## Contents

CHAPTER 1: OVERVIEW .................................................................................................................. 3

CHAPTER 2: LOCATION AND TRAVEL ............................................................................................. 4
  Parking Information .................................................................................................................. 4

CHAPTER 3: ROTC Organization ................................................................................................... 5
  Weekly Requirements .............................................................................................................. 5
  Communication ..................................................................................................................... 5
  The Cadre .................................................................................................................................. 6
  Cadet Wing Structure ............................................................................................................ 7

CHAPTER 4: POLICY ....................................................................................................................... 8
  Grade Point Average Policy .................................................................................................... 8
  Attendance Policy .................................................................................................................. 8
  LLAB / PT Absences ............................................................................................................. 9
  Medication Policy .................................................................................................................. 9
  Relationship Policy ............................................................................................................... 9
  Uniform Wear ....................................................................................................................... 9
  Miscellaneous Uniform Information (AFI 36-2903) ............................................................. 15
  Rank Exchange .................................................................................................................... 16
  Grooming and Appearance Standards (AFI 36-2903) .......................................................... 17
  Civil Involvements .............................................................................................................. 18
  Detachment Lounge ............................................................................................................. 18

CHAPTER 5: FITNESS ASSESSMENT (FA) .................................................................................... 18

CHAPTER 6: CUSTOMS AND COURTESIES ................................................................................ 21
  Titles of Address .................................................................................................................... 21
  Enlisted Insignia .................................................................................................................. 22
  Officer Insignia .................................................................................................................... 23
  Saluting (AFI 34-1201 8.1) .................................................................................................. 24
  The Flag, National Anthem, and To The Colors .................................................................... 24

CHAPTER 7: STANDARDS OF BEHAVIOR .................................................................................. 25
CHAPTER 1: OVERVIEW

Air Force Reserve Officer Training Corps (AFROTC) educates and prepares college students to become Air Force officers. AFROTC will give you the necessary skills to be a successful officer in the most respected Air and Space Force in the world. More information can be found at the AFROTC website https://www.afrotc.com/about.

AFROTC Detachment 420 is hosted by University of Minnesota- Duluth. However, it serves other colleges and universities in the Twin Ports to include: University of Wisconsin-Superior, the College of Saint Scholastica, and Lake Superior College.
CHAPTER 2: LOCATION AND TRAVEL

The detachment is located on the UMD Campus in the Darland Administrative Building’s basement. If you need to speak with cadre, this is where you will meet with them. The Cadet Lounge is also located within the Detachment area. The Lounge is a meeting place for cadets to work on class material or socialize with other cadets.

Leadership Laboratory (LLAB) convenes in the either Solon Campus Center or the Ward Wells Field House. Throughout the semester cadets may train at other locations during LLAB but these are the usual spots. Check the weekly Operation Order (OPORD) for LLAB location.

All Detachment 420 cadets attend Physical Training (PT) unless explicitly stated otherwise.

Parking Information

Parking on campus without a permit can be done. You can utilize the meters or if you can find a spot on St. Marie St it is free. Parking is allowed along the entire highlighted road and the red circled area is the closest to the facilities we use.
CHAPTER 3: ROTC Organization

Weekly Requirements

Aerospace Studies (AIRS) Classes – Det Classroom

These lecture-style classes are held one to three times a week depending on your year and the syllabus. Uniform of the Day (UOD) for class can be found in the weekly operation orders (OPORD). Be on time, be prepared for class, and communicate with your AIRS class instructor if you must be absent from, or late to class.

Leadership Laboratory (LLAB) - Solon Campus Center or the Ward Wells Field House

LLAB is cadet planned, organized, and executed under the supervision of the Detachment Commander and Operations Flight Commander (OFC). It provides opportunities to practice leadership by allowing students to perform various tasks as a member of a cadet wing (the official Air Force organizational structure). You will find the structure of the wing and your position in the wing on the organizational chart posted in the detachment. UOD for LLAB will be posted in the weekly OPORD.

LLAB will be held on Thursdays from 0615 to 0735 at UMD. The location is subject to change, be sure to check the OPORD each week. If you must miss a session, be sure to let your wingmen know and email the OFC your reason for absence. All missed objectives must be made up.

Physical Training (PT) – Gym in RSOP

PT is an important part of the AFROTC program. Be sure to arrive early in order to standardize your gear and get warmed up before PT begins.

Be aware that AS 100 cadets must attempt a Fitness Assessment (FA) in order to receive a passing grade for PT and LLAB and must pass the FA to qualify for many things in AFROTC (i.e., attend Field Training, compete for a scholarship, and etc.). More information regarding the FA can be found in Chapter 4.

Communication

Google Drive. The public Detachment 420 google drive folder will be shared with you. It is the place to go to find information regarding many different aspects of ROTC and Det 420. Document templates and contact info are located there.

Email. All cadets MUST check their email account and must keep the cadet wing and cadre aware of their current email address by making sure it is up-to-date on the Google Drive. Email is the primary means of communication. Read your email DAILY. Since email is the main form of ROTC communication, it is important to be able to send professional emails in the correct format.
1. Reply as soon as possible while still supplying relevant, requested information and thinking fully through what you are saying. Communication regarding ROTC business should be short and concise.

2. All emails consist of the greeting of the day, the body, and the signature block which gives the writer’s information as shown in the email below to Cadet Snuffy.

Good morning C/ Snuffy,

Email body.

Very Respectfully,

C/ FIRST M. LAST

3. Even if the received email requires no action, acknowledge your receiving and reading it with a simple “Understood”, or “Roger that” in addition to the greeting and signature block. Note that you do not need to respond to the weekly announcements.

Text Messaging. Texts are used for quick communication between cadets and when time is a factor. Texts are informal, so no greetings/formalities are required. However, being courteous and friendly is highly recommended.

**Talking/texting are not permitted while walking in uniform unless an emergency has occurred, IAW AFI36-2903, Paragraph 2.13.7.3.**

Operation Orders. The Operation Orders (OPORD) is the weekly schedule of wing training activities. It will contain a LLAB schedule, the Physical Training Orders for the week, and the Uniform of the Day for the week’s events. It is highly recommended that you read and are familiar with the OPORD.

