



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

22 September 2021


MEMORANDUM FOR TX-20062

FROM: C/Capt Bellamie Libby, Operations Squadron Commander

SUBJECT: Flight Commander Absence Letter Policy

1. Flight commanders are the **first leader** a cadet looks to and when flight commanders are not actively participating in events, then their flight could potentially reduce their appearance at said activities as well. Our goal should be to get as many cadets involved and socialized as possible and **YOU** are a big part of that!
2. If and when a flight commander is **not able to attend** a Junior ROTC monthly planned event they must submit a letter to the Operations Squadron Commander 48 hours prior to the event detailing why they will not be attending. This letter will have to be in **Military Format**. * However, it does not have to be extremely lengthy, a simple letter explaining why you cannot make it will suffice.
3. If a flight commander does not turn in a letter to the Operations Squadron Commander 48 hours prior to an event, it will result in a dermit at the discretion of the Operation Squadron Commander.


BELLAMIE LIBBY, C/CAPT, AFJROTC
Operations Squadron Commander


DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

22 September 2021

MEMORANDUM FOR TX-20062

FROM: C/Capt Bellamie Libby, Operations Squadron Commander

SUBJECT: Outstanding Flight Policy Letter

1. This letter expands on the guidance for Outstanding Flight given in the Cadet Guidebook.
2. To earn Outstanding Flight you may have a combination of, but not limited to, the following:
 - a. *Superior Academics.* Boost your flight's grades throughout the year through Kitty Hawk or other avenues you believe would help improve your flight's academic performance.
 - b. *Dress and Appearance.* Make sure everyone is taking personal responsibility and wearing their uniform on their designated days along with adhering to the uniform wear requirements.
 - c. *Participation in Community Service/ Corps-wide Events.* The number of hours your cadets spend doing community service or a part of a JROTC sponsored activity along with participation in JROTC afterschool activities affects your flight's standings.
 - d. *PT Scores.* Take the class time given for PT to improve your PFT tests! Giving yourself and cadets a more challenging PT will aid in obtaining a higher PT Test score average. Also, consider promoting after-school PT.
 - e. *Motivation.* You are going to get out just as much as you put in. Make sure you actively try to be the first to do things because that shows you are motivated to be the best and are willing to go the extra mile.

BELLAMIE LIBBY, C/CAPT, AFJROTC
Operations Squadron Commander

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

22 September 2022

MEMORANDUM FOR STAFF

FROM: Group Commander, AFJROTC TX-20062

SUBJECT: Academic and Physical Training Merit Policy Letter

1. To improve academic performance of cadets, the cadet staff has decided to encourage good grades. An instructor will pull cadet grades, after they have been finalized, at the end of each 9 weeks. Cadets may earn no more than one merit for academics at each 9 weeks. Cadets will earn a merit for:

- a. Having an 85+ in all classes (including advanced level classes), measured at each 9 weeks
- b. Improving a failing grade to a 75+ from one 9 weeks to the next

2. To increase the value of a merit, the cadet staff has decided that PT merits (such as merits for pushups, situps, run time, ect.) will only be awarded when:

- a. A cadet, while taking the in-flight PT test or its associated make up, meets or exceeds the posted requirements for a merit
- b. A cadet, while taking the CFA (Candidate Fitness Assessment), meets or exceeds the posted requirement for a merit in one of its components
- c. A cadet successfully sets a new unit record for the year in their chosen exercise, however they will not earn a merit if they break their own record
- d. A cadet meets the minimum required for a merit by performing an exercise with instructor supervision, however they will only have the opportunity to earn a merit for this once (unless they are setting a new record)

ANNIE JENKINS, C/Lt Col
Group Commander
AFJROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AFJROTC TX-20062, The Woodlands High School



