

HQ AFJROTC/SFJROTC – Region 5
RD5’s Evaluation Checklist “Supplement”
(as of 1 July 2022)

A message from your HQ AFJROTC/SFJROTC Region 5 Director:

Instructors and Cadets,

As a previous SASI, I have walked in the shoes as an AFJROTC Instructor. Now, as your Regional Director, I have no “*hidden agenda*” when it comes to the standard that must be met (or exceeded) to keep this program highly effective in developing citizens of character for our nation and communities. In an effort to uniformly inform and educate every unit on what’s required, I’ve prepared this document for your reference, as we work together to accomplish the mission.

I don’t expect anyone to sit and read this 20-page document in one sitting. Please use this document as a “*supplement*” in running your unit’s checklist every year. Along with the checklist/rubric, this document answers a lot of questions concerning checklist item requirements and expectations on evaluation day. You’ll also need access to AFJROTC/SFJROTCI 36-2010 and the Operational Supplement (Chapters 1 thru 8), for references annotated in the checklist.

As an RD, I can run the entire checklist in about 5 to 6 hours while at a unit, with proper preparation by both of us. You and your cadet leaders will need to take 5 to 6 weeks (at least) to carefully and honestly run the assessment checklist, whether for your annual self-assessment or for a formal evaluation (UE, SAV, etc.). Run the checklist the same way every year, not just during a UE year. I’d suggest starting DAY 1 of the new school year and work the checklist. You’ll be done before Christmas!

“**Cadet Ownership**” means cadets are running the checklist, with instructor guidance. This means, while Instructors will handle Sections II and III of the checklist, cadets will handle the rest. Instructors will work with school administrators and staff/faculty to answer Sections II & III, but instructors should brief cadet leadership on any findings in these sections. Here’s the sectional breakdown for the AY-2022 Unit Assessment Checklist:

Section I – Administrative: administrative info only

Section II – School/District Compliance Assessment Score = 12 items

Section III – Instructor Performance = 9 items

Section IV – Equipment Management = 5 items

Section V – Leadership Development Requirement (LDR) = 5 items

Section VI – Cadet Operations = 6 items

Section VII – Unit Operations = 14 items

Section VIII – Director’s Special Interest Items: will vary, based on Director’s guidance

There are a total of 51 items (a couple more in Section VIII) on the checklist. If instructors handle Sections II & III (21 items), that leaves 30 items (in 5 Sections) for cadets. “*How do you eat an elephant?—One bite at a time.*” So, cadet leaders should take one section, or a couple of items per week, read the references and this supplement, and honestly evaluate their unit. If there’s a discrepancy, identify it early, as to fix it well before the formal evaluation day. Using this method, the checklist could be ran completely within the first semester. **The suspense date for your self-assessment is 15 March, or 2 weeks (14 days) before your formal UE or SAV—whichever comes first.**

I am standing by to answer questions as you prepare and run your checklist. So, get the correct answers BEFORE the formal evaluation. Let’s identify and work discrepancies BEFORE eval day. On the day of the UE, I will remove my “*support*” hat and put on my “*evaluator*” hat. Meaning, preparation time is over and it is test time.

I promise to give your unit a fair and honest assessment. So, Instructors, please take time to guide cadets to invest in themselves and their unit as they honestly run the checklist. Cadets, your proactive preparation will show on UE day. I wish you the very best as you strive to meet and exceed the requirements. Good luck and have a great school year!

Rob Atkins

RD5

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NOT RATED column: The far right column on the checklist is “Not Rated” and should only be used if that Item does not apply to the unit at all, which is rare. Otherwise, mark a discrepancy if it does not meet the requirement. For example, activities affected negatively by COVID should be marked as a discrepancy with a comment given as to why the Item was not met.

SECTION I – Administrative

This section is filled by the Unit Data you’ve input into the “official system of record” (WINGS). Please ensure your Unit Data is correct, to include phone numbers and contacts (Unit Details). Please note: This data must be current at all times, as it is evaluated in VII-3 of the checklist. **Instructors should ensure their school email address is entered as their PRIMARY email address.** Do not enter your AFJROTC/SFJROTC .edu email address as the PRIMARY...we know it already.

SECTION II – School/District Compliance Assessment Score

Section II of the checklist addresses COMPLIANCE issues between your school district and the Holm Center Commander. Every unit has a Memorandum of Agreement (MOA) on file, which has been signed by their Superintendent and HQ AFJROTC/SFJROTC, which resides in your Unit Correspondence tab of Maintain Unit Data. Every item in Section II is in the MOA. Any discrepancy in this section will cause a unit to be put on probation for noncompliance. **Section II is figured into the overall UE grade/rating.** So, units must now get Exceeds in four or more UE sections in order to get an overall Exceeds rating. See 36- 2010, 8.5., “Unit Evaluation Section Ratings” for more info.

NOTE: See Item III-4 below, as this is the checklist item that is usually marked as “Not Meet” because of a discrepancy in Section II of the checklist. It is the SASI’s responsibility to notify the Principal and RD of any Section II Item that does not meet the requirement. If a Section II compliance issue is identified during the evaluation, Item III-4 will be marked as “Not Meet” as the SASI did not identify and inform the school’s administration of the noncompliance issue. If any Section II Item is marked as a discrepancy or Not Meet, this will cause noncompliance probation for the unit. To NOT cause a discrepancy on Item III-4, the SASI must inform the RD and Principal, per regulation, of any Section II issue.

Every year, each unit must complete their self-assessment, to include every instructor’s height/weight check. This includes **uploading the height/weight worksheet with your unit’s self-assessment**. Instructors may sign each other’s worksheet, confirming the data on the worksheet. The worksheet will **not** be required during the RD’s visit/UE, as the RD/evaluator will conduct measurements the morning of the evaluation. The only exception is for female instructors not meeting the height/weight requirements—in this case, a female staff member or school nurse should weigh and measure the female instructor and annotate those numbers on the worksheet to give to the RD/evaluator.

Once you’ve completed and submitted your self-assessment, print a copy of the report for your school administration (Principal) to review. This is required, as administrators should know the unit’s current status before the formal evaluation. Please communicate the importance of Section II to your school/district. The reason is the Unit Evaluation (UE) includes the **entire unit** (school/district + instructors + cadets). The MOA between your district and HQ AFJROTC/SFJROTC is a very relevant and important document. Ensure you’ve read it, they’ve read it, and everyone knows what it says. Also, look at Chapter 2 of 36-2010, entitled “*Compliance with Air Force and School District Memorandum of Agreement.*” There are 11 items in Section II:

Assessment Item II-1: AFJROTC/SFJROTC instructors will ONLY teach cadets in their program at the host school facilities in grades 9-12 only (8-12 for units approved to enroll 8th graders). Per regulation, “*Instructors teach only AFJROTC/SFJROTC students who are in grades above the eighth grade [above seventh grade for units approved to enroll 8th graders] and a course of military instruction of not less than three academic years*” (para 2.1.). Instructors cannot teach any other (non-cadet) student in any other subject at any time. Per the MOA, instructors should perform only those duties connected with the instruction, operation, and administration of the AFJROTC/SFJROTC program and not teach or coach any class, sport, or activity which contains non-AFJROTC/SFJROTC program students. Instructors can have a homeroom, advisory, enrichment class if only cadets are enrolled and either no other curriculum is being taught, or no teaching is taking place (i.e., homeroom). If all other faculty do the same, the instructor can do it, except teach anything other than AFJROTC/SFJROTC curriculum. Instructors should **not** be used as security details, lunchroom monitors, or any other unique duty that other teachers are not doing. There is an exception, but only for coaching outside the normal duty day, as noted in the MOA (Sect 2.B.8.). Mark DOES NOT MEET on this item if instructors are teaching other students who are NOT cadets, and/or teaching any other curriculum besides AFJROTC/SFJROTC curriculum, during normal school hours. Any questions, ask your RD. This item on the checklist will either MEET or NOT MEET.

Assessment Item II-2: There are two elements to this Item...satellite units and crosstown agreements. Read paragraphs 2.2.1 & 2.2.2. of 36-2010 to see the definitions and requirements. It is incorrect for a unit to mark this as “*Not Rated*” on their self-assessment, as this pertains to EVERY unit. It should be rated as either “Meets” or “Does Not Meet.” First, **Satellites**, meaning any JROTC locations outside the host school campus, are not authorized. So, you MEET the standard if you are only teaching at the host school and no other location. You should mark DOES NOT MEET if you’re teaching at another unauthorized location (i.e., another campus). The school/district must understand, per the MOA, instructors must only teach eligible, enrolled cadets using the AFJROTC/SFJROTC curriculum at the location approved by the Site Survey for your unit. If the location has changed, contact your RD for another/new Site Survey to be accomplished, as to guarantee the agreement is being met. A Site Survey verifies the MOA requirements for facilities, storage, and drill space. **Crosstown agreements** are authorized, but must be documented and on file, per 36-2010, paragraph 2.2.2, which states the five provisions for crosstown agreements. Specifically, the reg says, “*Both school principals must agree to the participation in writing. This agreement must be on file at the host school (not applicable for home schooled students)*” (para 2.2.2.4.). A lot of units have some form of this, but call it something else. So, even if your district doesn't call it a crosstown agreement, if students are bussed from, or allowed to drive from another school to take your AFJROTC/SFJROTC class, there needs to be a signed agreement. The unit must be able to present a signed agreement during an evaluation, or it is a discrepancy. This item on the checklist will either MEET or NOT MEET. **NOTE:** 8th Grade enrollments are currently only approved by the RD for units where the 8th graders are “co-located, adjacent to, or on the same campus as” your AFJROTC/SFJROTC classroom. Meaning, if they have to be bussed over, you cannot currently enroll them. Also, if the location requirement is met, the school must have an agreement on file, signed by both principals (HS & MS) stating the 7 requirements of 8th grade enrollments. Crosstown agreements to bus 8th graders to the high school are not currently authorized. Contact your RD for more info.