The Cadre

These are active duty Air Force personnel assigned to UMD Department of Aerospace Studies (AIRS), and they administer your AFROTC program. The commissioned officers provide class instruction and operations guidance. The noncommissioned officers (NCOs) are enlisted personnel who manage the technical and administrative aspects of the detachment. AFROTC Det 420 Cadre consists of:

- Lt Col Aaron Ruona, Detachment Commander
  garuona@d.umn.edu
- Maj Karl Huber
  kahuber@d.umn.edu
Cadet Wing Structure

Our Cadet Wing is modeled after a wing in Active Duty. We have an Organization Chart that shows the chain of command and has every position listed. The Chart is to be used for seeing what positions lie under what Group of responsibility. Generally, upperclassmen, POC, hold leadership positions.

General Military Course

The General Military Course (GMC) is the first half of the four-year AFROTC program, which forms the foundation of professional officer education. As a GMC cadet you will be assigned to positions within the cadet corps which develop followership skills. You enroll in the GMC by registering for the freshman or sophomore AFROTC class and become a GMC cadet on the first day you meet all eligibility requirements and attend AFROTC classes.

As a GMC cadet you will compete for entry into the second half of the AFROTC program, the Professional Officer Course (POC). You will compete for allocations in the POC based upon academic, physical fitness, and performance criteria. In addition, you will be required to attend Leadership Laboratory every week to learn more about the Air Force, practice teamwork, and experience and demonstrate military customs and courtesies.

As a non-scholarship GMC cadet, you do not hold any military status, pay, or benefits and you do not incur any obligation to continue in the program or to serve in the Air Force. AFROTC scholarship recipients, however, are enlisted in the inactive Air Force Reserve.

You will remain a GMC cadet until you are accepted into the POC, are informed that you are no longer under consideration for POC membership, or you disenroll from the program.

Professional Officer Course

Unlike the GMC, which focuses on basic Air Force information, the Professional Officer Course (POC) focuses on officer development. These classes are academically demanding, requiring the same amount of study, testing, and written and oral communications as other upper division college courses.
In addition, all POC cadets are cadet officers and are assigned to various leadership positions within the cadet corps, which is organized to resemble an Air Force wing. These cadet officers cannot use their grade or position to take undue advantage of their subordinates. Hazing, indignity, oppression, or deprivation of any right or privilege of other cadets is specifically forbidden.

GMC cadets who have received POC allocations attend Field Training prior to enrolling in the POC.

CHAPTER 4: POLICY

**Grade Point Average Policy**

<table>
<thead>
<tr>
<th></th>
<th>For General ROTC Membership</th>
<th>To Nominate for Scholarship</th>
<th>To Activate Scholarship</th>
<th>To Compete in PSP</th>
<th>To Attend FT</th>
<th>To Contract as a POC Cadet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative GPA (CGPA)</td>
<td>2.0 or greater</td>
<td>2.50 or greater</td>
<td>2.50 or greater</td>
<td>2.00 or greater</td>
<td>2.0</td>
<td>2.0 or greater</td>
</tr>
<tr>
<td><strong>Term GPA (TGPA)</strong></td>
<td>Not applicable</td>
<td>2.50 or greater</td>
<td>2.50 or greater</td>
<td>Not applicable</td>
<td>2.0</td>
<td>2.0 or greater in term prior to contracting</td>
</tr>
<tr>
<td><em>Full Time Status Previous Term</em></td>
<td>Not applicable</td>
<td>Yes</td>
<td>Yes</td>
<td>Not applicable</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

* Semester, Quarter or Trimester; Do not consider summer or Mini-Terms
** Summer or Mini-Terms are not be used as TGPAs for scholarships and contracting

**NOTE:** Summer terms can raise or lower CGPA

i) These are minimums for consideration. The cadre is obligated to make decisions that are in the best interest of the Air Force when nominating cadets for competitive opportunities

**Attendance Policy**

AS class, LLAB, and PT are MANDATORY military formations and are graded. 100% attendance is expected, in accordance with our third core value, “Excellence in all we do.” To receive a “passing” grade, you must:

a) Attend and participate in at least 80% of scheduled LLABs and PTs
b) Attempt the Fitness Assessment (FA)

**Note:** Always reference the syllabus, as it will override this cadet guide
Performing the bare minimum will be looked upon unfavorably and will be reflected in your ranking among your peers and by cadre.

For PT, if you are sick and cannot perform the workout, inform your chain of command and do not attend. If you are injured with a doctor’s note, must still attend PT if injury allows.

**LLAB / PT Absences**

If an unforeseen absence occurs, you must contact your chain of command and let them know.

**Medication Policy**

Cadre should be informed of any medication a doctor prescribes to you as soon as possible. This is to protect you from consuming substances that could jeopardize your commission. Take the medication as directed by your doctor until you hear back from cadre. Then inform your doctor of the situation and ask for other options if necessary.

**Relationship Policy**

Cadets are discouraged from engaging in dating relationships with other cadets. To prevent the appearance of favoritism or undermining morale, cadets are prohibited from using rank or position to take advantage of other cadets. Any discrimination, harassment of any type, hazing, or disrespect will not be tolerated and could result in a disenrollment investigation.

**Uniform Wear**

The Air Force has developed a manual addressing all aspects of dress and appearance. In order to represent the Air Force well in appearance, you should become familiar with the Air Force Instruction (AFI) 36-2903. *You are required to be within all Air Force grooming standards while in uniform at any AFROTC function.* The AFROTC supplement to this document can be found on the Google Drive. It contains specific details for AFROTC uniforms and appearance.

The OPORD sent out in the weekly cadet announcements will list the Uniform of the Day (UOD) for each event. On LLAB days, you must wear the UOD from the beginning of LLAB until Close of Business (COB, usually 1630). For PT and AIRS class you are only required to wear the uniform to that event. You may not wear any uniform on commercial aircraft, to any establishment or activity that may reflect negatively on the USAF or AFROTC, or where the primary function is to sell and serve alcohol. Uniform wear off campus is limited to official AFROTC functions as approved by the cadre.