14 October 2022

MEMORANDUM FOR TX-20062

FROM: C/SMSgt Bryce Walles

SUBJECT: Policy Letter Regarding NCO/ Airman appointments

1. This letter describes the policies and procedures that ensure the proper appointment of all Non-Commissioned Officers (NCOs) and Airmen.
2. NCO Appointments
 - a. All officers under the Support Squadron and Performance Squadron are permitted to appoint an NCO; the number required is at the discretion of the officer. The Drill Team does not follow the following procedures of appointing an NCO; instead, the Drill Team conducts interviews before the next school year to determine the team's NCOs which will be promoted at the start of the next academic year.
 - b. NCOs will be appointed based on leadership potential, job interest, and previous experience, and are required to submit a letter of interest to the staff for review and selection. All appointees must be approved by the instructors.
 - i. Cadets who apply to be an NCO, can express interest in specific positions but by applying acknowledge they can be assigned any position.
 - ii. Appointed NCOs will be promoted to C/SSgt, if the NCO is already the rank of C/SSgt they will be promoted one rank higher, but are not to exceed the rank of C/MSgt. The Officers must notify the Logistics Officer or an instructor in order to obtain rank insignia.
 - c. The appointed NCOs are not bound to the corresponding officer position the following year; they may apply for any senior position.
 - d. During their tenure as NCOs, they are not to be used as a "laborer" by the officers appointed over them. They may assist the officer as needed. The purpose of each appointment is to train and prepare the next generation of officers so that they may work effectively during their senior year. The ultimate goal is for the NCO to be fully operational by or before the end of the year. This will give them an idea of what the position does.
3. Airman Appointments
 - a. All officers under the Support Squadron and Performance Squadron are permitted to appoint an Airman; the number required is at the discretion of the officer.
 - b. Airmen will be appointed based on leadership potential, job interest, and willingness to learn. Airmen must be a Senior Airman or below.
 - c. Airmen will be required to submit a letter of interest to the staff for review and selection, and all appointees must be approved by the instructors.
 - i. Specific criteria for each officer's Airman application is made at the discretion of each officer.
 - ii. Appointed airmen may be promoted one rank unless already the rank of Senior Airman. The officers must notify the Logistics Officer in order to obtain rank insignia.

- d. Airmen are not to be used as a “laborer,” instead, they are there to assist the officer and NCO. The overall purpose of these positions is to train cadets to become more efficient and knowledgeable leaders as well as followers in the future. This will give them an idea of what the officer and NCO do, and will broaden their knowledge about the various jobs in the corps.
 - e. Airmen are able, yet not required to hold the same respective NCO positions the following year, if seen fit by the current officer and instructor.
4. These policies are subject to modification by the instructors and Staff of TX-20062. If at any time, an NCO or Airman acts in a manner unbecoming of their position, the instructors or the Officer assigned over them reserves the right to replace the NCO or Airman.



Bryce Walles, C/SMSGt.
Senior Enlisted Advisor
AF JROTC TX-20062, The Woodlands High School



DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



17 October 2022


MEMORANDUM FOR TX-20062

FROM: C/1st Lt. Bailey Henwood

SUBJECT: Policy Letter Regarding NCO of the Quarter

1. This letter describes the creation of NCO of the Quarter, and the necessary steps to carry out the process.
2. Application Process
 - a. All NCO ranked cadets (staff sergeant to master sergeant) are eligible for consideration for NCO of the Quarter.
 - b. To be eligible for NCO of the Quarter, NCOs must have a brief letter of recommendation submitted by the officer for their NCO position or their flight commander.
 - c. The instructors will initiate a records-only review process at the end of the school's nine-week marking period to determine the winner of NCO of the Quarter.
3. Review Process
 - a. The records-only review of the cadet will take the following into consideration: community service hours, PFT scores, passing/failing rate of cadet in other academic classes, involvement in corps activities, amount of merits, after school activity participation, and any other criteria listed in the *Cadet Guidebook* that would define a cadet in "good standing" with the corps.
 - b. Unlike Airman of the Quarter, there will be no board interview process necessary.
4. Awards
 - a. The selected NCO of the Quarter is coined by their flight commander after the announcement of their selection. The selected NCO of the Quarter is also awarded a merit by their flight commander. Finally, the winner of NCO of the Quarter will earn the Achievement Ribbon for being selected as the winner.
 - b. The operations squadron commander must announce the winner of NCO of the Quarter in the unit-wide announcements.


BAILEY HENWOOD, C/1st Lt, AFJROTC
Personnel officer


DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

18 October 2022

MEMORANDUM FOR TX-20062

FROM: C/Major Mia Aquilina, Deputy Group Commander

SUBJECT: Dress Standards for Afterschool PT and Orienteering Activities

1. This letter describes the dress code and standards that ensure the appropriate apparel of all cadets that attend the after school PT and/or Orienteering activities.
2. Dress Code and Standards:
 - a. All cadets that attend are not permitted to wear a tank top with straps less than an inch and a half (approximately three fingers).
 - b. All cadets that attend are not permitted to wear shirts that expose the midriff.
 - c. All cadets that attend are not permitted to wear shorts that are above the mid-thigh or are tight to the skin.
 - d. All cadets that attend are not permitted to wear jeans or any other sort of unathletic pants.
 - e. All cadets must bring and wear athletic shoes throughout the duration of the activity.
 - f. All cadets must dress according to the weather on the day in which they attend.
3. These policies are subject to modification by the instructors and Staff of TX-20062. Cadets who do not adhere to these standards may be subject to disciplinary action.