Assessment Item II-3: The SASI must have a place at the school's leadership table of discussion for scheduling, funding issues, and compliance issues, like designated drill space, climatically-controlled storage, etc. The Principal will appoint the SASI a “department head” (or equivalent, if department heads are not utilized), per the MOA and 36-2010. When I visit, I'll ask these questions of your administration: “*Who does the SASI report to? Is the SASI a department head or equivalent?*” See paragraph 2.3. for more info. Even if AFJROTC/SFJROTC falls under another department (i.e., CTE/CTAE), the SASI must be the department head (or equivalent) of AFJROTC/SFJROTC and still attend the department head or leadership meetings, per the MOA and regulation. If the unit falls under CTE or CTAE, the SASI will attend the CTE or CTAE meetings, but also attends the leadership team or department head meetings, per the MOA requirement. This item on the checklist will either MEET or NOT MEET.

Assessment Item II-4: Self-explanatory, but see the references for more info. If only one instructor is at a unit, the rating is “*Meets With Discrepancies*” as one instructor is missing. If the district/school is not making an attempt to hire a second instructor, the rating will be “*Does Not Meet.*”

Assessment Item II-5: Per the MOA, the school/district must provide a minimum 10-month employment contract at Minimum Instructor Pay (MIP) for instructors. The standard is a 10-month contract, as a minimum, with instructor pay at least equal to MIP. So, you must be getting MIP for 10 months. To EXCEED the standard, the school/district puts their instructors on contract for more than 10 months with pay exceeding MIP, to include other pay such as Coaches Pay, a stipend, or any other pay or benefits. The extra pay should not be part of MIP, but exceed that minimum. Stretching 10-month pay over 11 or 12 months does not exceed the standard...you're still only getting the minimum. Keep an eye on and review your monthly MIP statements every now and then, as it could change over time due to any possible annual Congressional pay raises. Your district gets monthly MIP reports from Holm Center Instructor Pay. Any questions, contact your Holm Center Instructor Pay rep.

Assessment Item II-6: All AFJROTC/SFJROTC students must be enrolled voluntarily. No students should be forced to take AFJROTC/SFJROTC. Of course, parents, grandparents, and legal guardians enrolling their child in the program doesn't count—that's “volun-told”, right?! This applies more to school staff or faculty. The school or district cannot make AFJROTC/SFJROTC a mandatory class or graduation prerequisite. Please take note of the list of four items in this part of the checklist, which includes **academics, conduct, uniform, and grooming** standards. To meet the standard, cadets must meet ALL these requirements. See paragraph 6.1.1.1. for these requirements. As well, the SASI must have **enrollment/disenrollment “power”** any time during the school year...meaning, the SASI decides who to enroll and can disenroll any cadet any time during the school year, with just cause (documentation). HQ's expectation is for the SASI to work within the 10-day drop/add period established by your administration. But, in the rare case of a cadet not conforming to the standard (uniform, grooming, PT, etc.), the HQ expectation is the cadet will be disenrolled within about three weeks, with just cause and proper documentation. Please ensure your Cadet Guide/Handbook or Operating Instructions includes not only the RULES for disenrollment, but the disenrollment PROCESS that will be followed for cadets and their parents/guardians to see. Missing either the rules or the process will cause a discrepancy in Assessment Item VII-9. This item on the checklist will either MEET or NOT MEET.

Assessment Item II-7: AFJROTC/SFJROTC should have at least the same facilities as other teachers/classrooms at your school. Anything “above the norm” is considered exceeding the standard. For example, if you have your own office and other teachers have a desk in the classroom, it exceeds the standard. See the reference for more info.

Assessment Item II-8: The school/district must provide 2,500 square feet of flat, unobstructed drill space, free of vehicular or pedestrian traffic, per the MOA. Your RD will need to see this area (or areas) during the visit. Also, please know your square footage measurement ready for the evaluation visit, as the evaluator will need it for the report. If the space is “*designated*” for AFJROTC/SFJROTC, please explain who else utilizes the space and how scheduling works for the space. If the space is “*dedicated*” to AFJROTC/SFJROTC for drill and nobody else utilizes it (no vehicular/pedestrian traffic), that will exceed the standard, as it is used by your unit only.

Assessment Item II-9: The keywords on this item is “**climatically-controlled**” and “**controlled access.**” Your storage space should not only be a minimum of 400 square feet, but access must be **controlled** with exclusive use of the AFJROTC/SFJROTC program and access denied to unauthorized personnel. Also, it must be **climatically controlled** as to not have mold/mildew ruining Air Force uniforms or rusting/oxidization of your rifles. Climatically-controlled means heat and air conditioning. A humidifier or air purifier doesn’t control the climate. If your storage is not climatically-controlled or access is not controlled, this will be a noncompliance issue. Per this item, the SASI needs to bring the issue to the attention of school administration and the RD ASAP. If found during a UE, the unit will be placed on probation for a noncompliance issue. Please know your square footage of each and all storage areas for the UE visit, as the evaluator will need it for the report.

Assessment Item II-10: Can ANY student sign up for AFJROTC/SFJROTC at your school? If not, the school is restricting scheduling and enrollment. So, the SASI should identify and inform administration this does not meet the compliance standard, per the MOA and paragraph 2.8 of 36-2010. To EXCEED, cadet enrollment must clearly receive preferential, voluntary, and more convenient scheduling from counselors (or student services) above-and-beyond normal student scheduling, as to show large enrollment numbers for the unit. Involuntary enrollment or restrictive scheduling will cause a discrepancy.

Assessment Item II-11: As a minimum, your school/district should grant cadets **general elective** credit (at least) for AFJROTC/SFJROTC. Some states/districts award credit above and beyond the general elective credit by awarding PE, Honors, history, science, STEM, and other types of credit for HQ AFJROTC/SFJROTC’s Advanced Education Accredited Curriculum. The state will dictate what is allowed or not, but your school district has some flexibility in what they allow/grant for credits. Did you know, other JROTC military services use AFJROTC/SFJROTC textbooks? In fact, one of our newest textbooks will not have as many blue uniform pictures in them because of this. That says a lot about the content and quality of our curriculum. If your school/district only awards general elective credit, and there’s another group in the school who receives more than general elective credit, start a discussion with counselors, principals, and/or the district to inquire as to what other credit is allowed to give a cadet that may easily qualify for it. For example, Honors Credit is probably given to other groups in your school for successfully completing a program of study for 3- to 4-years. Or, perhaps if you taught an honors course your cadets could earn Honors Credit each school year. See our AFJROTC/SFJROTC Curriculum Guide for more info. NOTE: Contact your RD if your school/district would like to provide more than general elective credit for cadets. For example, in the State of Georgia, all AFJROTC/SFJROTC cadets receive PE credit and Science credit (for AS-200). This exceeds the standard, as cadets get more than general elective credit. CTE or CTAE does not count as credit, as it is a pathway completion.

Assessment Item II-12: Recruiting & Retention (R&R) efforts for the unit are imperative to meeting viability/enrollment numbers every year. Key players of R&R efforts are not only cadets and instructors. The unit must have key support from administration and counselors to make this happen. So, key players range from the Superintendent, Principal, counselors, instructors, to cadets (especially cadets!–who are the best recruiters for their program). If any of these key players do not actively do their part in R&R to strengthen the unit’s viability, the unit could suffer from low enrollment, which leads to probation and could lead to eventual deactivation of the unit. Because this is a slippery slope, the unit must be vigilant in R&R efforts every school year, from start to finish. This includes allowing cadets multiple visits to feeder (middle) schools to recruit new cadets, as well as recruitment within your school for upperclassmen to be cadets. Every unit must have a thriving R&R campaign...planned, organized, and executed by cadets...to recruit new cadets and retain older cadets in the program. This item on the checklist will either MEET or NOT MEET.

SECTION III – Instructor Performance

As a RD, I've found most instructors do everything they can to allow cadets to shine every day, but especially on evaluation day. I've also found instructors who could've exceeded the standard if they'd only paid a little more attention to their piece of the checklist, to include their personal teaching style, as well as better management of Air Force funds and meeting HQ suspenses. When I ask, cadets quickly tell me how well their instructors teach the curriculum and support them. The unit's transaction history will show how instructors manage their funding. The self-assessment and the formal visit height/weight checks should be consistent with each other. There are 9 items in this section.

Assessment Item III-1: Do instructors wear the AFJROTC/SFJROTC-approved uniform correctly? Are instructors cutting corners in what they're required to wear as instructors? Do instructors wear the uniform every regular school day and on all other occasions when acting in the official capacity of a SASI or ASI? Does the school administration know what instructors are required to wear? If instructors meet their height/weight standards and look sharp in Service Dress uniform during an evaluation, they can exceed on this one. But, the key is to consistently wear the uniform as sharply and correctly every regular school day.

Assessment Item III-2: The key to this item is that instructors **cannot** have direct, unfettered access to money (booster club or AF funds). This means instructors cannot retain a school or unit credit card, checkbook, or even petty cash. If the school has a credit card by which the instructor can "sign out," use, and return to the funds manager in a day, this is not retaining (or keeping) the card on their person. A unit cannot have its own checking account. Leave that to the Booster Club or school funds manager (banker). AFJROTC/SFJROTC instructors need a systematic and trackable process by which they request money from their school or district. This keeps our instructors safe from money issues due to mismanagement of funds. Your RD will want to see and hear the funding process during your evaluation from the school bookkeeper, CPA, or equivalent. This includes the DUNS/CAGE Code process to receive USAF reimbursements. Your school's bookkeeper should provide instructors with a regular (**monthly**) reconciliation report and the Booster Club account should be audited **annually** to meet requirements, per para 3.2. Your RD will want to see the reconciliation reports and audits during the UE. **NOTE:** If you have a Booster Club, your RD will want to speak to the president or money person about how the Booster Club functions and its financial process. The SASI must have the final decision on all Booster Club decisions, as the school's representative for the Air Force. The SASI is ultimately responsible for all unit matters, including those actions by the Booster Club and the events they sponsor. For example, there are USAF trademark, fundraising, corporate sponsorship, as well as uniform and other key rules the SASI has to answer for on behalf of the unit and Booster Club.