**Do not stand or walk with hand(s) in pocket(s), except to insert or remove an item, IAW AFI36-2903, Paragraph 2.13.7.1. Do not consume food and/or beverage while walking in uniform except at PT or when told otherwise for special functions by your commander, IAW AFI36-2903, Paragraph 2.13.7.3.**
Physical Training Gear

Cadets are issued the PTG short-sleeved shirt and shorts. The long-sleeved PTG shirt and PTG sweatshirt may be purchased elsewhere at the cadet’s expense. PTG items may be worn during individual PT or while off-duty with conservative civilian attire such as PTG shirt with civilian pants.

The following items are required to be worn with the PTG.

- PTG Short or long-sleeved shirt
- PTG Running shorts
- Socks of white or black color
- Appropriate undergarments
- Athletic shoes

The following items may be added in addition to these items.

- PTG sweatshirt
- PTG running pants
- PTG Jacket
- Plain watch cap of solid black, dark blue, or sage green color without logos
- Black or dark blue gloves
- Solid black or dark blue earmuffs

Note: Until receiving this uniform, cadets are to wear the civilian equivalent which is a solid gray or black short sleeved shirt with no logos and solid black or blue shorts.

Blues

There are three different uniforms associated with Blues. The black shoes should always be polished to a high shine. POC may purchase corfam shoes at their own expense. Jackets and pants should be dry cleaned frequently to prevent wrinkles.

1. Short Sleeve Blues – this uniform consists of the blues pants/skirt, shoes, belt, cover, and short sleeve shirt. The tie/tie tab is optional and no suit jacket is worn. The lightweight blue jacket may be worn with ranks in accordance with guidance defined in the miscellaneous uniform info section.

2. Long Sleeve Blues – this uniform consists of the blues pants/skirt, shoes, belt, cover, long sleeve shirt, and tie/tie tab. No suit jacket is worn. The lightweight blue jacket may be worn with ranks in accordance with guidance defined in the miscellaneous uniform info section.

3. Service Dress – this uniform consists of the Blues pants/skirt, shoes, belt, cover, long sleeve shirt, tie/tie tab, and suit jacket. The lightweight Blues jacket is not worn and POC will wear the silver name tape on service dress IAW AFI 36-2903.
Note: The image following shows in order from top to bottom, male service dress, male long sleeve blues, female service dress, female long sleeve blues.
Airman Battle Uniform (ABU)

ABUs or Airman Battle Uniform is the everyday uniform of the Air Force. There is an optional fleece jacket and Gore-Tex jacket. POC are allowed to roll their ABU sleeves and wear their own personal gear such as boots, belts, and winter jackets. ABU blouses and pants are made of either lightweight Ripstop or heavy weight material. Cadets should do their best never to mix these fabrics unless uniform office inventory requires. Writing utensils are permitted to be worn on ABUs. Visible writing utensils must be conservatively colored (black, blue, silver, etc.) and must be kept in the pen pocket of the ABU sleeve or trouser. Pencils and pens not conservative in color must not be visible. POC may roll sleeves IAW AFI 36-2903 paragraph 5.1.1.

POC cadets will wear metallic black and silver officer rank insignia centered on the left and right collar, one inch from the front of the collar, with the silver stripe(s) perpendicular to the front of the collar.

Note: The difference between the C/Lt and the C/Capt rank is the “half bar” or thinner bar of the C/Lt. The same applies for C/Maj and C/Lt Col.

GMC will wear metallic blue and silver Cadet Fourth Class (C/4C) or Cadet Third Class (C/3C) insignia centered on the left and right collar so that the long edge of the insignia is parallel to and one inch from the front edge of the collar. As shown above.
Informal Uniform

Before cadets are issued Blues or ABUs, they will wear the informal uniform. This uniform consists of:

- Shirt provided by the Detachment
- Khaki pants
- Black belt
- Black shoes
- Black socks

The image below shows what the informal uniform should look like.
Flight Duty Uniform (FDU)

Commonly referred to as Flight suits, FDUs are permitted to be worn by POC cadets categorized as Pilot, Combat Systems Officer (CSO), Air Battle Manager (ABM), Remotely Piloted Aircraft (RPA) Officer, and Missile Officer as soon as notification of classification. The FDU will be worn in accordance with the AFI 36-2903 AFROTC Supplement.

Miscellaneous Uniform Information (AFI 36-2903)

1. You may not wear any uniform on commercial aircraft, to any establishment or activity that may reflect negatively on the USAF or AFROTC, or where the primary function is to sell and serve alcohol.

2. One watch may be worn and must be conservative color (e.g. solid black, brown, silver, or gold).

3. One conservative bracelet may be worn of gold or silver color with a width no wider than ½ inch.

4. The lightweight Blues jacket will be worn with hard rank on epaulette, centered and ⅝ inch from the shoulder seam. GMC rank will point toward the neck and POC rank stripes will be parallel to the shoulder seam.

5. Headphones are prohibited to wear in uniform. EXCEPTION: Headphones may be worn in PTGs during individual PT or in any uniform while using public transportation (bus, train, or air).

6. Walking and using a personal electronic device (cell phone) is prohibited unless it is an emergency.

7. Backpacks must be ABU-patterned, black, sage green, or olive drab. The backpack must be worn on both shoulders or left shoulder. Small logos are allowed but backpacks should not have ornamentation, high-gloss, designs, dangling objects or chains.
8. Cold weather gear (hats, gloves, scarves) must be black when wearing blues or service dress. When wearing ABUs they may be black or sage green. When wearing PTGs hats may be black, dark blue, or sage green; any other gear must be black or dark blue.

9. Sunglasses – only POC may wear sunglasses. They must be conservative and cannot be worn around the neck or on top of the head. They may be black, brown, gold, or silver frames. Sunglasses are not authorized in formation. Small logos are allowed. Faddish styles and mirrored lenses are prohibited.

10. Additional uniform accessories such as cold weather gear, hat shapers, and boot blousers are acceptable to wear, especially if they improve uniform appearance.

11. Uniforms should always be clean, wrinkle-free, and tailored correctly. Contact the uniform office if uniform items need to be exchanged. Buttons should always be buttoned, zippers should be zipped per the AFI, and items in pockets should not be visible except for pens stowed in the pen pockets.

12. Due to out of stock items in the uniform office and other extraneous circumstances, cadets are permitted to wear uniform items purchased out of pocket (boots, Gore-Tex parkas, PT sweaters, etc.) if necessary. It is recommended to speak with your trainer or a cadre member before you purchase any gear out of pocket.