MIA AQUILINA, C/Major
Deputy Group Commander
AFJROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AFJROTC TX-20062, The Woodlands High School



18 October 2022

MEMORANDUM FOR TX-20062

FROM: C/ Captain Katie Pepper, Operations Squadron Commander

SUBJECT: Merit and Demerit Process for Administration and Recording

1. Instructors and Cadet Officers are granted the authority to administer merits and demerits.
2. An Instructor or Cadet Officer awarding a merit is expected to explain to the Cadet the reason the merit is being awarded and the positive contribution they have made to TX-20062 or The Woodlands community.
3. An Instructor or Cadet Officer awarding a demerit should explain to the cadet the reason the demerit is being given to the Cadet. Instructors will also be notified and may have a conversation with the Cadets who received the demerit.
4. The process for awarding a merit or giving out a demerit is as follows :
 - a. The Instructor or Cadet Officer giving the merit/demerit will tell the Flight Commander of the respective Cadet's Flight.
 - i. The Cadet's Flight Commander will announce merits in Flight. Demerits will not be discussed in Flight, and the Flight Commander may use their discretion to discuss the demerit with the Cadets.
 - ii. Should a merit/demerit be awarded to a Cadet on Staff, the Group Commander must be informed.
 - b. The Flight Commander will tell the Operations Squadron Commander about the merit/demerit being given to the Cadet.
 - c. The Operations Squadron Commander will inform the Instructor(s) that the merit/demerit has been given.
 - d. The Operations Squadron Commander **must be aware** of all merit/Demerits .
5. Examples of actions suitable for receiving a merit must include but are not limited to:
 - a. Exceeding our expectations of the Core Values and/or the Honor Code
 - b. Displaying self-sacrifice for the promotion of the program
 - c. Showing utmost respect for Superiors, including Instructors and Cadet Officers
 - d. Having exemplary conduct at a Community Service, Activity, or other JROTC sponsored activity
 - e. Meeting the fitness/ academic goal as outlined by the Instructors, Staff, or Policy letter

6. Examples of actions suitable for receiving a **demerit** include but are not limited to:
- a. Honor Code violation (ex. lying, stealing, cheating)
 - b. Disrespecting yourself or others, improper uniform wear, or **any** public display of affection while in uniform
 - c. Failure to follow the instructions given by an Instructor
 - d. Multiple instances of tardiness to JROTC class
 - e. Being absent from an event the Cadet had previously committed to without finding a replacement and/or notifying a Cadet Officer or Flight Commander at least 48 hours before the event.

7. If a Cadet receives a demerit:

- a. Regardless of whether or not the cadet has more merits than demerits: ALL demerits must be worked off in order to be in good standing with the corps.
- b. They are ineligible from participating in any JROTC field trips or events.
- c. Cadets must work off demerits through activities specified by an Instructor. Upon satisfactory completion of the specified activity, an Instructor may update the Cadet's record to indicate the demerit has been worked off.
- d. One hour of an Instructors approved activity is sufficient to work off one demerit.
- e. Only Instructors can update the demerit status on a cadet's record.

8. Appeal Process

- a. Cadets and/or their Flight Commanders have the right to appeal through their **Chain of Command**.
- b. The Chain of Command begins with the Cadet's Flight Commander, to the Operations Squadron Commander, and ends with the Group Commander and Instructors.
- c. Instructors have the final authority in the appeal process; however, the intention is that appeals are handled at the **lowest** Cadet Officer rank possible.



KATIE PEPPER, C/ Captain
Operations Squadron Commander
AFJROTC TX-20062, The Woodlands High School



DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AFJROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

20 October 2022

MEMORANDUM FOR TX-20062

FROM: C/Capt. Lucy Hoff, Support Squadron Commander
SUBJECT: Pugil Sticks

1. Prior to Bout

- a. Cadets must arrange to use pugil sticks at least a day prior to use.
- b. An instructor and a cadet officer must be present in order to assure that proper safety measures are met.
- c. Pugil sticks will only be used for their intended use in bouts. Any other activity including but not limited to jousting with pugil sticks is prohibited.
- d. Bouts may be held indoors in the marksmanship range if the wall is opened, in a gym, or outdoors on the tennis court or grass.
- e. The instructor will review how to score points and all safety rules.
- f. The instructor and the cadet officer must confirm that protective gear is being worn protector. Safety gear must be worn in ALL pugil stick bouts. This includes both the helmets and chest protector. Glasses will NOT be worn under the helmet, but contacts are allowed.