Assessment Item III-3: HQ AFJROTC/SFJROTC expects units to fully utilize funding as early as possible, as to not relinquish their money at the end of the fiscal year. Money is distributed based on your PSR, which is your cadet enrollment. The money needs to be spent on cadets...and quickly. Past transactions and logged reimbursement requests will show if instructors are spending their money in a timely manner (every 30 days or >\$100). Also, credit card request should have a paid receipt uploaded within 10 workdays. This is usually what causes a discrepancy on this item. Close attention-go-detail in an instructor's funds management is key to meeting this assessment item. Spend all of your funds and spend it early.

Assessment Item III-4: This is the checklist item that is usually marked as "Not Meet" because of a noncompliance (Section II) write-up on the checklist. If a compliance issue is identified during the eval, this will also be marked as "Not Meet" as the SASI did not identify and inform the school's administration of the noncompliance issue. The SASI must also inform the RD and HQ via email and via the self-assessment, per regulation. This item on the checklist will either MEET or NOT MEET.

Assessment Item III-5: Self-explanatory. RD will need to know how the workload is equitably distributed between instructors. This item on the checklist will either MEET or NOT MEET.

Assessment Item III-6: All instructors are required to report their height and weight annually on their unit self-assessment report and have their height/weight data recorded by a third party, using the most current Weight and Body Fat Measurement Worksheet (per para 19.5.2. of 36-2010). This See Chapter 19 for all WBFMP standards. Specifically, see Attachments 4 and 5 for Weight Tables and Procedures for weight checks and height measurements. Additionally, height/weight for all instructors will be checked during any New Unit Visit (NUV), New Instructor Visit (NIV), Staff Assistance Visit (SAV) and Unit Evaluation (UE), or when otherwise directed by Holm Center/JRI. Your RD will promptly record all measurements during the visit. Instructors must provide access to a calibrated and accurate scale (height & weight) is available on the morning of the UE. **REMOVE SHOES FOR THE HEIGHT & WEIGHT CHECK.** Weight is recorded to the nearest quarter-pound. During a UE, if you are below your Maximum Allowable Weight (MAW), the RD will record the height and weight on his checklist.

If you are above your MAW, the RD will measure using the tape for male instructors. Females will need to be weighed and measured (taped) by a female administrator, staff/faculty member, or school nurse, on the morning of the UE. Please arrange availability well ahead of the evaluation. The female instructor's numbers will be entered on the worksheet and given to the RD after the measurements are taken. The measurement technique will include abdomen and neck for males (see Attachment 6), and neck, waist, and hip for females (see Attachment 7 of 36-2010). A discrepancy will be noted if one instructor receives a red flag for MAW. The item will receive a NOT MEET if two or more instructors receive a red flag.

Assessment Item III-7: Your RD will need to observe a minimum of about 15 (to 20) minutes of an AS and LE lesson currently being taught in the school year and on the 7-year curriculum plan. All instructors must be prepared to present an effective lesson covering the objectives. Because your administration evaluates your teaching abilities, this item assesses the instructor's ability to teach our curriculum, while controlling and managing the classroom and creating a positive learning environment. Can the instructor multitask with an interactive presentation system while delivering the curriculum? To exceed, the instructor must clearly show they are at ease with the curriculum and present an interesting, dynamic lesson for cadets while utilizing visual or other aids, including an activity-based instructional method. If instructors are already practicing great lesson planning and leading dynamic classes, this part of the day will be easy and clearly evident. Teach as you normally would...don't put on a show just for the UE day.

Assessment Item III-8: Instructors are required to maintain CPR currency at all times. Instructors without a current CPR certification should NOT lead PT. Please keep an eye on your CPR certification dates, as to not let the certification expire. This protects instructors from potential liability issues with cadets. So, be prepared and protect yourself and your cadets. Take a look at para 5.6.6., for more info on the type of CPR certification required. Instructors should upload their most current CPR certification certificates. Please have the card ready for your RD to see during the eval visit, or send a copy in an email to the RD. If the current certification is loaded in WINGS, the RD will see it. Please remember, 36-2010 says, "*These certifications must be granted from a hands-on program that is recognized by the American Red Cross or American Heart Association.*" This means your CPR certification should require you to do compressions, and not the "Friends & Family" version where there is no practical piece you must perform. It must be a certification course--most certify you for 2 years. As well, you are allowed to pay for CPR training with your unit's O&M (if available). But, you are required to maintain CPR currency even if O&M funds are not available. There should be no gaps in your CPR certification. This item on the checklist will either MEET (all instructors CPR certified) or NOT MEET (one or more instructors are not currently CPR certified).

Assessment Item III-9: Cadets (with instructors overseeing) must complete a self-assessment every school year. [See RD Message at the beginning of this document] So, start your unit's self-assessment at the start of every school year, as to have time to do an honest, thorough evaluation of each checklist item. Then, once completed, send a copy to your principal (administrator) to ensure he/she has seen the results and is aware of any discrepancies. Then, submit your self-assessment via WINGS (SAVE & Submit before the deadline).

If your unit is scheduled for any type of formal evaluation (UE, SAV), you must complete and submit the unit self-assessment at least 14 days prior to an HQ visit. Otherwise, **NLT 15 March** is the HQ AFJROTC/SFJROTC deadline for the unit to complete their self-assessment.

When I look at the unit's self-assessment and all items are marked MEET with no comments added concerning discrepancies or exceeding areas, I assume one of two things... **1)** the unit is just OK (no exceeding areas and no discrepancies), or **2)** the unit "pencil-whipped" their self-assessment with little attention-to-detail. All radio (round) buttons are open for the self-assessment input. Run the checklist the same way every year—which is truly the way to run it--whether for a formal UE or not. Again, please ensure your principal has seen the results of your self-assessment each year. Also, please remember, any "self-identification" of a discrepancy by a unit does not relieve the item from a potential discrepancy write-up on evaluation day. In other words, once you've identified a discrepancy on the self-assessment, fix it before the eval visit.

The annual HQ AFJROTC/SFJROTC Suspense for self-assessments is the 15th of March, unless you're being evaluated before that date—then, your self-assessment is due 14 days before the visit.

OBSERVATION: It is impossible for cadets to accomplish an in-depth, honest self-assessment in one school day. It is a monumental task to accomplish even within one week of school. Instructors should never run the checklist on their own without any cadet leadership involvement. Instructors are responsible for Sections II and III of the checklist. Cadets are responsible for all other Sections, with instructor guidance and confirmation. Imagine if your cadet leadership (with instructor mentorship) took a few assessment items each week to address and assess. It could be accomplished effectively and in a timely manner. Ask worried cadets, "*How do you eat an elephant? Answer: One bite at a time!*" So, if cadets take a few items at a time, they could thoroughly look at each assessment item--in depth--using the checklist, rubric, 36-2010, Ops Supplements, and communicating with your RD and HQ.

Let's work together to learn, meet, and exceed the standards of the program. The self-assessment is a key part of your unit's existence and sustainment. Please make it top priority with cadet leadership, instructors, and school administration from Day 1 of school. Why? Because this is who makes up the entire UNIT. Share this supplement with your cadet leadership as they run the checklist. **NOTE:** During an evaluation, the unit-identified findings from your self-assessment must be consistent with any findings identified during the HQ formal evaluation, or a discrepancy is entered for this item.

DON'T FORGET... Once completed, send a copy of your self-assessment to your principal (administrator) to ensure he/she has seen the results and is aware of any discrepancies...every year!

SECTION IV – Equipment Management

For this section, your RD wants to see total cadet ownership. The Cadet Logistics Staff Officer should show the uniform room and storage areas, to include weapons, ADPE, and textbooks. Your RD will check the accuracy of inventory numbers and permanent marking of USAF equipment. Special attention will be given to ALL weapons and ALL ADPE items. There are only 5 items in this section.

Assessment Item IV-1: This item is extremely important and must be right, as it deals with your facsimile weapons. The first sentence of paragraph 4.1.1. (of 36-2010) says it all...*“All replica weapons, sabers/swords, and air rifles associated with the AFJROTC/SFJROTC program, regardless of how obtained, must be stored with double lock security.”* Please note the lock requirement. The remaining part of the paragraph clarifies the required standard. Double-locked means weapons have a primary lock (on the weapons themselves or on the cabinet they are in) and a secondary lock (limited access to the cabinet) for authorized personnel only. The cabinet can have 15 different padlocks on them, but the cabinet is still locked only once as the primary lock. The same applies to the door, as the secondary lock. The classroom door cannot count as one of the locks. Make it hard for anybody to get to the weapons by providing extra barriers for them to go thru. This is “controlled access.” To exceed, weapons must be more than double-locked and use a SF702 (form). A classroom door lock will NOT be considered one of the two required primary or secondary locks. The minimum standard is a locked cabinet (or locked weapons rack) inside a locked storage room = double locked.

Remember, if it looks like a weapon, it is considered a weapon and should be on your inventory, marked appropriately, and locked up. This includes, facsimile rifles, air rifles, sabers, pistols, and wooden, rifle-shaped practice pieces, or any part/piece of a rifle (stock, barrel, etc). Anything considered a weapon should **NEVER** be issued to cadets or taken home by cadets (per regulation). So, conduct rifle practice at school with an instructor watching.

Always keep weapons in a controlled environment at the school, whether during practices or not. Because weapons must be locked up, do not display a saber or other weapon in your classroom or office. Wherever your replica weapons are, an instructor should be there. Never trust your replica weapons to a cadet, or cadets, without instructor supervision at all times. Never leave a cadet with a replica weapon alone on campus. With school shootings in our country, minimize the public view of your weapons by using cases to transport to Color Guard details, drill competitions, and supervised practices. This is for your safety and the safety of your cadets. Please take this seriously.