**Rank Exchange**

GMC earn a new rank each academic year, so they will receive and pin on their new rank at the start of each fall semester. POC cadets receive and pin on new rank each semester. During the summer, cadets will wear the rank they wore in the spring. **Exception:** While GMC cadets are participating in summer professional development programs between AS 100 - AS 200 years and between AS 200 - AS 300 years they will wear the rank of Cadet Third Class (C/3C).
Grooming and Appearance Standards (AFI 36-2903)

The following grooming standards apply when cadets are in uniform.

**Hair:** Must be of natural color, well groomed, and present a professional appearance.

- **Male-** Tapered appearance on sides and back of head. Hair bulk will not exceed 1¼ inch bulk or ¼ inch at the natural termination point on the back and sides. Faddish hair styles (mohawk, mullet, cornrows) are prohibited. Facial hair will be cleanly shaven. Mustaches are authorized and will not extend below or outward beyond the upper lip.
- **Female-** Maximum bulk is 3 inches including buns. Minimum length is ¼ inch. Hair will end above the bottom edge of the collar and the top of the eyebrows. **Exception:** While wearing the Physical Training Gear, long hair will be secured but may have loose ends and may extend below the bottom edge of the collar. Hair accessories (hairpins, clips, etc) will match the wearer’s hair color.

**Fingernail Polish:** Males are not authorized to wear nail polish. Females may wear polish that is a single color that does not distinctly contrast the wearer’s complexion, detract from the uniform, or is an extreme color.
Cosmetics: Unauthorized for males. Female cosmetics must be conservative with lipstick shades not contrasting their complexion.

Tattoos: Tattoos anywhere on the body will not be obscene, associated with gangs or extremist organizations, or advocating discrimination. Consult a cadre member as soon as possible to discuss your tattoos to make sure they are within size and obscenity standards. Consult a Cadre member before getting a tattoo.

Piercings: Males are not authorized to wear earrings in uniform. Females may wear one set of conservative, spherical earrings with diameters no greater than 6mm.

Rings: A maximum of 3 rings may be worn at the base of any fingers other than the thumb.

Necklaces: Will not be visible at any time. If worn, will be concealed under a collar or undershirt.

Civil Involvements

Cadets are required to notify cadre of any civil involvements. A civil involvement is any incident involving authority such as police, school security, or school officials. The most common examples are parking tickets or speeding tickets. You must notify cadre of any incidents within 72 hours of when the incident happened. If the incident happened over a school break such as summer or winter break, you have 72 hours to update your cadre about the incident as soon as you return (sooner is always a better option).

Detachment Lounge

Our Detachment has a lounge where cadets can go to study or socialize. There are couches, computers, and a pool/ping pong table for your use. For all cadre, be respectful and courteous and address them properly.

CHAPTER 5: FITNESS ASSESSMENT (FA)

ROTC officially administers a Fitness Assessment (FA) during each semester. The FA consists of three exercises and a measurement:

- 1-minute for push-ups, followed by a short break (minimum 3-minutes)
- 1-minute for crunches, followed by a short break (minimum 3-minutes)
- A 1.5 mile run
- A waist measurement (circumference)

You will receive a score based on the number of push-ups and crunches, the time it takes to run the 1.5 miles, and the size of your waist. You must have a score of 75 or higher to pass the
FA. You must meet minimum standards for each event in addition to achieving an overall score of 75 to pass. The following charts show the score breakdown for each component. **Note:** The solid black line and * denote the minimum for each component.

---

**FITNESS ASSESSMENT CHARTS**

### A10.1. Fitness Assessment Chart – Male: Age: < 30.

<table>
<thead>
<tr>
<th>Cardiorespiratory Endurance</th>
<th>Body Composition</th>
<th>Muscle Fitness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cardiorespiratory Endurance</strong></td>
<td><strong>Body Composition</strong></td>
<td><strong>Muscle Fitness</strong></td>
</tr>
<tr>
<td><strong>Run Time (mins-sec)</strong></td>
<td><strong>Health Risk Category</strong></td>
<td><strong>AC (inches)</strong></td>
</tr>
<tr>
<td>≤ 9:12</td>
<td>Low-Risk 60.0</td>
<td>≤ 32.5</td>
</tr>
<tr>
<td>9:13 - 9:34</td>
<td>Low-Risk 59.7</td>
<td>33.0</td>
</tr>
<tr>
<td>9:35 - 9:45</td>
<td>Low-Risk 59.3</td>
<td>33.5</td>
</tr>
<tr>
<td>9:46 - 9:58</td>
<td>Low-Risk 58.9</td>
<td>34.0</td>
</tr>
<tr>
<td>9:59 - 10:10</td>
<td>Low-Risk 58.5</td>
<td>34.5</td>
</tr>
<tr>
<td>10:11 - 10:23</td>
<td>Low-Risk 57.9</td>
<td>35.0</td>
</tr>
<tr>
<td>10:24 - 10:37</td>
<td>Low-Risk 57.3</td>
<td>35.5</td>
</tr>
<tr>
<td>10:38 - 10:51</td>
<td>Low-Risk 56.6</td>
<td>36.0</td>
</tr>
<tr>
<td>10:52 - 11:06</td>
<td>Low-Risk 55.7</td>
<td>36.5</td>
</tr>
<tr>
<td>11:07 - 11:22</td>
<td>Low-Risk 54.8</td>
<td>37.0</td>
</tr>
<tr>
<td>11:23 - 11:38</td>
<td>Low-Risk 53.7</td>
<td>37.5</td>
</tr>
<tr>
<td>11:39 - 11:56</td>
<td>Low-Risk 52.4</td>
<td>38.0</td>
</tr>
<tr>
<td>11:57 - 12:14</td>
<td>Low-Risk 50.9</td>
<td>38.5</td>
</tr>
<tr>
<td>12:15 - 12:33</td>
<td>Low-Risk 49.2</td>
<td>39.0</td>
</tr>
<tr>
<td>12:34 - 12:53</td>
<td>Moderate Risk 47.2</td>
<td>39.5</td>
</tr>
<tr>
<td>12:54 - 13:14</td>
<td>Moderate Risk 44.9</td>
<td>40.0</td>
</tr>
<tr>
<td>13:15 - 13:36</td>
<td>Moderate Risk 42.3</td>
<td>40.5</td>
</tr>
<tr>
<td>13:37 - 14:00</td>
<td>High Risk 0</td>
<td>41.0</td>
</tr>
<tr>
<td>14:01 - 14:25</td>
<td>High Risk 0</td>
<td>41.5</td>
</tr>
<tr>
<td>14:26 - 14:52</td>
<td>High Risk 0</td>
<td>42.0</td>
</tr>
<tr>
<td>14:53 - 15:20</td>
<td>High Risk 0</td>
<td>42.5</td>
</tr>
<tr>
<td>15:21 - 15:50</td>
<td>High Risk 0</td>
<td>43.0</td>
</tr>
<tr>
<td>15:51 - 16:22</td>
<td>High Risk 0</td>
<td>43.5</td>
</tr>
<tr>
<td>16:23 - 16:57</td>
<td>High Risk 0</td>
<td>44.0</td>
</tr>
<tr>
<td>≥ 16:58</td>
<td>High Risk 0</td>
<td>44.5</td>
</tr>
</tbody>
</table>

