormitory Checklist of Authorized Items (female)*

AFROTC Form 85, *Squadron Area Inspection Report*

AFROTC Form 204-1, *Flight Drill Performance Rating Profile*

AFROTC Form 341, *Excellence/Discrepancy Report*.

Adopted Forms

CA-1, *Federal Employee Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation*

CA-2, *Notice of Occupational Disease and Claim for Compensation*

CA-16, *Authorization for Examination And/Or Treatment*

CA-20, *Attending Physician's Report*

SF 1199A, *Direct Deposit Sign-up Form*

TD Form W-4, *Employees Withholding Allowance Certificate*

DD Form 93, *Record of Emergency Data*

DD Form 1853, *Verification of Reserve Status for Travel Eligibility*

DD Form 2058, *State of Legal Residence Certificate*

DD Form 2266, *Hometown News Release Information*

DD Form 2768, *Military Air Passenger/Cargo Request*

VA Form SGLV-8286, *Servicemember's Group Life Insurance Election and Certification*

AF Form 77, *Letter of Evaluation*

AF Form 348, *Line of Duty Determination*

AF Form 522, *USAF Ground Weapons Training Data*

AF Form 724, *Company Grade Officer Performance Feedback Worksheet (2Lt thru Capt);*

OTS Form 2, *Leadership Competency Evaluation*

AFROTC Form 16, *Officer Candidate Counseling Record*

AFROTC Form 20, *Application for AFROTC Membership*

AFROTC Form 22, *Cadet Personnel Action Request.*

Abbreviations and Acronyms

AECP—Airman Education and Commissioning Program

AETC—Air Education and Training Command

AFROTC—Air Force Reserve Officer Training Corps

AFROTCI—AFROTC Instruction

AFSC—Air Force Specialty

AS—Aerospace Studies

CC—Commander

CONUS—Continental United States

CSP—College Scholarship Program

CTA—Cadet Training Assistant

CTO—Commercial Ticketing Office

DFAS—Defense Finance and Accounting Office

DODMERB—Department of Defense Medical Examination Review Board

DOL—Department of Labor

DTS—Defense Travel System

EA—Enrollment Allocation

EAD—Extended Active Duty

FT—Field Training

GMC—General Military Course

NCO—Non-commissioned Officer

NLT—No later than

NSOP—New Student Orientation Program

OFC – Operations Flight Commander

OPLAN—Operations Plan

OPR—Office of Primary Responsibility

PA—Public Affairs

PDT—Professional Development Training

PFA—Physical Fitness Assessment

PNA—Period of Nonattendance

POC—Professional Officer Course

POD—Point of Departure

POV—Privately Owned Vehicle

PT—Physical Training

SCL—Senior Cadet Leader

SGLI—Service member’s Group Life Insurance

SIE—Self-Initiated Elimination

SPACE-A—Space Available

TDY—Temporary Duty

TMF—Traffic Management Function

UCMJ—Uniform Code of Military Justice

UMD—Unit Manning Document

UPRG—Unit Personnel Record Group

WBGT—Wet Bulb Globe Temperature

WINGS—Web Intensive New Gains System

Attachment 2

EXAMPLES OF POOR AND GOOD BASE VISIT ITINERARIES

Figure A2.1. Poor Base Visit Itinerary

7 Mar 08: 0600: Depart University 1500: Arrive AF Base	9 Mar 08: 0630: PT 0900: Civil War Monuments 1100: Lunch 1230: Wing Mission Brief 1400: Bowling Social 1600: Dinner 1730: Free Time 2100: Lights Out	10 Mar 08: 0630: PT 0800: Breakfast 0900: Free Day 1900: Accountability 2100: Lights Out
8 Mar 08: 0630: PT 0900: Breakfast 1000: Tour Base 1500: Gym Time 1600: Tour of City 2100: Lights Out		11 Mar 08: 0600: Depart AF Base 1500: Arrive University

NOTE: Reasons for being Poor:

- Visit is scheduled for 5 days when 4 days is maximum
- 8 Mar: No details for 5 hours of base tour
- 9 Mar: Only 1.5 hours of Air Force specific time
- PT and eating do not count towards mandatory 5 hours
- Civil War Monuments are not Air Force focused and must be done outside of 5 hours
- 10 Mar: No Air Force specific activities

Figure A2.2. Good Base Visit Itinerary

7 Mar 08: 0600: Depart University 1500: Arrive AF Base	9 Mar 08: 0630: PT 0800: Breakfast 0900: Tower Tour (1) 1000: Maint Hangar Tour (1) 1100: Lunch and Exchange 1300: Simulator Demo (1.5) 1430: Observe Aircraft Launch (1) 1530: Tour AF Museum (1) 1630: Change to go Downtown 1700: Civil War Monuments 2000: Dinner 2100: Lights Out	10 Mar 08: 0600: Depart AF Base 1500: Arrive University
8 Mar 08: 0630: PT 0800: Breakfast 0900: Wing Mission Brief (1) 1000: Base Windshield Tour (1) 1100: Lunch 1230: Shadow CGOs (3.5) 1600: Change for Sports 1700: Dinner 2100: Lights Out		

NOTE: Reasons for being Good:

- 4 days total
- Air Force Specific Hours are highlighted
- Air Force Museum is Air Force specific history
- PT, Sports, Exchange, eating, and Monuments done outside of mandatory 5 hours

Attachment 3

EXAMPLE APPOINTMENT MEMORANDUM

Figure A3.1. Example Appointment Memorandum

	<p>DEPARTMENT OF THE AIR FORCE AIR UNIVERSITY (AETC)</p>	<p>DD MMM YY</p>
<p>MEMORANDUM FOR RECORD</p>		
<p>FROM: DETXXX XXXXXXXXX University Road College town, XX XXXXX</p>		
<p>SUBJECT: Fall/Spring 20XX Term Mission Directive</p>		
<p>1. Cadet Joe M. Snuffy, congratulations on your selection and appointment as the Cadet Wing Commander for the XXX Cadet Wing.</p> <p>2. In the execution of your duties, you must comply with all AFROTC governing instructions, in particular, AFROTCI 36-2010.</p>		
<p><i>Sally M. Cadre</i> SALLY M. CADRE, Capt, USAF Operations Flight Commander</p>		