Assessment Item IV-2: Your Logistics inventory (Non-ADPE) will be hard to maintain, unless it is first **controlled**. This inventory includes uniform items, textbooks, rifles, sabers, and anything else the unit owns, whether AF property or not. Take time to run your inventory and annotate your current correct numbers well ahead of the evaluation. This includes adding items to the inventory to account for all Air Force funded Non-ADPE equipment. Your RD will spot check accountable items on the inventory during the visit. Usually, the Cadet Logistics Officer and LG Staff are the key person(s) to show the uniform room and all things on the inventory...for cadet ownership. Your RD will look at and count ALL weapons. If cadets are using Cadet Access to track MORE than the required items in the logistics module, they can exceed on this item. But, they must show their process. So, have them briefly show me how they exceed the standard by controlling and maintaining more than the minimum inventory. Some cadets develop their own spreadsheet, database, map, or other products to assist in managing the logistics inventory and/or textbooks. Then, they show me the unit's extremely neat and organized uniform and storage areas. This shows true ownership by cadets and exceeds the standard, if maintained by cadets.

Assessment Item IV-3: The AIM inventory is your ADPE, or IT inventory. Your ECO at the Holm Center (Shannon Hard or Amy Frasier) works with both primary and alternate unit ECs to accomplish the EC letter/memo, training certification, and inventory EVERY YEAR. **It starts 1 January and is an annual HQ AFJROTC/SFJROTC Suspense by the 10th of February.** So, when you return from your Christmas/New Years holiday break, generate the EC letter and have the primary/alternate ECs review the training slides and print/sign the last page, and upload all to your IT account. Once your ECO can see the letter and training certs, your ECO will load an inventory for you to run, sign, and upload. This completes the requirement and must be accomplished before 10 February. **DON'T MISS THIS SUSPENSE, as it is required for DUA eligibility!** Your RD will be able to see the unit's ADPE compliance status. Please make this a priority each academic year to accomplish on time, every time...starting 1 January. If you have old equipment, please get with your ECO BEFORE the evaluation to get the paperwork (1348) to turn in to DRMO. Turn in old equipment before the eval.

Assessment Item IV-4: The purpose of permanently marking Air Force equipment is to assist in identifying this property should it be stolen, to distinguish the difference between Air Force and your school's equipment, and to protect Air Force investments. This equipment isn't cheap and is purchased with taxpayer money. As you remember while active duty, the Air Force takes accountability of their property serious and strictly manages their equipment.

Anything purchased with AF funds must have “**Air Force Property**” permanently marked on it, as it can be used at any other unit (no unit number). Anything else can be marked with your unit number. Per the rubric, to exceed, the unit must permanently **etch** all AF-purchased equipment, and unit-funded equipment is also etched with the unit number.

Etching is the best way to permanently mark equipment and exceeds the standard. A permanent marker can be removed with any online hack removal solution. Purchase an etcher with your O&M funds for around \$15 and let cadets have an etching party. Mark all AF-funded equipment with “**Air Force Property.**” Mark your unit’s (non-AF-funded) equipment with your unit designation number. I’d suggest checking ALL weapons to ensure they’re etched, as etchings wear off. Have an “etching party” and make sure all AF property is etched.

Look at it this way...How would an investigator, working to recover stolen AF equipment if stolen, be able to identify it if (say) found in a pawn shop? I guarantee, you’d protect your personal stuff by marking it for identification. Your RD will look at all ADPE items to see if they’re permanently marked (etched) and have the Holm Center’s bar-coded labels attached. Ask your ECO for labels. If you don’t have labels, but you have requested them from your ECO (and can show me the email of their response delaying their receipt), I’m not writing up the unit for something beyond their control. Please be ready to show all items, even those waiting to be turned in to DRMO. If they’re on the AIM inventory, your RD will need to see it. Please turn in your DRMO equipment ASAP, as to have it removed from your inventory and not clutter your valuable storage space. Holding equipment may cause a discrepancy. If you have DRMO equipment awaiting turn-in, your RD will expect to see the 1348 paperwork from your ECO for those items during the visit. To guarantee an exceeding rating for this standard, ALL items must be etched, WITH the ADPE bar-coded label also attached, and no excess (DRMO) items. The key to exceeding this one is etching with zero discrepancies.

Assessment Item IV-5: All cadet uniform items are Air Force property. Therefore, the expectation of HQ AFJROTC/SFJROTC is all items are accounted for through proper management, issuance, and inventory by individual size and quantity. This means an accurate, current inventory. Any changes to the inventory should be updated ASAP, but at least weekly, per the regulation, para 4.5.1.). So, use Cadet Access to enable your cadets to manage their uniforms. Your RD must see current hand receipts for all issued uniforms. Also, what do you do for those uniform items that haven’t been returned by cadets? Is there a “senior debt” or other program at the school to recover those items? On the hand receipt, the parent/guardian’s signature is optional. In your RD’s opinion, a unit exceeds the standard if all hand receipts are signed by parents/guardians, because they are involved in the issue and return of Air Force uniforms. Also, you can also exceed the standard by perfectly accounting for all accountable, and other non-accountable uniform items. See para 4.5.1., for more info. Your uniform room should be clean, organized, and completely accurate. Cadets take great pride in **their** uniform room. Allow them to own it and show cadet ownership by maintaining the uniform room. Your RD can tell if it is cadet-owned or instructor-owned. Finally, know the Chapter 7 Ops Supp changes and ensure only authorized uniform items are being stocked and worn. Obsolete items should be removed from the program, as to not risk wearing unauthorized items. Get rid of obsolete items or unauthorized items. Only display current authorized items on a mannequin or display. This includes unauthorized local items without HQ AFJROTC/SFJROTC approval and waiver.

SECTION V – Leadership Development Requirements (LDR)

For this section, your RD wants to see total cadet ownership. “Co-curricular” is an educational term for a school activity pursued in addition to the normal course of study. As you know, in the military, we’ve got to have an acronym! Thus, “LDR” was established to identify after-school activities incorporated into the AFJROTC/SFJROTC program. LDRs are critical to a successful unit! Your unit should define and know their LDR activities before the formal eval visit.

There are a few elements to define an activity as an LDR. Per para 7.2.3.1., LDRs are AFJROTC/SFJROTC-sponsored and school-approved team or committees that normally plan or participate in events conducted outside classroom hours (before or after school). So, the first element of an LDR is it is an AFJROTC/SFJROTC after-school activity. It can be a cadet-led team or committee...meaning a cadet is the team commander or committee chair. The next element is it is Planned, Organized, and Executed (P.O.E.) by cadets (not instructors). Finally, the third element is they have to be supervised by a certified AFJROTC/SFJROTC instructor (not a parent/guardian, teacher, or administrator). **WHAT A LDR IS NOT:** A LDR is not any duty of a cadet flight, squadron, group, or wing commander, as well as any duty of key Cadet Staff (LG, IM, PT, PA, etc.). Those duties are not LDRs and should not be entered as such. For example, the cadet wing commander staff meetings are not LDRs. The Logistics Officer’s job is not an LDR. A Cadet Flight Commander is not an LDR.

HQ AFJROTC/SFJROTC has an LDR section, who aids and assists units with starting, sustaining, and even competing in some LDRs. Take a look at the LDR area on the Holm Center Intranet (via the Holm Center Portal). We are working to better define and provide a list of LDRs to units and have started a list of STEM-based LDRs, to include Unmanned Aircraft Systems (UAS), StellarXplorers, CyberPatriot, JLAB, Rocketry, Robotics, Astronomy, and Weather Forecasting—many of which are sponsored by an outside partnership with AFJROTC/SFJROTC and include a national level competition. Some LDRs are more activity-based without an outside partnership, such as marksmanship, Raider, drill, color guard, archery, orienteering, and Kitty Hawk. Then, there are those local, very unique committees and teams out there, like the spirit, sabre, and step teams. Take a look at your LDRs. Could your unit boost the curriculum enhancement benefit of your LDRs by starting a new, STEM-based, or nationally-sponsored LDR? Please make an effort to help your cadet leadership define their LDR activities before the mission brief. Then, run Section V of the checklist. There are only 5 items in this section.

Assessment Item V-1: You’ll need to look at the rubric for this item. To MEET the standard, units should have 3 to 6 LDR activities incorporated into their program that appeal to cadets AND at least one from each tier. The tiers are:

	STEM Based	Activity Based	Unit Based	
	UAS (multicopter or RC aircraft)	Marksmanship	Planning Committee	
	StellarXplorers	Raiders/Fitness	Flag Detail	
	CyberPatriot	Drill	Sports Teams	
	JLAB	Color Guard	Awareness Presentation Team	
	Rocketry	Archery	Tutoring	
	Robotics	Orienteering	Spirit Squad	
	Astronomy	Kitty Hawk	Saber Team	
	Meteorology	Boxing	Chorus	
MS LDR Requirement	Min 1	Min 1	Min 1	Min of 3 LDRs
Exceeds LDR Requirement	Min 1	Min 1	Min 1	Any Combination of 7 or More LDRs / unit must meet Min standards in each category

Descriptions:

STEM Based - is any LDR that has a Science, Technology, Engineering, and Mathematics (STEM) or academia related base AND has an outside partnership and/that includes a national level competition.

Activity Based - is any LDR that may/may not have a STEM or academia related base but does have an outside partner and/or local level or above competition.

Unit Based - is any LDR that is local level only and that primarily benefits the cadet corps, school and/or local community.

Evaluation Standards:

Exceeds Standards - Units must have a minimum of at least 1 LDR in each of the above categories and an overall total of 7 or more total LDRs in any combination of the above categories.

Meets Standards - Units must have a minimum of at least 1 LDR in each of the above categories, total of 3 to 6 LDRs total.

Meet Standards W/Discrepancies - Units have 3 LDRs; however, the unit does not have 1 in each of the specified categories.