LUCY-HOFF, C/ Captain
Support Squadron Commander
AF JROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School

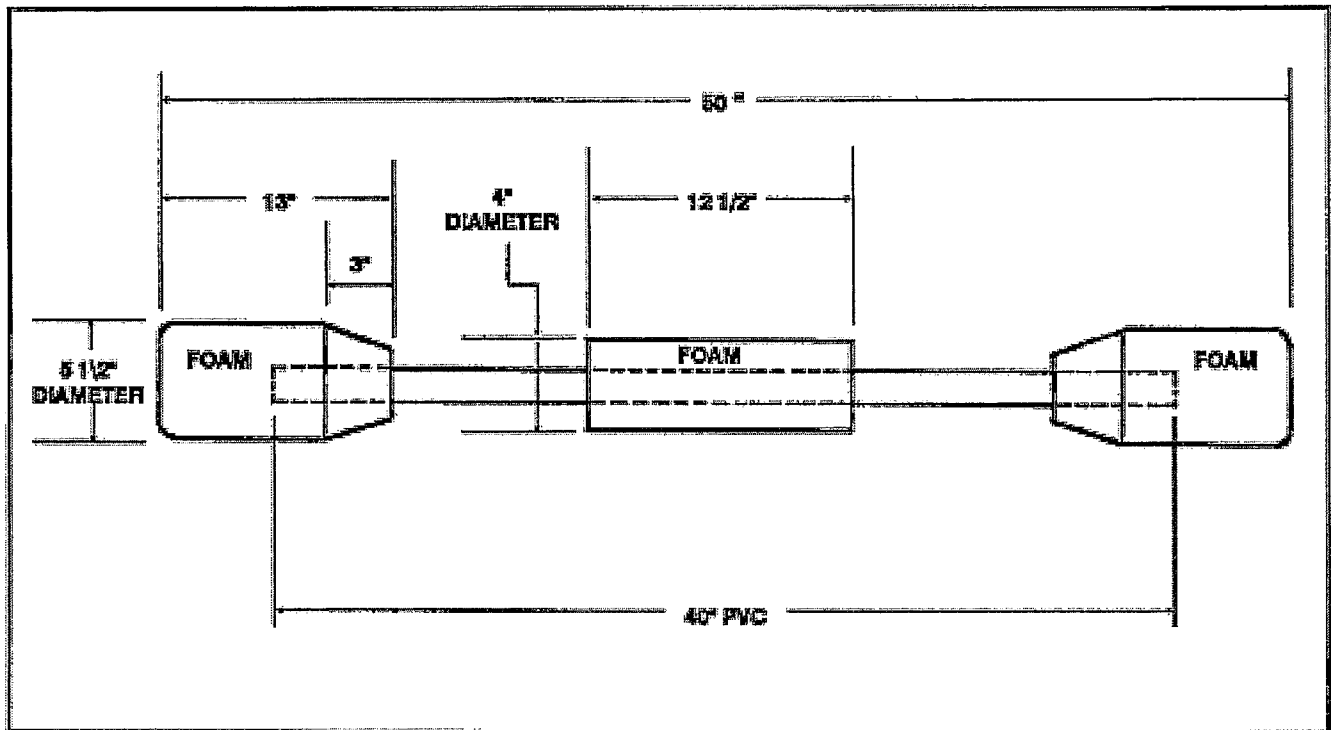


Figure A-6. Materials in pugil stick construction.

General Rules and Regulations Governing Pugil Stick Bouts
Instructors and Support Personnel Requirements
 Adapted from USMC Regulations

At a minimum, one instructor observes a pugil stick bout. For safety purposes, it is better to have two instructors judging a bout because each instructor can fully observe each of the fighters. The best position for observation is to the right of a fighter. This allows the instructor to see the fighter's facial expression and body movement. The instructor's position must not interfere with the fight.

In addition, an additional instructor will be in the training area to serve as safety officer.

Prior to the Bout

Prior to the bout, competitors—

- Are paired according to height, weight, and gender.
- Wear the proper safety equipment.

Once competitors have properly donned the safety equipment, they wait for instructions from the instructor. On the command of the instructor, a pair of competitors will enter the ring. Once in the ring, the instructor inspects each competitor for the proper safety equipment.

Note: There should be enough gear so that when two opponents are competing, two other competitors can don safety equipment for the next bout.

During the Bout

The bout begins when the instructor blows the whistle. All strikes are directed above the waist. Upon hearing a whistle blast, all fighting immediately ceases.

Stopping a Bout

There are two reasons for stopping a bout: delivery of a scoring blow or an unsafe condition. The instructor or the range safety officer may stop the bout at any time an unsafe condition is observed.

Scoring Blow. A scoring blow is an offensive technique delivered to a vulnerable area of an opponent with sufficient force and precision to be considered as a disabling or killing blow. Scoring blows are **not** judged solely on the degree of force with which a blow is delivered, but on the **accuracy and techniques employed**. A scoring blow is defined as—

- A straight thrust with the red end of the pugil stick to the opponent's face mask or throat.
- A slash to the side of the opponent's helmet (below the ear) or neck with the red end of the pugil stick.
- A heavy blow to the opponent's head with an authorized technique (i.e., buttstroke, smash) using the butt (blue end) of the pugil stick.