**NOTES:**
- Health Risk Category = low, moderate or high risk for current and future cardiovascular disease, diabetes, certain cancers, and other health problems.
- Passing Requirements - member must: 1) meet minimum value in each of the four components, and 2) achieve a composite point total ≥ 75 points.
- * Minimum Component Values:
  - Run time ≤ 13:36 mins-sec / Abd Circ ≤ 39.0 inches
  - Push-ups ≥ 33 repetitions/one minute / Sit-ups ≥ 42 repetitions/one minute
- # Target Component Values:
  - Member should attain or surpass these to achieve ≥ 75.0 composite score.

---
### A10.6. Fitness Assessment Chart – Female: Age: < 30.

<table>
<thead>
<tr>
<th>Cardiorespiratory Endurance</th>
<th>Body Composition</th>
<th>Muscle Fitness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Run Time (mins:secs)</strong></td>
<td><strong>AC (inches)</strong></td>
<td><strong>Points</strong></td>
</tr>
<tr>
<td>≤ 10:23 Low-Risk 60.0</td>
<td>≤ 29.0 Low Risk  20.0</td>
<td>≥ 47 10.0</td>
</tr>
<tr>
<td>10:24 - 10:51 Low-Risk 59.9</td>
<td>29.5 Low Risk 20.0</td>
<td>42 9.5</td>
</tr>
<tr>
<td>10:52 - 11:06 Low-Risk 59.5</td>
<td>30.0 Low Risk 20.0</td>
<td>41 9.4</td>
</tr>
<tr>
<td>11:07 - 11:22 Low-Risk 59.2</td>
<td>30.5 Low Risk 20.0</td>
<td>40 9.3</td>
</tr>
<tr>
<td>11:23 - 11:38 Low-Risk 58.9</td>
<td>31.0 Low Risk 20.0</td>
<td>39 9.2</td>
</tr>
<tr>
<td>11:39 - 11:56 Low-Risk 58.6</td>
<td>31.5 Low Risk 20.0</td>
<td>38 9.1</td>
</tr>
<tr>
<td>11:57 - 12:14 Low-Risk 58.1</td>
<td>32.0 Moderate Risk 17.6</td>
<td>37 9.0</td>
</tr>
<tr>
<td>12:15 - 12:33 Low-Risk 57.6</td>
<td>32.5 Moderate Risk 17.1</td>
<td>36 8.9</td>
</tr>
<tr>
<td>12:34 - 12:53 Low-Risk 57.0</td>
<td>33.0 Moderate Risk 16.5</td>
<td>35 8.8</td>
</tr>
<tr>
<td>12:54 - 13:14 Low-Risk 56.2</td>
<td>33.5 Moderate Risk 15.9</td>
<td>34 8.6</td>
</tr>
<tr>
<td>13:15 - 13:36 Low-Risk 55.3</td>
<td>34.0 Moderate Risk 15.2</td>
<td>33 8.5</td>
</tr>
<tr>
<td>13:37 - 14:00 Low-Risk 54.2</td>
<td>34.5 Moderate Risk 14.5</td>
<td>32 8.4</td>
</tr>
<tr>
<td>14:01 - 14:25 Low-Risk 52.8</td>
<td>35.0 Moderate Risk 13.7</td>
<td>31 8.3</td>
</tr>
<tr>
<td>14:26 - 14:52 Low-Risk 51.2</td>
<td>35.5 Moderate Risk 12.8</td>
<td>30 8.2</td>
</tr>
<tr>
<td>14:53 - 15:20 Moderate Risk 49.3</td>
<td>36.0 High Risk  0</td>
<td>29 8.1</td>
</tr>
<tr>
<td>15:21 - 15:50 Moderate Risk 46.9</td>
<td>36.5 High Risk 0</td>
<td>28 8.0</td>
</tr>
<tr>
<td>15:51 - 16:22 Moderate Risk 44.1</td>
<td>37.0 High Risk 0</td>
<td>27 7.5</td>
</tr>
<tr>
<td>16:23 - 16:57 High Risk 0</td>
<td>37.5 High Risk 0</td>
<td>26 7.3</td>
</tr>
<tr>
<td>16:58 - 17:34 High Risk 0</td>
<td>38.0 High Risk 0</td>
<td>25 7.2</td>
</tr>
<tr>
<td>17:35 - 18:14 High Risk 0</td>
<td>38.5 High Risk 0</td>
<td>24 7.0</td>
</tr>
<tr>
<td>18:15 - 18:56 High Risk 0</td>
<td>39.0 High Risk 0</td>
<td>23 6.9</td>
</tr>
<tr>
<td>18:57 - 19:43 High Risk 0</td>
<td>39.5 High Risk 0</td>
<td>22 6.8</td>
</tr>
<tr>
<td>19:44 - 20:33 High Risk 0</td>
<td>≥ 40.0 High Risk 0</td>
<td>21 6.0</td>
</tr>
<tr>
<td>≥ 20:34 High Risk 0</td>
<td></td>
<td>20 5.8</td>
</tr>
</tbody>
</table>

**NOTES:**

Health Risk Category = low, moderate or high risk for current and future cardiovascular disease, diabetes, certain cancers, and other health problems. Passing Requirements - member must: 1) meet minimum value in each of the four components, and 2) achieve a composite point total ≥ 75 points.