Does Not Meet Standards - Unit has less than 3 LDRs

To exceed, a unit should have 7 or more LDR activities AND at least one from each tier—but, be sure they're defined as true LDRs, meeting all the elements of an LDR. Newly started LDRs will not count unless the team/committee has held numerous practices/meetings well ahead of the UE. Minimize the amount of planning committees. HQ counts drill, color guard, and rifles as one competitive team, unless they are uniquely separated as competitive/noncompetitive teams/groups. The team you take to a drill competition is counted as one team. Make sure your LDRs are published/listed in your Cadet Guide/Handbook and briefed during the cadet mission brief.

Assessment Item V-2: Because instructor supervision is a key element of defining a LDR, this item measures whether the unit's LDRs are equitably shared between instructors. During the mission brief, I'll ask cadets which instructor supervises each LDR. If one instructor supervises most of the LDRs, they are not equitably shared. Of course, there are unique circumstances. But, just because one instructor lives closer to the school than the other instructor, this is not a good reason to not share the responsibility of staying after school to work with cadets. It is the expectation of both your school administration and HQ AFJROTC/SFJROTC that instructors will enable cadets to Plan, Organize, and Execute (P.O.E.) their LDRs after school. There has to be an understanding between instructors and cadets as to how they will manage those activities and share the workload and after-school time. This item on the checklist will either MEET or NOT MEET.

Assessment Item V-3: This is the element for cadets to Plan, Organize, and Execute (P.O.E.) their LDR activities (not instructors). Each LDR team and/or committee should meet regularly to not only practice for competition, but to plan and organize their group's events. Then, they execute those events, to include practices, travels, community service, competitions, and other aspects of the group's intent. Your RD believes each cadet team commander (not Staff officers or flight/squadron/group commanders) or cadet committee chair should have Cadet Access to input their group's events. How else will they show how they P.O.E.? The instructor supervising the team/committee should require the commander/chairman to record and document their actions. This item receives the most discrepancies during evaluations because units fail to define their LDRs and "finish the drill" as to document their LDR activities accurately to show current school year activity.

Assessment Item V-4: This item also receives many discrepancies during evaluations. Units are doing great things out there, no doubt. But, they don't follow-up and properly document their defined LDRs. Think of it this way...***IF IT ISN'T IN WINGS, IT DOESN'T EXIST.*** If the HQ AFJROTC/SFJROTC Director (or anyone at HQ) cannot see it, it didn't happen. So, cadets should input their events as to receive credit for their defined LDRs and true community service, which is the purpose of this item. Cadets should ensure they input their LDR and community service events...and, be diligent about it, as to show cadet ownership. AFJROTC/SFJROTCI 36-2010 says all LDR, community service, CIA trips, fundraisers, and competitions WILL be annotated within ONE WEEK of the event to maintain accurate and up-to-date information throughout the school year. Please get in the habit of entering things promptly and consistently. You'll find it easier to manage and a true representation of the unit. To exceed this requirement, cadets must present their LDRs during the mission brief, with the same accuracy duplicated in the system. As well, if cadets have developed a process above the requirements to enter LDR data timely and accurately, it shows they exceed the standard. For example, a cadet group/wing commander requiring a Weekly Activity Report (WAR) with all inputs accurately loaded in the system each week would qualify as exceeding the standard.

Assessment Item V-5: If all events are input in a timely and correct manner, your RD (or anyone at HQ) can look at cadet participation in LDR activities. It should be an unwritten goal of the unit for all cadets to participate in at least one unit LDR. The rubric says a unit must have 50% to 89% of cadets participating in at least one LDR activity. If 90% or more participate in at least one LDR activity, the unit exceeds the standard. Be creative in what and when you offer your LDR activities. Remember, to qualify, a LDR is an AFJROTC/SFJROTC-sponsored and school-approved team or committees that normally plan or participate in events conducted outside classroom hours (before or after school). Some units have resorted to "zero hour" periods (before school starts) to either enroll more cadets or enable cadets to participate in LDR activities. What is your unit's participation percentage? How can you grow your participation percentage to the "Exceeds" level?

SECTION VI – Cadet Operations

For this section, your RD wants to see total cadet ownership. This is, without a doubt, the most important section of the checklist. HQ would love to see all units exceed this section. In fact, a unit will not earn an Exceeds rating without exceeding this section. Cadets, this is the section where you can truly shine! From the mass formation, to the mission brief, and the 30-command drill sequence, this is where you can show ownership of your program. In fact, Assessment Item VI-6 is probably the last block I'll check during an eval. I start watching cadets from the time I drive onto the school campus, until I drive off campus. I see cadets in uniform getting off the bus, walking in the parking lot, and in the hallways. Do they wear their hat? Is their service coat unbuttoned? Do they have earphones in their ears in uniform? Do they respectfully wear the uniform correctly, to include grooming standards? I'm evaluating how cadets look in uniform, their grooming, their conduct, and their overall attitude towards their program. Your instructors can lead you towards exceeding these areas, but it is truly up to every cadet to demonstrate the Core Values of "*Integrity, Service, and Excellence.*" There are only 6 items in this section, all taken from Chapter 6 of 36-2010, which is only about 7 pages in length. But, each item evaluates a lot about how cadets operate their unit. Take these pages, along with the Chapter 1 Ops Supp entitled, "*Cadet Operations Guide,*" and brief your entire cadet group. Also, make it part of your continuity binder or Operating Instructions.

Assessment Item VI-1: AFJROTC/SFJROTC instructors know the dress and appearance standards of AFI 36-2903. But, they also know the standards may change over time. So, an instructor must stay current and aware of key changes in the basic uniform wear, personal appearance, and grooming standards published by the Air Force, according to AFI 36-2903 for instructors. These are also the same expectations of a cadet in the AFJROTC/SFJROTC program. HQ AFJROTC/SFJROTC expects the cadet uniform to be worn correctly every time, to include proper grooming. This is called "compliance" and is required for AFJROTC/SFJROTC. Instructors follow 36-2903 for their uniform. But, cadets follow the **Chapter 7 operational supplement**, entitled "Uniforms & Awards," which describes proper badge, ribbon, and medal wear for the AFJROTC/SFJROTC cadet uniform. It gives everything a cadet needs to know to successfully manage cadet uniform wear.

Many units have portions of Chapter 7 integrated into their Cadet Guide/Handbook, as well as hang the current ribbon chart on their wall. It has great pictures and diagrams for easy cadet reference. To exceed this standard, all cadets must be in Service Dress uniform for the eval, to include all ribbons (no medals), badges, and proper grooming standards. As well, compliance with current uniform changes must be seen with no unauthorized items. Remember, only those authorized badges and ribbons published in the HQ AFJROTC/SFJROTC regulations can be worn by cadets. Locally-devised medals, ribbons, or badges are not authorized, unless there's an approved HQ AFJROTC/SFJROTC waiver for it. The integrity of a unit is at stake if unauthorized uniform items are being worn. Remember, ribbons **will not** be worn with medals. Medals may be worn with the service dress uniform for formal and semi-formal occasions of a limited nature (such as Dining Ins/Outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events (as specified by the SASI.)) Medals may not be worn on regular uniform days. No medals worn on eval day.

To address the **mass formation**... The expectation is for your RD to see ALL cadets enrolled for the school year. They should be in uniform (with hats on--no matter the formation location), as to look at the group's "culture" in wearing the uniform correctly with proper grooming standards. It is a great way to determine overall quality of the Cadet Corps, not just the "shiny apples" you've polished for the visit. So, don't hide substandard cadets, or cadets not in uniform. Put them in the group along with those wearing their uniform. This includes all active and reserve cadets, if possible, dressed or not, compliant or non-compliant. For 4x4 scheduled schools, your formal evaluation year is the time you want all cadets to be in the correct uniform, right? So, whether they're in your class or not that semester, reserve cadets should be in the mass formation. It's the evaluation SCHOOL YEAR—the time for cadets to shine. If excellence is the standard for your unit, it will be observed on evaluation day--which is a "*snapshot in time*" for your unit. A unit EXCEEDS the standard when CADETS are actively enforcing uniform standards (not just instructors). This means little to no uniform or grooming discrepancies are noted during the entire UE day. Make it the best day in uniform for every cadet—the day of all days to show your best.

Assessment Item VI-2: This item measures the Core Value of "*Excellence in All We Do*" of a unit by focusing on a few deeper subjects about the unit, like conduct, academics, PT, R&R, and activities—all of which are planned, organized, and executed by cadets. These items are briefed in the cadet mission brief. Cadets should use the HQ-provided mission brief template to prepare for the brief. Plan for at least an hour for the mission brief. Cadets should practice their briefing often, making it their own. Then, invite the principal and superintendent to attend it. I will ask the instructors to vacate the room when cadets are conducting the mission brief. This allows instructors to not only take a break, but allows cadets to show ownership of their program, without input from their instructors. I want to hear from CADETS (not just one cadet) on what they know and how they're running their program. Please don't read the slides to me (I can quickly read them)—instead, please brief the contents of the slide, meaning give me the gist of what the slide says. Provide facts about what the checklist is evaluating. Be prepared to report data on community service hours, LDR hours, CIA trips, and cadet participation rates for each. The unit goals should be briefed (see Assessment Item VI-3 for more info) with current status

on how they're progressing. Pictures are great to show "Cadets in Action" with LDR, recruiting, and other activities, but please don't overdo it. A great approach to building and briefing a presentation is to "know your audience." In this case, your audience is your RD. What does he already know? I promise you, I will "do my homework" on your unit and will already have a LOT of data, even the answers to some of my questions. But, the mission brief serves to confirm my data towards an honest and true evaluation. Be prepared--I will stop the briefers all along to ask questions and discuss their data. Videos and demonstrations are not needed during the mission brief and should be held for any "extra" time during the visit. I love watching cadets present their program with great confidence and knowledge. I can tell how much practice and preparation time goes into the briefing by how the information is briefed and answers to my questions. I can also tell how much cadet ownership the unit has from the presentation. HQ AFJROTC/SFJROTC is trying to build citizens of character, not PowerPoint gurus! The key to the mission brief is proper cadet preparation to present the unit's pertinent data in the allotted time.