When a scoring blow is delivered, the instructor blows the whistle to stop the bout.

Unsafe Condition. The bout will be stopped as soon as an unsafe condition exists. An unsafe condition exists when a competitor is unable to defend themselves, loses their balance and falls down on one or two knees or falls down completely, shows instability (e.g., buckling at the knees), loses muscular tension in their neck and their head snaps back or to one side, or appears disoriented. An unsafe condition also exists if a competitor lets go of one end of the pugil stick, the equipment (e.g., helmet, neck roll) falls off, or a competitor fails to use the proper techniques.

If any of these conditions occur, the instructor, range safety officer, or anyone supervising training stops the bout and separates the two opponents.

Instructors evaluate the possibly injured competitor to determine if the fight can continue.

- Ensures they are alert and responsive, both verbally and physically.
- Talks to them to see if they are coherent.
- Makes certain they comprehend and reply to verbal questions.
- Makes certain their speech is not slurred.
- Checks their physical signs.
- Ensures their eyes are focused and not dazed or glazed.
- Ensures their legs are not wobbly or shaky.

Only the following techniques are authorized:

- Straight thrust.
- Buttstroke (horizontal and vertical).
- Smash.
- Slash.
- Parry.
- Blocks (low, high, left, right).

The use of unauthorized techniques will result in forfeiture of the bout:

- Using the pugil stick as a baseball bat.
- Hitting below the waist.

After the Bout

- Identify the competitor who delivered the killing blow.
- Record the winning competitor's name.



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

12 January 2023

MEMORANDUM FOR TX-20062

FROM: C/ Captain Katie Pepper, Operations Squadron Commander

SUBJECT: Flight Commander of the Quarter Requirements and Procedures

1. Procedures for nominating Flight Commander of the Quarter:
 - a. Operations Squadron Commander will nominate a maximum of three flight commanders and/or deputies each 9 weeks.
 - b. The Operations Squadron Commander will fill out a designated packet for each nominee and turn it into the Group Commander.
2. Requirements for Flight Commander of the Quarter:
 - a. Criteria includes but are not limited to:
 - i. Their participation during flight class time (activities, PT, etc.).
 - ii. Their attendance at after school and monthly activities.
 - iii. Flight's overall performance.
 - iv. The quality and upkeep of their flight binders.
 - v. Willingness to involve themselves when needed.
 - vi. Whether or not they are passing their classes.
3. Board for Flight Commander of the Quarter will be the instructors and Group Commander.
4. Upon winning Flight Commander of the Quarter they will receive:
 - a. A promotion (can only receive one promotion a year via FCoQ).
 - b. Will help improve the flights standing and count towards Outstanding Flight.

A handwritten signature in cursive script that reads 'Katie Pepper'.

KATIE PEPPER, C/ Captain
Operations Squadron Commander
AFJROTC TX-20062, The Woodlands High School

A handwritten signature in cursive script that reads 'David C. McMARTIN'.

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AFJROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

13 December 2022

MEMORANDUM FOR AFJROTC TX-20062

FROM: SENIOR AEROSPACE SCIENCE INSTRUCTOR

SUBJECT: Cadet Lounge Snack Fund Procedures

1. This is a cadet-run snack bar. Neither instructors nor cadets have unfettered access to the funds. This is ensured through a “dual authentication” system as described below:
 - a. There is a cash box in the lounge where cadets wishing to purchase food/drink items place their money. There are two keys to this cash box—one is in the locked money pouch; the other is maintained offsite by a non-CISD-employee Booster Club member.
 - b. There is a locked money pouch kept in the safe bolted to the floor the corner of the Aerospace Science Instructors’ office (currently Chief Gilleo). Inside this pouch is one of the keys to the lounge cash box, as well as the cash collected from that box. There are two keys to this money pouch—the designated cadet that year (typically the Group Commander) has one; the other is maintained offsite by the non-CISD-employee Booster Club member who has the cash box key.
 - c. Only one instructor at a time in the JROTC program has the combination to the safe (currently Lt Col McMartin). No other person has the combination to the safe.
 - d. Because the money pouch is in the safe, no cadet can access it without the instructor having the safe combination being present. Because the key for the money pouch is in possession of a cadet, no instructor can directly access the contents of the money pouch (including the key for the cash box in the Cadet Lounge). The two keys maintained by the Booster Club are intended solely as backups; no Booster Club involvement in the processes described below are required or expected.
2. Periodically (usually every two weeks), the designated cadet will coordinate with the instructors to open the safe and gain access to the money pouch under supervision of the instructors. The cadet will retrieve accumulated cash from the Cadet Lounge cash box. Two cadets (or a cadet and an instructor) will count the money, report the amount to the instructors for record-keeping, and place the money into the money pouch along with the cash box key. The money pouch will be returned to the safe and the safe secured.
3. Cadets who purchase items for restocking the Cadet Lounge food/drink items will present the receipt for the purchase, at which time the instructor and the designated cadet will access the money pouch in the safe to withdraw funds for reimbursement. Receipts will be maintained in the safe.
4. Any other purchases using the accumulated cash must have the approval of the instructors. Examples are monthly social event supplies which cannot be obtained through official school funds (*e.g.*, vendors not on the approved list, short-notice requirements) and the senior “class gift” to the Corps (*e.g.*, refrigerators, couches for the Cadet Lounge). The instructor and the designated cadet will access the money pouch in the safe to withdraw funds for the purchase, and receipts will be maintained in the safe.