* Minimum Component Values
  - Run time ≤ 16:22 mins:secs / Abd Circ ≤ 35.5 inches
  - Push-ups ≥ 18 repetitions/one minute / Sit-ups ≥ 38 repetitions/one minute

≥ Target Component Values
  - Member should attain or surpass these to achieve ≥ 75.0 composite score

Composite Score Categories
  - Excellent ≥ 90.0 pts / Satisfactory = 75.0 - 89.9 / Unsatisfactory < 75.0
CHAPTER 6: CUSTOMS AND COURTESIES

As a cadet assigned to AFROTC, you represent the United States Air Force. High standards of conduct, both social and military, are expected of you. This chapter outlines the customs and courtesies—the standards of decorum—that are required and expected of you.

Titles of Address

Cadets will address all commissioned officers by their rank (Major Jones, Captain Smith) or by “Sir” or “Ma’am”. Address Noncommissioned Officers (NCOs) by their full rank or the appropriate abbreviation (Staff Sergeant Miller—Sergeant Miller; Airman First Class Jones—Airman Jones). Always address a Chief Master Sergeant as Chief (Chief Williams). Be respectful and courteous by standing when addressing an officer or NCO. It is expected that you stand when addressing a cadre member. All cadets will address each other by Cadet Last Name (Cadet Smith) while performing AFROTC duties or while in the Detachment.
Enlisted Insignia

Airman Basic E-1

Airman E-2

Airman First Class E-3

Senior Airman E-4

Staff Sergeant E-5

Technical Sergeant E-6

Master Sergeant E-7
- Diamond Denotes first Sergeant

Senior Master Sergeant E-8
- Diamond Denotes first Sergeant

Chief Master Sergeant E-9
- Diamond Denotes first Sergeant
- Star denotes Command Chief Master Sergeant
- The Great Seal denotes Chief Master Sergeant of the Air Force
Officer Insignia

Second Lieutenant

First Lieutenant

Captain

Major

Lieutenant Colonel

Colonel

Brigadier General

Major General

Lieutenant General

General
**Saluting (AFI 34-1201 8.1)**

Cadets will salute all commissioned officers regardless of service while in uniform. GMC cadets will salute all POC cadets. It is not necessary for GMC cadets to salute other GMC cadets. *Salute when outdoors and in uniform (for our purposes, the Ward Wells Field House is considered to be “outside”).* Do not salute indoors except when formally reporting to a commissioned officer or when receiving military awards. The *official* distance at which a salute is to be rendered is when the ranking person is 6 paces or less from the lower ranking person. In order to simplify this, the lower ranking person will salute at a distance from which a verbal greeting would be appropriate. When rendering a verbal greeting for a cadet, it is necessary to say their rank and name, not just cadet (i.e. “Good evening, Cadet Jones”).

In a formation, only the flight commander or squadron commander will salute. If cadets are in a group, but not in formation, the group is called to attention and everyone salutes or the highest-ranking person can salute for the group. The salute is rendered only once if the senior officer remains in the immediate vicinity and no conversation takes place. If conversation does take place, the senior officer is saluted upon departure. In public gatherings such as sports events, meetings, or when a salute would be inappropriate or impractical, salutes are not to be rendered. Cadets should not salute when carrying heavy or bulky articles in both hands. They should not shift articles to both hands to avoid rendering a salute. Nodding and greeting the other individual is appropriate if a cadet is unable to return or render a salute. When greeting a group of officers or POC cadets, greet the highest ranking first down to the lowest ranking. If of the same rank, greet females first, otherwise order does not matter. If traveling in a detail of 2 or more cadets, all cadets will greet and salute.

The basics of saluting are this:

- When outdoors and in uniform, ALWAYS salute
- When indoors and in uniform render the greeting of the day (unless receiving an award or reporting in)
- Anywhere out of uniform render the greeting of the day

**The Flag, National Anthem, and To The Colors**

Anytime the National Anthem or “To the Colors” is played, the proper courtesy as prescribed in the following paragraphs must be rendered:

a. When in uniform and in formation, but not part of a ceremony, the commander will give the "Present, ARMS" command as the National Anthem or “To the Colors” is sounded.

b. The general principle for cadets to follow while at all outdoor occasions in uniform but not in formation is to face the flag, if visible, or the music (if the flag is not visible), and render a salute until either the flag is grasped, or the music has stopped.

c. When indoors, in uniform, cadets should stand at attention, without rendering a salute.
No action need be taken when the National Anthem or “To the Colors” is sounded on a radio or television.

d. When in civilian or athletic clothing, cadets should take the same actions as if in uniform. However, instead of saluting, place the right hand over the heart. If a hat is worn, it should be removed with the right hand and placed over the heart.

e. If in a vehicle when the National Anthem or “To the Colors” is played, the car should be stopped and everyone in the vehicle should sit at attention.

CHAPTER 7: STANDARDS OF BEHAVIOR

Reporting to Cadre

For term counseling appointments and any negative counseling appointments (i.e. negative Form 16, CE forms, etc.) all cadets will report-in wearing the appropriate dress, unless told otherwise by their respective instructor/Cadre. For other meetings with Cadre, dress appropriately if you are not required to be in UOD that day.

*Reporting procedures can be found in the Google Drive.*

Leadership Skills

Problem Solving Ability: Evaluates the use of the OODA problem.

Observe- Clarify and Validate the Problem; Break Down the Problem; Identify Performance Gaps

Orient- Set Improvement Target; Determine Root Cause

Decide- Develop Countermeasures

Act- See Countermeasures Through; Confirm Results & Process; Standardize Successful processes

Coordination, Control, Delegating, and Directing: Secures cooperation from group, obtains unified effort; maintains and enforces standards, monitors deviations and takes corrective action; assigns tasks to group, gives authority to accomplish tasks without giving away responsibility; in charge of situation.

Dynamic Leadership: Application of management functions; ability to change leadership styles to meet needs of the situation/personnel.

Displays Initiative: Takes charge when appointed as leader; looks for opportunities to participate or lead; strives to improve him/herself and his/her team; volunteers to help the team.