Assessment Item VI-3: This item measures the Core Value of "*Service Before Self*" of a unit by focusing on cadet activities and participation in school and community events. Community service is HUGE in AFJROTC/SFJROTC. We've consistently exceeded the 1.7 million hour mark every year. Just think about it...millions of hours of non-paid service to schools and communities around the globe. This means cadets selflessly serve without receiving any monetary return or even a grade...Service Before Self. Community service is just that...serving the community without receiving anything in return. One unit I evaluated stated they cleaned up the football stadium after Friday home games. That's great community service by cadets serving their school and community! But, then they stated the athletic department paid them for cleaning the stadium. Well, that's not community service—that's a job. The expectation is every cadet in your unit should be involved in some type of community service, but not receive a grade for doing it. Community service isn't measured academically, like AS or LE. Leadership Education will mention serving, but don't make it a graded item. Most students want to serve on- and off-campus as they progress through high school. AFJROTC/SFJROTC gives students many opportunities to serve somewhere, somehow. Cadets should document their service. Remember, "*If it isn't in the system, it doesn't exist.*" If the Director, or anyone else at HQ AFJROTC/SFJROTC, cannot see the unit's data, it didn't happen. So, cadets should be recording their events and compiling community service hours. Per the rubric, the standard is 50% to 89% of cadets participating in community service events. To exceed, units must conduct a robust community service program with 90% or more of cadets participating. Don't forget the "*meaningful goals are being measured and tracked by cadet*" part of the rubric. As mentioned in the item VI-2, the current status of goals should be reported. So, let's talk **GOALS**:

Print out the Chapter 1 Operational Supplement (from WINGS Published Files) entitled "Cadet Operations" and give to your cadet leadership to work their goals starting the first day of class. Cadet goals should develop "**SMART**" goals—an acronym for **Specific, Measurable, Attainable, Results, Timeframe** (See Chapter 1 for an explanation of each). As a minimum, there should be six organizational goals, two each in three broad categories: Cadet, School, and Community. One **CADET** goal should be related to **academics**. One **SCHOOL** goal should address **Recruiting & Retention (R&R)**. One **COMMUNITY** goal should be oriented to **cadet participation** in service related programs (community service). The second in each category is developed by the cadet leadership. Goals should be cadet-inspired, not instructor-directed. And, goals should NOT be repeated from prior years. I've seen many units just raise the percentage in last year's goals as a new school year goal. That's laziness! Finally, don't forget to ensure every cadet knows their Cadet Corps goals. Cadets should be briefed by cadet leadership and/or given a copy of the goals for reference during the school year. One Best Practice I've seen is a "Goals Card" given to every cadet—a business sized, laminated card with the unit's goals given to every cadet. They keep it on their person for quick reference—no need to memorize the goals. How else will the Cadet Corps accomplish their goals if cadets don't know what they are?! During the mass formation, your RD will ask cadets about their goals.

Assessment Item VI-4: Discipline, teamwork, unit cohesion. This assessment item, along with Item VI-2, deal with the Cadet Mission Brief. Have cadets shown self-discipline to prepare for the brief? Do they show teamwork during the brief? Or, is one cadet briefing the slides the instructor gave them?—which is not cadet ownership. The brief should be presented by multiple cadets, ready to brief their area (position, team, or committee). Remember, everyone must keep it brief and to-the-point. Unit cohesion is shown when any cadet, or group of cadets, can answer questions about their program. This shows great cadet ownership!

Assessment Item VI-5: The purpose to have 2nd-year cadets march the 30-command (not "30-step") drill sequence is to evaluate their least minimal proficiency in drill, per Section 6.5. of 36-2010. You can find the sequence in Attachment 4 of the checklist/rubric. It starts with "Fall In" and "Open Ranks" and ends with "Flight Halt" after "Right Step March" (30 sequential commands). HQ AFJROTC/SFJROTC has provided a video on our website to show you how it should look. Drill can be up to 50% of Leadership Education (LE) curriculum. So, the expectation is for all cadets in their second year of the AFJROTC/SFJROTC experience to be able to lead and accomplish each drill movement. If you don't have enough enrolled 2nd-year cadets to form at least a 9-person formation, I suggest you include 1st-year cadets in the formation to get a formation of at least 12 cadets--but still led by a 2nd-year cadet. So, in other words, no 3rd- or 4th-year cadets in this formation. If the SASI chooses, other cadets and distinguished visitors may observe this sequence, but should not

interfere verbally or physically with the formation in any way. Your RD should be the only observer on the drill pad and will receive the reporting in/out from the formation commander, as well as the return salute for the “eyes right” pass. The formation uniform is the same uniform of the day for the evaluation visit. No drill uniforms, please, as this is an evaluation formation and not an exhibition performance for a trophy or medal. Ultimately, cadets in this drill formation are showing teamwork--each doing their part, to make the formation look good. Isn't that what we want in every cadet in our unit--to be an active team player--so the entire team succeeds?

Assessment Item VI-6: Per paragraph 6.6.2. of 36-2010: “*The degree of cadet “ownership” is noted through training and mentoring of fellow cadets, daily planning, cadet-initiated activities/programs, and maintaining all unit functional areas.*” The key question to keep in mind is, “*Is cadet ownership CLEARLY EVIDENT?*” Just having a smaller, functional cadet staff may only MEET the standard. But to exceed, it must be clearly evident during the visit that goals are emphasized and continuity programs exist by all cadets. So, this is solely up to the entire cadet team (not instructors). I’m observing all cadets for cadet ownership from the time I arrive. I can see cadet ownership when cadets upload their data, in the logistics storage room, during the mission brief, and in community service. This item on the checklist is usually the last item I mark during an eval.

SECTION VII – Unit Operations

For this section, your RD wants to see total cadet ownership. This is the largest section of the checklist, with 14 items in this section focusing on the UNIT as a whole (UNIT = school/district + instructors + cadets). Many items deal with the “*administrivia*” side of the unit, to include enrollment, following guidance, meeting suspenses, as well as products within the unit (Cadet Guide/Handbook, syllabi, 7-year curriculum plan). The key to meeting and exceeding standards in this section is ATTENTION TO DETAIL. Look up the reference, some with examples, and make sure it includes what it is supposed to have to meet the standard. So, I won’t spend a lot of time explaining each one in this document. A unit can EXCEED the standard within this section by taking the “*How can we do this better?*” approach. This is the only section of the checklist you can get a discrepancy in and still possibly get an Exceeds rating. But, aim for Excellence, with zero discrepancies, as to confirm the rating.

Assessment Item VII-1: Correctly completing your PSR on time in October and February is the cornerstone of this item. Are cadets enrolled voluntarily and correctly? Changes/updates in WINGS should be made WITHIN 10 CALENDAR DAYS of the action taking place. So, attention-to-detail and key insight is needed to ensure timeliness to meet suspenses and stay current on documentation.

Assessment Item VII-2: Currently, WINGS is the AFJROTC/SFJROTC official system of record to document and record all AFJROTC/SFJROTC data. For the system to prove effective, you must learn how to use it. Then, you’ve got to get your cadet leaders to take ownership of their inputs. This means any cadet (commander, staff member, & LDR leader) who is leading a sub-group within the Cadet Corps. It is their responsibility to record their data for their team (or committee) in order to show progress and service. Your RD can see what and when things are happening in your unit. The best approach is to update ASAP and check your AFJROTC/SFJROTC .edu email weekly. This keeps the unit current and improves communication. The successful unit who exceeds the standard is the unit that stays in constant communication with HQ. Have you read the guidance? Strive to stay current on regulatory guidance, forms, news, info and other operational requirements...this includes instructors and cadets. If you don’t know...ASK (your RD). If your data/info is outdated and intermittent with errors, it shows inconsistency and lack of unit management standards (cadet ownership).

Assessment Item VII-3: The purpose of this item is to ensure communication with all key players of the AFJROTC/SFJROTC program at your school. So, this data must be kept **current** at all times, to include your Principal, Superintendent, and District Payroll Representative, at a minimum. You can also add your Assistant Principal (AP) for AFJROTC/SFJROTC, CTE/CTAE Chair, DAI or district JROTC representative, if you have one. This helps HQ see your school’s hierarchy and chain of command, should they need to contact anyone. But, we don’t need the entire staff/faculty—just the key players. If your unit has a specific phone number or extension, please put it in. Do you have a direct line to your desk or classroom? If your school has an automated phone messaging system (recording), can they add AFJROTC/SFJROTC as an option on the recording? Put that phone extension or option in your Unit Data. Finally, ensure your data is correct, to include **your SCHOOL email address as your PRIMARY email address** and your correct phone number (cell or office, to include extension). Please make it easy for HQ to contact you, your district, school, or unit. This item on the checklist will either MEET or NOT MEET. Bottom line: Keep your unit’s data current and correct.

Assessment Item VII-4: Waivers must be submitted and approved. Anything found noncompliant and without an approved waiver is a discrepancy. This includes curriculum or dress and appearance. Any waiver not residing in the system is not a valid waiver. As well, no waivers will be granted for any items not listed in the Chapter 7 Ops Supp. **Every unit should have an approved unit patch waiver (if you have a unit patch).**

Assessment Item VII-5: Prohibition on Physical Discipline and Hazing (paragraph 7.3. of 36-2010, with sub-paragraphs) says it all. This applies to both cadets and instructors. This is mandatory in your Cadet Guide/Handbook or Operating Instruction. Many units remember the hazing part, but forget about the physical discipline part. Discrepancies have been found at units where they’ve increased PT on Friday for cadets who missed uniform wear--this is physical discipline. Cadets made to do pushups for something they did incorrectly is physical discipline. This is serious and has decertified instructors. Please ensure there is ZERO hazing and physical discipline, with **zero tolerance**. Here’s a tip: Paragraph 7.3. says it best—so why not copy/paste into your Cadet Guide/Handbook, so cadets and parents/guardians know the expectation? This item on the checklist will either MEET or NOT MEET.