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



THE WOODLANDS HIGH SCHOOL
AFJROTC TX-20062

MEMORANDUM FOR TX-20062

6 February 2023

FROM: C/Major Jonathan Yost, Performance Squadron Commander

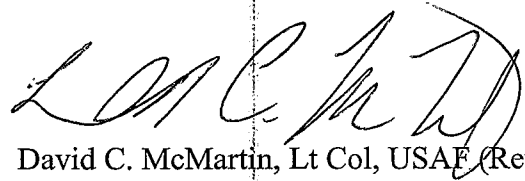
SUBJECT: AY 2023-2024 After School Activities Policy

1. Academic, Aerospace, Drill, and Marksmanship LDRs will remain consistent with the Cadet Guidebook.
2. Raider Team
 - a. The Raider Team Commander position will be held by a senior in the Corps.
 - b. The Raider Team Commander is responsible for the following:
 - i. Ensuring that Raider Team practices are run as needed.
 - ii. Selecting cadets to be on the Raider competition team.
 - iii. Preparing Raider cadets for competition.
 - iv. Maintaining Raider Team equipment.
 - c. Raider Team members will be issued OCP pants and boots.
3. Physical Training
 - a. The PT Commander position will be held by a senior in the Corps.
 - b. The PT Commander will report to the Raider Team Commander.
 - c. The PT Commander is responsible for the following:
 - i. Ensuring that after school PT is run as needed.
 - ii. Preparing cadets to be potential Raider Team members.
4. Orienteering
 - a. The Orienteering Commander position will be held by a senior in the Corps.
 - b. The Orienteering Commander will report to the Raider Team Commander.
 - c. The Orienteering Commander is responsible for the following:
 - i. Preparing cadets for orienteering competitions.
 - ii. Preparing Raider Team cadets with orienteering skills to be used in Raider competitions.

- iii. Maintaining orienteering equipment.
- iv. Learning and using orienteering specific software on the orienteering laptop.
- v. Creating and conducting practice orienteering maps for the school grounds.



Jonathan Yost, C/Major, AFJROTC
Performance Squadron Commander



David C. McMartin, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

26 August 2024

MEMORANDUM FOR TX-20062

FROM: PERFORMANCE SQUADRON COMMANDER

SUBJECT: Beret and Ropes Policy

1. All LDR Team Commanders will have and wear their team's designated rope and beret.
2. **Drill Team:** To earn the white drill rope and beret cadets must be on a competition (Armed Team and Male/Female Color Guard) team and remain an active member of the competitive Drill Team.
3. **Raider Team:** To earn the black and silver raider rope and beret cadets must be an active member of the raider team.
4. **Marksmanship Team:** To earn the red and green marksmanship rope cadets must be a member of the Varsity or JV marksmanship team. To earn a beret cadets must be on the varsity marksmanship team.
5. **Drone Team:** To earn the red drone rope and beret cadets must be an active member of the drone team.
6. **Aerospace:** To earn the red aerospace rope and beret cadets must be an NCO or Airman for aerospace.
7. **CyberPatriot Team:** To earn the gray CyberPatriot rope and beret cadets must be an active member of the CyberPatriot team.
8. **Orienteering:** To earn the green orienteering rope and beret cadets must compete in and place at 1 competition and in addition attend at least 75% of practices leading up to that meet.
9. **Academic Team:** To earn the blue academic rope and beret you must be on the Varsity or JV Academic Team.
10. Berets and ropes may be worn with the OCP and Blues uniform.
11. This policy letter supersedes the uniform procedures outlined in Cadet Guidebook Section 10.3.1 and under Attachment 5.