Performance of Duties: Performs and manages duties during leadership positions, details, additional duties, classroom preparation/participation; anticipates situations/reacts
appropriately; self-sufficient; requires little guidance; prepared for FT activities; sets and enforces standards.

**Followership/Team Player:** Dedicated to group goals; supports decisions of superiors; contributes their share to achieve the mission; contributor in class discussions; fosters teamwork.

**Professional Qualities**

**Officership:** Exhibits key aspects of professionalism required of an effective Air Force officer; encompasses Air Force core values. Displays little to no regard for his/her own self gain above other’s needs, admits mistakes, is humble, respectful, and willing to sacrifice for the benefit of the team; adheres to moral principles and has soundness of character; responsible and vigilant.

**Accepts Personal Responsibility:** Thinks and acts intelligently without waiting to be prompted; responsible for results of his/her own actions and those of subordinates.

**Attention-to-detail/Situational Awareness:** Ability to correctly accomplish tasks according to instructions; ability to recognize changes in environment and act appropriately.

**Motivates Others:** Ability to inspire others to perform to their best ability; sets the example and strives to achieve the same from others.

**Tact/Sensitivity:** Ability to relate and interact positively and appropriately in diverse groups of people and a multitude of environments; fair and objective; knows when to be assertive.

**Attitude:** Positive about difficult tasks; constantly strives to improve; strong self-image, enthusiastic.

**Human Relations:** Self-confidence in group dynamics; reacts objectively; makes a genuine effort to maintain and improve working relationships with others.

**Communication Skills**

**Verbal/Written:** Command of language and grammar, pronunciation and enunciation.

**Clear and Concise:** Communicates ideas/thoughts in an organized fashion.

**Articulate:** Speaks/writes in an effective, professional manner.

**Confident:** Exhibits positive self-image, poised under pressure, ability to project command presence.
Judgment and Decision Making Skills

**Time Management:** Effectively executes a multitude of tasks.

**Reaction to Counselling:** Reacts objectively to criticism without getting emotional; shows interest in feedback and strives to improve.

**Uses Resources Effectively/ Efficiently:** Ability to utilize personnel and equipment appropriately in situational environment; no wasted efforts.

**Learns from Mistakes:** Shows dedication to improve actions, behavior, and attitude; makes efforts to prevent similar mistakes.

Warrior Ethos

**Adaptability to Change/Stress:** Seeks new, improved ways to perform tasks; anticipates and plans for change; responds quickly and effectively to crisis, thrives on the training environment; seeks ideas to improve things and performance; challenged by and overcomes adversity.

CHAPTER 8: WARRIOR KNOWLEDGE

Warrior knowledge is intended to familiarize cadets with the Air Force and AFROTC. Memorization and understanding of this content will aid in excelling as a GMC and preparation to become a POC, and eventually a 2nd Lieutenant in the United States Air Force. This list of knowledge is not all inclusive, more may be added later.

Mission and Other Statements

**Air Force Mission:** To fly, fight and win… in air, space and cyberspace.

**Holm Center Mission:** Develop the best Air Force leaders and citizens of character, dedicated to serving the nation.

**Air Force Reserve Officer Training Corps (ROTC) Mission:** Develop premier leaders of character for tomorrow’s Air Force.

**Air Force Core Values:** Integrity First, Service Before Self, Excellence in All We Do

**Air Force Honor Code:** "We will not lie, steal, or cheat, nor tolerate among us anyone who does."
Seven Basic Responses

- “Yes, Sir (Ma’am).”
- “No, Sir (Ma’am).”
- “No excuse, Sir (Ma’am).”
- “Sir (Ma’am), I do not know.”
- “Sir (Ma’am), I do not understand.”
- “Sir (Ma’am), may I make a statement?” (not necessary when responding to a direct question)
- “Sir (Ma’am), may I ask a question?” (not necessary when you are called upon by raising your hand)

Code of Conduct

Article I. I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

Article II. I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

Article III. If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

Article IV. If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior I will take command. If not, I will obey the lawful orders of those appointed over me and back them up in every way.

Article V. When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

Article VI. I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.
**Airman’s Creed**

I am an American Airman.
I am a Warrior.
I have answered my Nation’s call.
I am an American Airman.
My mission is to Fly, Fight, and Win.
I am faithful to a Proud Heritage,
A Tradition of Honor,
And a Legacy of Valor.

I am an American Airman.
Guardian of Freedom and Justice,
My Nation’s Sword and Shield,
Its Sentry and Avenger.
I defend my Country with my Life.

I am an American Airman.
Wingman, Leader, Warrior.
I will never leave an Airman behind,
I will never falter,
And I will not fail

**Phonetic Alphabet**

<table>
<thead>
<tr>
<th>Letter</th>
<th>Alphabet</th>
<th>Letter</th>
<th>Alphabet</th>
<th>Letter</th>
<th>Alphabet</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Alpha</td>
<td>J</td>
<td>Juliette</td>
<td>S</td>
<td>Sierra</td>
</tr>
<tr>
<td>B</td>
<td>Bravo</td>
<td>K</td>
<td>Kilo</td>
<td>T</td>
<td>Tango</td>
</tr>
<tr>
<td>C</td>
<td>Charlie</td>
<td>L</td>
<td>Lima</td>
<td>U</td>
<td>Uniform</td>
</tr>
<tr>
<td>D</td>
<td>Delta</td>
<td>M</td>
<td>Mike</td>
<td>V</td>
<td>Victor</td>
</tr>
<tr>
<td>E</td>
<td>Echo</td>
<td>N</td>
<td>November</td>
<td>W</td>
<td>Whiskey</td>
</tr>
<tr>
<td>F</td>
<td>Foxtrot</td>
<td>O</td>
<td>Oscar</td>
<td>X</td>
<td>X-ray</td>
</tr>
<tr>
<td>G</td>
<td>Golf</td>
<td>P</td>
<td>Papa</td>
<td>Y</td>
<td>Yankee</td>
</tr>
<tr>
<td>H</td>
<td>Hotel</td>
<td>Q</td>
<td>Quebec</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>India</td>
<td>R</td>
<td>Romeo</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Air Force Song**

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

Minds of men fashioned a crate of thunder,
Sent it high into the blue;
Hands of men blasted the world asunder;
How they lived God only knew! (God only knew, hey!)