Assessment Item VII-6: Self-explanatory in paragraph 7.4. of 36-2010. “Curriculum in Action” (CIA) trips must enhance the AFJROTC/SFJROTC curriculum currently being taught. Any other trip is not a CIA trip. Taking seniors to the beach is not a CIA trip. True CIA trips can be funded or reimbursed with AFJROTC/SFJROTC unit funds. A non-CIA trip will not be funded with unit funds. Also, CIA trips are field trips off campus--not a LDR, competition, CLC events, or virtual tours. To MEET, the minimum is one CIA trip per year for TRADitional or A/B schedules. If 4x4 block or TRImester, 2 trips--one per semester. And, 25%-49% cadet participation (of the academic term). To EXCEED, the unit takes more than the minimum number of trips with 50% or more of cadets participating. So, plan your CIA trips by first finding trips that

enhance the curriculum and enable maximum cadet participation. Then, remember to include this data in your mission brief, to include participation percentages. Did you know you can **forecast** your future CIA trips in WINGS Events as to show your future plans? Remember, if it isn't in the system, it doesn't exist! This is good to show the proactive nature of the unit in its planning efforts.

Assessment Item VII-7: The key question is, are instructors and school administrators “proactively engaged” in R&R efforts? Meeting Viability means the unit has 100 cadets or 10% of the school population, whichever comes first. Constant recruiting of upcoming 9th graders (and 8th graders, if approved) is huge to “gain-taining” (gain and maintaining) viability. But, don't forget about Retention, which asks the question, “*What keeps cadets in this program year to year, grade to grade?*” If instructors and school administrators go above and beyond to recruit/retain volunteer cadets, it will show in your PSR enrollment numbers, as well as your retention percentages. Instructors should challenge cadet leadership to know these numbers and set goals to meet and/or exceed. If your unit is on (or approaching) Viability Probation due to low enrollment numbers, it's time to develop a “Viability Action Plan” with action-item inputs from all key players (cadets, instructors, counselors, principal, & superintendent) on what they will do to improve R&R. And, the earlier, the better! A unit will receive a discrepancy on this checklist item if the unit has missed a PSR suspense either in October or February, because enrollment is the cornerstone of R&R. If instructors and school administrators are NOT proactively engaged in R&R efforts, obviously this is a discrepancy and needs to be noted and improved.

Assessment Item VII-8: PFT Mass Assessments should be entered on time and correctly. Units should input the initial assessment (within first 45 calendar days) and final assessment (within last 30 calendar days of school). Ensure ALL cadets have a PFT score, meaning, if they've missed the PFT day, allow a makeup day shortly after. Also, a score of zero means the cadet didn't participate, right? For **4x4 block** or **TR**Imester units, there should be **four** assessment—initial & final for both semesters. The purpose is to show cadet improvement in PT/Wellness from the initial to the final. Cadets should manage the PT/Wellness program effectively, with established goals and reported during the mission brief. A huge part of this is the mandatory Parental Consent forms for Wellness. That's the one with the YES/NO columns. Your RD will check EVERY form for these markings, to include a parent/guardian's signature and YES/NO blocks circled. Please pre-check ALL forms and have them in a stack (or binder) for your RD to review. To EXCEED, a unit could do more than the minimum Pre- and Post-PFT Mass Assessments, have 100% cadet participation (no zero scores), and 100% correct Parental Consent forms. If a consent form is NOT MARKED (Yes or NO) or not signed by the parent/guardian, this means the form is incomplete (not saying whether the cadet can participate in PT). Cadets should not be participating in PT without a signed “YES” parental consent form—this is a liability issue for instructors. If marked “NO,” the parent/guardian is saying the cadet cannot participate in PT (which is 20% of our program). So, the cadet must be disenrolled if not fully participating in the program. If, for example, the cadet has a twisted ankle and cannot run (or another temporary physical ailment preventing PT), but the cadet can participate in other PT (pushups, crunches, walking, etc.), then the cadet CAN participate in PT, but the parent/guardian should annotate the parental consent form in the bottom portion to tell instructors what they can do. Also, the instructor will need to ask the parent/guardian how long the temporary physical ailment will affect PT (doctor's note). Most discrepancies on this Item are caused by incomplete consent forms, forms marked NO (but cadets participating), and/or PFTs not in WINGS as PFT Mass Assessment (in Cadet Data). So, make sure you enter the PFT MASS ASSESSMENT (within 10 days of the event), not just individual cadet PFT scores.

Assessment Item VII-9: The unit's Cadet Guide/Handbook or Operating Instruction should be a current, living document, with at least all the HQ requirements listed on the checklist reference. Let me repeat the **CURRENT** part. Have you changed your Cadet Guide/Handbook to include any recent changes by HQ AFJROTC/SFJROTC? To exceed this standard, the unit's Cadet Guide/Handbook or OI must contain more than the minimum items and is provided online (more than a hard copy). This is usually the document the cadet and parent/guardian will reference and use to answer questions about the program. It is their “user's manual” to be a cadet. It should be an all-inclusive reference of cadet expectations for cadets to meet and exceed the standard. The easier access to the data for the cadet and/or parent/guardian, the better. To meet the standard, you must have all 7 items listed in the checklist. To EXCEED the standard, provide more than the required items in your Cadet Guide/Handbook or OI and provide a “soft” copy **online** for cadets and parents/guardians to easily access. This saves on printing costs and allows easy, quick access by cadets and parents/guardians from home via electronic devices. Also, ensure the information is current and does not include any outdated data/info. Be ready to show your RD your Cadet Guide/Handbook or OI, or send prior to the visit via email (PDF, please).

Assessment Item VII-10: Meeting required suspenses are critical to HQ Operations. There has to be a time to gather data needed for funding, awards, and other key elements of the program. To meet these dates, there has to be an understanding by both instructors and cadet leaders as to the criticality and necessity of meeting HQ suspenses. See the 7.7. reference for those six dates (Fall PSR, Goals, Spring PSR, ADPE/IT Inventory, Self-Assessment, and Events) and have cadets **put them on your unit's calendar** to monitor and meet. Failure to meet one suspense can cause a MEETS WITH DISCREPANCY on this item, as well as disqualify the unit for a unit-level award. Two or more missed will earn a DOES NOT MEET—and also disqualify the unit for a unit-level award.

Assessment Item VII-11: In order to properly execute the HQ curriculum, the AFJROTC/SFJROTC instructor must create their course syllabus (or multiple syllabi). The syllabus is for the cadet (and parent/guardian) and shows what will be taught in an AFJROTC/SFJROTC class during the school year, as well as expectations of the program. Cadets should get it the first day of class via hard copy or soft copy (online)—or both. The unit's syllabi must have the chapters and lessons being taught, as to give direction and expectations. Does your syllabus include 120-hours of instruction? Does it match the 40/40/20 (AS/LE/PT) requirement? Does it match your 7-year curriculum plan and your teaching schedule? Is the required weekly cadet uniform wear a key requirement for your course? Any deviation from the prescribed curriculum must have an approved curriculum waiver. Please have the current course syllabi in the SMART book/binder, readily available for your RD to review, or send to your RD prior to the visit via email (PDF, please).

Assessment Item VII-12: In order to properly execute the HQ curriculum, the AFJROTC/SFJROTC instructor must create a 7-year curriculum plan. Cadets should get it the first day of class via hard copy or soft copy (online)—or both. The curriculum plan shows the current school year, as well as the previous 3 years and the next 3 years ahead. This allows anyone viewing the plan to see where a senior cadet has come from and where a freshman cadet is going—and any cadet in between. The unit's curriculum plan must have the chapters and lessons being taught, as to give direction and expectations. So, careful planning is required to avoid any cadets repeating curriculum. As well, any deviation from the prescribed curriculum must have an approved curriculum waiver. There are examples in the Curriculum Guide you can use to develop yours. Please have the current curriculum plan in the SMART book/binder, or readily available for your RD to review, or send to your RD prior to the visit via email (PDF, please).

Assessment Item VII-13: AFJROTC/SFJROTC curriculum is world class and is awarded continuing accreditation with the Southern Association of Colleges and Schools (SACS) Council on Accreditation and School Improvement (or SACS CASI) by the AdvancED Accreditation Commission. AdvancED is the parent organization of SACS CASI. The AdvancED Accreditation Commission is a national panel that reviews and takes action on all SACS CASI accreditation recommendations. AFJROTC/SFJROTC was first awarded accreditation by the Commission on International and Trans-Regional Accreditation (CITA) Board of Directors on 29 November 2005; we have maintained continuous accreditation since then. To achieve accreditation, we have undergone and successfully completed rigorous self-studies and site evaluations conducted by the CITA and AdvancED teams of experienced educators. In summer 2008, CITA became part of AdvancED, and the AdvancED standards and protocol took effect 1 July 2009. So, needless to say, we've come a long way with our curriculum and maintain world-class status, even with other JROTC services. In fact, because other JROTC military services are using our textbooks, we have to remove most of the blue uniform pictures within the textbook to make them more generic and less Air Force-specific. That's a good thing, in that our curriculum is that good, being used by others outside the Air Force. HQ Curriculum at the Holm Center have stopped printing hardback textbooks and provide all online via the "Curriculum Super Store." They've provided a YouTube video about it at <https://www.youtube.com/watch?v=zdgRdpUe-Yo&t=12s>.

But, if your unit has hardback textbooks, we must account for them and other curriculum materials to ensure the most **current** materials are being used, with the old stuff disposed of properly. The best source for current curriculum is the Curriculum Materials, Publications, and Forms (CMPF) manual, which is published annually by Holm Center Academic Affairs Directorate. Please ensure your unit maintains accountability of all current curriculum materials, if you have them on hand. Cadets can show ownership by inventorying all textbooks, which your RD will count during the visit—if you have any. Get rid of the old stuff, per the CMPF. To exceed the standard, cadets can show their management system for textbooks (if you have any), to include regular inventory and accountability.