Ainsley Frye, C/Lt. Col.
Performance Squadron Commander
AF JROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, Lt. Col., USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

12 September 2024

MEMORANDUM FOR TX-20062

FROM: SENIOR ENLISTED ADVISOR

SUBJECT: Closed-Toed Shoes

1. When wearing the Unit Polo uniform, closed-toed shoes must be worn. This includes wearing appropriate socks with the closed-toed shoes.
2. Closed-toed shoes cannot have holes within them or allow socks to be visible below the ankle in any form. Examples of shoes that cannot be worn with the Polos include but are not limited to any of the following:
 - a. Crocs
 - b. Slippers
 - c. Sandals
 - d. Flip Flops
3. This guidance supplements the Unit Polo standards outlined in Cadet Guide Paragraph 10.3.2.

A handwritten signature in black ink, appearing to read 'Juno'.

JOSHUA JUNO, C/Chief Master Sergeant
Senior Enlisted Advisor
AF JROTC TX-20062, The Woodlands High School

A handwritten signature in black ink, appearing to read 'D. C. McMARTIN'.

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

12 September 2024

MEMORANDUM FOR TX-20062

FROM: DEPUTY GROUP COMMANDER

SUBJECT: Failing Cadet Policy

1. Cadets who have not met UIL eligibility criteria are unable to compete on teams. They are also unable to attend LDR practices unless they follow the guidelines below to prove their academic performance is in good standing.
2. A list will be kept of all cadets who did not meet UIL eligibility criteria for the cycle. Those cadets will not be allowed to attend LDRs. Cadets who failed the UIL eligibility cycle but are not *currently* failing any classes, and the classes failed at the time of UIL eligibility check now have a grade of 80 or above, may meet with the instructors to have their name taken off the list.
3. For cadets still failing a class but wishing to attend LDRs, status with our corps can be improved if a cadet does both of the following:
 - a. Attends every Kitty Hawk tutoring session offered. If a cadet is unable to attend the tutoring session, they are required to submit a letter of absence to the Kitty Hawk President before 7:20 the morning of the tutoring session.
 - a. Proves they have met with a Kitty Hawk tutor at least once a week for at least thirty minutes per each class they are failing at present.

AUBREY HARRIS, C/Colonel
Deputy Group Commander
AF JROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

16 September 2024

MEMORANDUM FOR TX-20062

FROM: OPERATIONS SQUADRON COMMANDER

SUBJECT: Re-accomplishing Failing Class A/ClassB Inspections

1. Cadets who failed a major grade Class A/Class B (service dress/blues) uniform inspection may make up the grade for up to a 75.
2. The week following the failed blues inspection, cadets must wear blues in place of their Unit Polo/OCP uniform.
3. Cadets may only re-accomplish one uniform grade per quarter.

A handwritten signature in black ink, appearing to read 'Karina Klepacz'.

KARINA KLEPACZ, C/Lt Col
Operations Squadron Commander
AF JROTC TX-20062, The Woodlands High School

A handwritten signature in black ink, appearing to read 'David C. McMARTIN'.

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

19 September 2024

MEMORANDUM FOR TX-20062

FROM: OPERATIONS SQUADRON COMMANDER

SUBJECT: Airman of the Quarter and Non-Commissioned Officer of the Quarter Nominations

1. Each flight can nominate up to two cadets each school quarter for Airman of the Quarter.
 - a. If a flight commander decides to nominate one or no cadets, the flight commander must write a letter to the Operations Squadron Commander and their flight in place of the AOQ packet. The letter must explain why they chose to not nominate a cadet. The flight commanders must read this letter to their flight.
 - b. If AOQ packets and/or letters are not in the Operation Squadron Commander box by the designated due date/time, the flight commander will receive a demerit. Late packets will not be accepted or considered.
2. Each Officer/Commander can nominate some or all of their non-commissioned officers every school quarter for Non-commissioned Officer of the Quarter.
 - a. If an officer/commander chooses not to nominate any of their noncommissioned officers, they must write a letter to the Operations Squadron Commander explaining why they chose not to nominate their non-commissioned officer(s).
 - b. Non-commissioned Officer of the Quarter letters must be in the Operations Squadron Commander box by the designated due date/time.
3. This supplements the quarterly award boards guidance in the Cadet Guide, Paragraph 7.2.