Souls of men dreaming of skies to conquer
Gave us wings, ever to soar!
With scouts before and bombers galore. Hey!
Nothing’ll stop the US Air Force!

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

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

<table>
<thead>
<tr>
<th>Command</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Mobility Command (AMC)</td>
<td>Scott AFB, IL</td>
</tr>
<tr>
<td>Air Combat Command (ACC)</td>
<td>Joint Base Langley-Eustis, VA</td>
</tr>
<tr>
<td>Air Education &amp; Training Command (AETC)</td>
<td>Joint Base San Antonio-Randolph, TX</td>
</tr>
<tr>
<td>Air Force Space Command (AFSPC)</td>
<td>Peterson AFB, CO</td>
</tr>
<tr>
<td>Air Force Special Operations Command (AFSOC)</td>
<td>Hurlburt Field, FL</td>
</tr>
<tr>
<td>United States Air Forces in Europe (USAFE)</td>
<td>Ramstein AB, Germany</td>
</tr>
<tr>
<td>Pacific Air Forces (PACAF)</td>
<td>Joint Base Pearl Harbor, Hickam, HI</td>
</tr>
<tr>
<td>Air Force Material Command (AFMC)</td>
<td>Wright-Patterson AFB, OH</td>
</tr>
<tr>
<td>Air Force Reserve Command (AFRC)</td>
<td>Warner-Robins AFB, GA</td>
</tr>
<tr>
<td>Air Force Global Strike Command (AFGSC)</td>
<td>Barksdale AFB, LA</td>
</tr>
</tbody>
</table>

### AFROTC Chain of Command

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>The Honorable Donald J. Trump</td>
</tr>
<tr>
<td>Sec of Defense</td>
<td>The Honorable James N. Mattis</td>
</tr>
<tr>
<td>Sec of the Air Force</td>
<td>The Honorable Heather Wilson</td>
</tr>
<tr>
<td>USAF Chief of Staff</td>
<td>Gen. David L. Goldfein</td>
</tr>
<tr>
<td>AETC/CC</td>
<td>Lt Gen Steven L. Kwast</td>
</tr>
<tr>
<td>Air University (AU)/CC</td>
<td>Lt Gen Anthony J. Cotton</td>
</tr>
<tr>
<td>Holm Center/CC</td>
<td>Brig Gen Christopher S. Niemi</td>
</tr>
<tr>
<td>AFROTC/CC</td>
<td>Col Tammy R Knierim</td>
</tr>
<tr>
<td>AFROTC NW Region/CC</td>
<td>Col James L Hudson</td>
</tr>
<tr>
<td>Det 420 Commander</td>
<td>Lt Col Bryan Graddy</td>
</tr>
</tbody>
</table>
Important Quotes

“Duty then is the sublimest word in the English language. You should do your duty in all things. You can never do more. You should never wish to do less.” --General Robert E. Lee

“The American people rightly look to their military leaders to be not only skilled in the technical aspects of the profession of arms, but to be men of integrity.” --General Joseph L. Collins

“Leadership is intangible; therefore no weapon ever designed can replace it.” --General Omar Bradley

“If our air forces are never used, they have achieved their finest goal.” --General Nathan Twining

“If I didn’t have air supremacy, I wouldn’t be here.” --General Dwight D. Eisenhower

“I don’t mind being called tough, because in this racket, it’s tough guys who lead the survivors.” --General Curtis E. Lemay, Chief of Staff, USAF

“In every battle, there comes a time when both sides consider themselves beaten; then he who continues the attack wins.” --General Ulysses S. Grant

“War is an ugly thing, but not the ugliest of things. The decayed and degraded state of moral and patriotic feeling, which thinks that nothing is worth war, is much worse. The person, who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is a miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself.” --John Stuart Mill

“Integrity is the fundamental premise for military service in a free society. Without integrity, the moral pillars of our military strength, public trust, and self-respect are lost.” --General Charles A. Gabriel, Chief of Staff, USAF

“It is the soldier, not the reporter, who has given us the freedom of the press. It is the soldier, not the poet, who has given us the freedom of speech. It is the soldier, not the campus organizer, who has given us the freedom to demonstrate. It is the soldier who salutes the flag, who serves beneath the flag, and whose coffin is draped by the flag, who allows the protester to burn the flag.” --Father Denis Edward O’Brien, Sergeant, USMC

“War, once declared, must be waged offensively, aggressively. The enemy must not be fended off; but smitten down. You may then spare him every exaction, relinquish every gain, but ‘til then he must be struck incessantly and remorselessly.” --Alfred Thayer Mahan

“There is only one sort of discipline – PERFECT DISCIPLINE. Men cannot have good battle discipline and poor administrative discipline.” --General George S. Patton, Jr., USA

“The power of excellence is overwhelming. It is always in demand, and nobody cares about its color.” --General Daniel S. “Chappie” James, USAF
GLOSSARY OF ACRONYMS

ABU – Airman Battle Uniform
AEF – Aerospace Expeditionary Force
AFOQT – Air Force Officers Qualifying Test
AFROTC – Air Force Reserve Officer Training Corps
AFSC – Air Force Specialty Code
ALCON – All Concerned
AS – Aerospace Studies
AS100 – Students enrolled in the freshman level Aerospace Studies curriculum
AS200 – Students enrolled in the sophomore level Aerospace Studies curriculum
AS300 – Students enrolled in the junior level Aerospace Studies curriculum
AS400 – Students enrolled in the senior level Aerospace Studies curriculum
COB – Close Of Business [Day] (typically 1630)
CTA – Cadet Training Assistant
EAC – Eagle Air Corps
FA – Fitness Assessment
FTP – Field Training Preparation (AS 200)
GMC – General Military Course (cadets who have not completed Field Training)
IMT – Initial Military Training (AS 100)
LLAB – Leadership Laboratory
NLT – No Later Than (i.e. a suspense)
OPORD – Operations Orders
POC – Professional Officer Corps (cadets who have completed Field Training)
PDT – Professional Development Training
PME – Professional Military Education
PMT – Practical Military Training
PSP – Professional Officer Corps (POC) Selection Process
PTG – Physical Training Gear
TBAS – Test of Basic Aviation Skills