Assessment Item VII-14: The MPC (Military Property Custodian) letter and EC (Equipment Custodian) letter are required to be current and accomplished annually, per 4.6. This is a mandatory HQ suspense. A unit must always have a primary and alternate EC, no matter how many instructors. The MPC letter must be signed by your principal. The EC letter can be signed by the SASI. The MPC letter covers all uniforms and non-IT items on the unit's inventory. The EC letter covers all ADPE (IT) computer equipment on the AIM List provided by the Holm Center Computer Inventory Management (SDCS) office. Procedures for both inventories must be followed to the "T" as the instructions require. Cadets can take ownership of the inventories to assist instructors in accounting for all equipment. Your RD will want to speak with the Logistics Cadet to inventory uniforms, weapons, textbooks, and ADPE equipment. Your RD will run the ADPE inventory to check all items for the bar-coded labels and permanent marking. Etching is the best permanent marking for ADPE and you can purchase the etcher using your O&M money. Your RD will check ALL weapons and textbooks, but will do a sampling inventory of accountable uniform items. Please have the current inventories and letters for your unit in the SMART book/binder, or readily available for your RD to review. This item on the checklist will either MEET or NOT MEET.

SECTION VIII – Director’s Special Interest Items (SII)

This section can change each school year, as the HQ AFJROTC/SFJROTC Director specifies these key interest items. The purpose is to pay special attention to these items, which are usually put on the checklist for a reason. Sometimes these items assist the Director in gathering data towards a future, potential change. Needless to say, these items should not be overlooked or given less attention than any other checklist item. These items do not count towards the overall rating of the evaluation. Just because they appear on the checklist, please realize they don’t count, nor are they setting policy, as they are placed in this section for data-gathering purposes only. Make sure you look at the rubric for how to rate these items. Please ensure you address these items and notify your RD during your evaluation, whether self-assessment or UE. We appreciate your understanding and cooperation.

Other items

Units need to be thoroughly prepared for the formal eval visit. Please note the following items for proper preparation:

1. Plan to attend the mandatory Region 5 RD **Teleconference** the month before your evaluation visit. It is usually scheduled for the fourth Thursday of the month at 3pm (Eastern), which is 2pm at Maxwell AFB, Alabama (Central time). I’ll send a reminder with the phone number in advance via email or text, as well as my TeamApp.
2. Use the Unit Visit Checklist in Attachment 2 of the checklist/rubric. It serves as a “double-check” to ensure you’ve covered everything for the eval visit.
3. **Self-Assessment:** Please complete and SUBMIT your unit’s self-assessment in WINGS at least 14 DAYS before a scheduled RD5 visit. Ensure all instructor height/weight worksheets are uploaded. Run the annual Self-Assessment as you would for a UE! Have cadets show ownership by running Sections III thru VII (Instructors do Sections II & III, but brief your cadets). Cadets can run the checklist/rubric starting the first day of school and complete it before Christmas holiday break.
4. **Itinerary/agenda:** Please send a UE itinerary/agenda (PDF, please) to your RD at least ONE WEEK in advance of the visit. Please don’t forget, as I need to know the show time for the visit. There is a sample agenda at the end of this document and in Attachment 5 of the checklist/rubric. Please copy/paste the sample agenda/itinerary to a Word file and work it with your administration, counselors, finance person, and cadets. Then, SAVE AS a PDF and send to me. Please stick to timeframes (lengths of each piece). Times can change, but the length of time for each piece needs to stay the same. Also, please build in some flexibility into schedule as the day progresses. Flexibility for cadet leaders conducting the evaluation will be required for the day. I am flexible, as your visitor, but I’ll need to complete the checklist.
5. **Top Performer:** Please send TP names (2% of your unit—2 cadets of 100) to RD at least ONE WEEK before scheduled visit. Print certificates in color prior to the visit. I’ll bring the TP ribbons and will present certificates during the mass formation (in front of all cadets). Invite your administration and/or parents for the presentation, if you’d like.
6. **Parking Space:** Please designate an easy-to-find parking space for me to park near the front office, front door, or flagpole side of the school. If the visitor’s slot is available, that’s good enough for me. Just let me know where and put a cone or sign out for me. Otherwise, I don’t want to delay the visit due to parking or traffic issues. So, have me arrive before all the drop-off and bus traffic, please. I’ll drive by the school the day before to find the parking spot.
7. **Height/weight:** Let’s do the H/W check first thing on the itinerary, as to do it early and get it out of the way. You do **not** need the H/W worksheet, **unless** you are female who exceeds the MAW. Please have the same calibrated scales ready...this is mandatory. Meaning, the same one you used for your self-assessment worksheet for both weight and height. I will do height and weight for both male and female instructors. **NO SHOES** worn for these checks, to include your self-assessment. I will tape a male instructor who exceeds the MAW—waist and neck. If a female instructor exceeds the MAW, please have another adult female available to measure (if needed), as well as complete the H/W worksheet, with both instructor and representative sign.
8. **SMART Book:** Prepare a “SMART” book/binder with the following items for your RD to review upon arrival for the scheduled visit (see Attachment 3 of the checklist/rubric for more info). If you can email these items, please send to jrotc-rd5@au.af.edu ONE WEEK before the scheduled visit—then, you don’t have to include in the binder (if emailed):
 - a) 7-year Curriculum Plan (must have units/chapters of current curriculum being taught)—email, if possible.
 - b) All Course Syllabi (must have units/chapters of current curriculum being taught))—email, if possible.
 - c) Cadet Guide/Handbook or OI with required items (see checklist for required items))—email, if possible.
 - d) Current Instructor CPR cards or certificate (for all instructors); upload in WINGS, if possible—RD can see them there.

- e) All Cadet Wellness Consent Forms (for all cadets in current school year)—**do not email to RD (for cadet privacy)**—put in binder or provide in stack.
- f) Mission Brief Slides printout (for mission brief and report)—please email as PDF.
- g) Copy of your gradebook (for all cadets in current academic year) to see AS/LE/PT grades given—**do not email to RD (for cadet privacy)**—instead, put in binder for RD on eval day.
- h) Copy of school cadet drop/add list (from counselor or registrar) for school enrollment verification.
- i) Cadet hand receipts for uniform issue—**do not email to RD**—put in binder or provide in a stack.
- j) Any other “Best Practices” or items you want RD to see.

9. **Budget Book:** Have your budget book ready for your RD to review (reimbursement receipts, etc.) upon arrival for the scheduled visit. Do not email.

10. **If you have a Booster Club,** your RD will need to speak to whoever maintains the Booster Club’s funding (along with the school bookkeeper). Include this person in the same time when I meet with the school bookkeeper, if possible.

11. I normally don’t eat lunch during my eval visit. A bottle of water would be great, but coffee and soft drinks are not necessary.

12. Please notify me promptly of any changes to any part of the visit well ahead of the visit (contact info below).

Any questions or concerns, please call me well ahead of the visit.

Thank you for all you do for AFJROTC/SFJROTC.

Sincerely,

Rob Atkins

Robert G. Atkins, Major U.S. Air Force Retired
 GS-12, Regional Director, Region 5
 Headquarters, Air Force Junior Reserve Officer Training Corps (AFJROTC/SFJROTC)
 60 West Maxwell Blvd, Bldg 835, Room 208
 Maxwell Air Force Base, Alabama 36112

“If you don’t enforce the standard, you just lowered it.”

Phone: 334-953-0259 (office & voice message)
 334-412-0107 (cell & text)

Email: jrotc.rd5@au.af.edu (use this one first)
robert.atkins.11@au.af.edu (Cc this one)



HQ AFJROTC/SFJROTC Website: <https://www.airuniversity.af.edu/Holm'Center/AFJROTC/SFJROTC/>



HQ AFJROTC/SFJROTC – Region 5 TeamApp: Choose one method below...

1. Go to <https://hqafjroatcrd5.teamapp.com> and click the “+JOIN” button. Or,
2. Download TeamApp on your iOS or Android device and search for “HQ AFJROTC/SFJROTC – Region 5”. Then, request to join.

2022-2023 Unit Evaluation (Sample Agenda)

UNIT NUMBER AND SCHOOL NAME

Unit Evaluation RD Agenda

0645-0700 RD Arrival – Met by Cadet Corps Commander and Senior Staff

0705-0715 (10-15 minutes) Instructors height/weight check (utilizing school scale)

0720-0740 (15-20 minutes) In-Brief Principal with SASI/ASI

0745-0845 (1 hour) Cadet Mass Formation (set up by flight/class)

- Uniform Inspection (RD accompanied by Cadet Corps Commander)
- 30-Command Drill Sequence (formation of 2nd-yr cadets; led by 2nd year cadet)
- Present Top Performer Awards (instructor provides certificates)

0850-0920 (20-30 minutes) Meet with Counselors (prefer all, but as many as possible)

0920-0930 (10 minutes) Meet with Bookkeeper (and Booster Club Treasurer)

0935-1035 (1 hour) Cadet Mission Briefing (Cadet Corps Commander and Senior Staff)

1040-1100 (15-20 minutes) Observe AS classroom instruction (w/TPC & cadet discussion)

1100-1120 (15-20 minutes) Observe LE classroom instruction (w/TPC & cadet discussion)

1125-1330 (2 hours) Run Assessment Checklist (Will need WINGS access)

- Cadet Logistic Officer(s) and/or Cadet Staff in attendance
- Cadet(s) who enters EVENTS into WINGS in attendance
- RD Inventories ALL weapons, ADPE, and textbooks
- Have ADPE inventory items ready for inventory

1330-1400 (30 minutes) Debrief All Instructors

1400-1430 (30 minutes) Out-Brief Principal with SASI/ASI, Superintendent (or representative) attendance is preferred

1430 Depart (before buses arrive)