KARINA KLEPACZ, C/Lt Col

Operations Squadron Commander

AF JROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, Lt Col, USAF (Ret)

Senior Aerospace Science Instructor

AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

02 October 2024

MEMORANDUM FOR TX-20062

FROM: Senior Enlisted Advisor

SUBJECT: NCO Ranking/Promotion Limitations and Procedure

1. This letter supplements paragraph 2(b) of the policy letter dated 14 October 2022 regarding NCO/Airman appointments and provides important details regarding the ranking of NCOs after appointment to their respective positions.
2. Promotion limitations and promotion procedure:
 - a. Under no circumstances may a new NCO be promoted more than once regardless of how many NCO positions they have been appointed to.
 - b. Newly appointed NCOs must inform their flight commanders of their current rank so the NCOs may be formally promoted in flight. This repeals the previous promotion process outlined in section 2(b)(ii) of the previous policy letter.
3. This policy was implemented to prevent a major difference in the number of higher enlisted cadets versus lower enlisted cadets. It is subject to modification by TX-20062 instructors/ Cadet Staff as the Corps continues to improve its policies regarding cadet ranking.

A handwritten signature in black ink, appearing to read 'Alexa Kemano'.

ALEXA KEMANO, C/CMSgt

Senior Enlisted Advisor

AF JROTC TX-20062, The Woodlands High School

A handwritten signature in black ink, appearing to read 'David C. McMARTIN'.

DAVID C. McMARTIN, Lt Col, USAF, (Ret)

Senior Aerospace Science Instructor

AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

20 November 2024

MEMORANDUM FOR TX-20062

FROM: GROUP COMMANDER

SUBJECT: Earning Physical Fitness Merits

1. Cadets will only have the ability to earn a PT merit in their AFJROTC class period during a PT day.
2. Cadets have the opportunity to earn a PT merit in several fitness categories: 1 mile and 1.5 mile run, push-ups, sit-ups, shuttle run, basketball throw, pull-ups and plank.
3. Cadets can only earn one PT merit per activity (e.g., if they earn a merit for push-ups, they cannot earn another merit for push-ups), unless they break a unit record. (You do not get a merit for breaking your own unit record.)
4. This supersedes paragraph 2 of the Academic and Physical Training Merit Policy Letter dated 22 September, 2024.

A handwritten signature in black ink, appearing to read 'NIA MACHIRA', written in a cursive style.

NIA MACHIRA, C/Lt Col
Operations Squadron Commander
AF JROTC TX-20062, The Woodlands High School

A handwritten signature in black ink, appearing to read 'DAVID C. McMARTIN', written in a cursive style.

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



The Woodlands High School Air Force Junior ROTC
6101 Research Forest Drive, The Woodlands TX 77381

07 January 2025

MEMORANDUM FOR TX-20062

FROM: SENIOR ENLISTED ADVISOR

SUBJECT: Polo uniform regulations

1. Upon obtaining their polo shirt, cadets will wear their polo uniform in accordance with the regulations below on the dates specified by cadet staff and while attending JROTC sponsored community services.
2. Polo Regulations:
 - a. GROOMING AND HYGEINE: In the polo uniform, cadets will adhere to all hair, nail, and body ornamentation regulations stated in attachments 6 and 7 of section 10 in the cadet guidebook.
 - b. POLO CONDUCT: In the polo uniform, cadets will conduct themselves in accordance with the standards highlighted in section 6 of the cadet guidebook.
 - c. STANDARD POLO WEAR: The polo shirt must always be tucked in to the cadet's choice of blue jeans or cargo shorts. Additionally, cadets must wear a neutral colored belt, their TWHS student ID, and tennis shoes.
 - d. UNIFORM COMBINATIONS: Cadets may wear the Air Force PT sweater or any other TX-20062 spirit hoodies/sweaters while in the polo uniform.
3. These regulations supplement section 10 of the cadet guidebook and are subject to modification by cadet staff as the unit continues to improve its policies.

ALEXA KEMANO, C/Chief Master Sergeant
Senior Enlisted Advisor
AF JROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, LtCol, USAF, (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School



16 January 2025

MEMORANDUM FOR TX-20062

FROM: LOGISTICS OFFICER

SUBJECT: Undershirts and tights

1. When wearing the Physical Training Uniform during PT, long sleeve undershirts/compression shirts and tights/compression leggings are authorized to wear during cold weather.
2. Under shirts and tights must meet the following requirements:
 - Solid colors which complement the PT uniform such as black, dark blue, white, or gray
 - Has no designs, wording, or logo visible
3. Long sleeve undershirts and tights are to be worn underneath the Physical Training uniform.
4. If worn, failure to wear undershirts and/or tights in accordance with this policy letter will be considered failing to meet the uniform requirements and result in points deducted from the grade.
3. This guidance supplements the Physical Training Uniform standards outlined in the Cadet Guide Page 34, Attachment 5.

JORDAN BLACKWELL-FRANK, C/Maj
Logistics Officer
AF JROTC TX-20062, The Woodlands High School

DAVID C. McMARTIN, Lt Col, USAF (Ret)
Senior Aerospace Science Instructor
AF JROTC TX-20062, The Woodlands High School