

**BY ORDER OF THE COMMANDER**

**AFOATS INSTRUCTION 38-201  
29 SEPTEMBER 2003**



**Manpower and Organization**

**AIR FORCE JUNIOR ROTC UNIT SELECTION PROCESS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction establishes procedures for evaluating and ranking school district applications to host an Air Force Junior Reserve Officer Training Corps (AFJROTC) unit. It implements portions of United States Code, as well as Department of Defense (DoD), Air Force, and Air Force Officer Accession and Training Schools (AFOATS) directives. It applies to all AFOATS personnel involved in the selection of new AFJROTC units.

**Section A. Process to Select a School for Receipt of an AFJROTC Unit**

**1.1. Authority.** Title 10, United States Code, Section 2031 states “*the President shall promulgate regulations prescribing the standards and criteria to be followed by the military departments in selecting institutions at which units are to be established and maintained, and shall provide for the fair and equitable distribution of such units throughout the nation.*” DoDI 1205.13, *Junior Reserve Officer Training Corps Program*, delegates this responsibility to the individual service secretaries without further definition of “fair and equitable distribution.” AFI 36-2010, *Air Force Junior Reserve Officer Training Corps*, does not establish any definition of “fair and equitable distribution,” delegating it to the discretion of the Director of AFJROTC (reorganized out from under Air Force Reserve Officer Training Corps) who “Develops specific policies and procedures for the day-to-day operation of the program.” AFI 36-2010 does, however, reserve the approval authority for new AFJROTC units to be the Secretary of the Air Force (SECAF). New unit recommendations to the SECAF are to be made by the AETC/CC through the AETC/ED (AU/CC).

**1.2. Nomination Procedures.** The following are the procedures used in nominating an applicant school for SECAF approval and in establishing a new AFJROTC unit.

1.2.1. The process is initiated when an applicant school district formally requests consideration for an AFJROTC unit via application on the worldwide web. The application is validated, and AFJROTC action begins, upon receipt of the signed signature page from the superintendent of the applying school at AFOATS/JRO, 551 East Maxwell Blvd, Maxwell AFB, AL 36112-6106.

1.2.2. The date of application submission to AFOATS/JR will be recorded in a database of applicant schools and shall be considered the official date of record for all longevity calculations used in rank ordering that school (exception see paragraph 1.2.12.). The AFJROTC Director of Operations will send the requesting school district an email confirming receipt of the application, which identifies that date.

1.2.3. Applications will be screened to determine initial eligibility. Examples of initial eligibility include, but are not limited to:

1.2.3.1. School must be a public or private secondary educational institution.

1.2.3.2. School must not already be hosting a JROTC unit from another service (unless the school is a military institute).

1.2.3.3. School must have adequate classroom, storage, and drill space identified for use should an AFJROTC unit be offered to the school.

1.2.3.4. School must have a current accreditation.

1.2.3.5. School must comply with Title VI of the US Civil Rights Act of 1964.

1.2.3.6. School must be willing to grant academic credit towards graduation for the completion of AFJROTC courses.

1.2.3.7. Schools that have previously hosted a JROTC unit must have waited a minimum of 5 years since previous unit closure before applying.

1.2.3.8. Schools that have twice declined offers to host an AFJROTC unit must have waited the minimum period before reapplying (see para 1.2.14.).

1.2.4. If the school does not meet initial eligibility requirements, the AFJROTC Director of Operations returns the application with a letter stating the reasons for ineligibility.

1.2.5. If the school meets initial eligibility requirements, AFJROTC will conduct a site survey prior to recommending it to SECAF as a candidate for a new unit.

1.2.5.1. The AFJROTC Director of Operations will appoint an individual to conduct the site survey.

1.2.5.2. The AFJROTC Director of Operations will notify the school's superintendent and principal of the pending site survey via email.

1.2.5.3. The site survey will be conducted and scored according to the rules established in Section B of this publication. The individual conducting the site survey will provide a copy of the report to the school upon completion of the site survey.

1.2.5.4. The school will be formally notified of a survey resulting in non-recommendation, via letter from the Director of Operations, with documented reasons and disposition of the school's application. The school may reapply when all reasons for non-recommendation have been remedied.

1.2.6. Upon completion of the site survey, the school will be rank ordered according to the rules of the ranking process established in Section B of this publication.

1.2.7. To receive consideration for a unit opening the following fiscal year, all applications must normally be received by 31 May of the current year. The Director, AFJROTC, reserves the right to allow schools with special qualifications to apply out-of-cycle for unit opening consideration in the following fiscal year. These instances will be documented in the remarks section of the school's electronic record.

1.2.8. Schools are re-ranked every year to include new applicants received since the previous cycle. The date of ranking is 1 June of each year. Every year by 31 July, the Director of AFJROTC will submit the list of candidate schools to the SECAF, who is the approval authority for all new AFJROTC units, via AFOATS/CC, AU/CC, AETC/CC, and CSAF. The list is referred to as the School Candidate List and schools on the list as "candidate schools."

1.2.9. Candidate schools approved by SECAF are placed on a new unit waiting list. AFOATS/JR will offer approved schools an AFJROTC unit according to their rank-order on the approved waiting list. Offers will proceed in rank order until 1) all schools on the approved list have been tendered an offer or 2) the approved limit of new units for that fiscal year has been reached.

1.2.10. Approved schools not tendered an offer due to limitations on available units will automatically be considered the next year.

1.2.11. All schools tendered a unit offer will be notified by letter from the Director, AFJROTC. The notification letter will inform schools that they must accept the offer, in writing, within the specified time period stated on the letter. After the stated time has expired without written acceptance, the unit will be offered to another school.

1.2.12. If the school accepts the offer, AFOATS/JRO will implement procedures for the activation of the new AFJROTC unit. Acceptance is defined as signing the attached

agreement and returning it to AFOATS/JRO, 551 East Maxwell Blvd, Maxwell AFB, AL 36112-6106.

1.2.13. If a school declines an offer for the first time, it must do so in writing to AFOATS/JRO with reasons for declination. The school may remain on the waiting list if so desired, but shall have a new date of record (application date) established as 31 May of the year the offer is for. Example: A school that declines an offer made in October 2003 to open an AFJROTC unit in July 2004 will have a new date of record of 31 May 2004. Schools will be notified of their new date of record via email from the AFJROTC Director of Operations. Exception: Schools declining offers made later than 1 August for openings during that same year will not have a new date of record (application date) established.

1.2.14. If a school declines an offer for a second year, its application will be removed completely. Schools will be notified of their deleted applications via email from the AFJROTC Director of Operations. If the school would like future consideration for an AFJROTC unit, it must submit a new application no earlier than a full year after being removed from the waiting list. Resubmitted applications must state why the school feels it is now ready to open an AFJROTC unit. Exception: Schools declining offers made later than 1 August for openings during that same year will not have its application removed.

1.2.15. When a school declines an offer, it will be removed from the SECAF-approved list, and the remaining schools will be re-ranked. The offer will then be tendered to the next highest rank-ordered school from the adjusted SECAF-approved list.

## **Section B. Process of Merit Ranking New Unit Candidate Schools**

**2.1. The Scoring Process.** All schools on the applicant list meeting initial eligibility for an AFJROTC unit will be rank-ordered by a composite score generated from the scoring process as specified in paragraph 2.2. of this publication. The school with the score closest to 100 will normally be given a ranking of 1, and all further rankings shall proceed in order of descending scores. The Director, AFJROTC, may give consideration to schools with special qualifications. Conversely, the Director, AFJROTC, may reject an application if a school will be unable to comply with all contract provisions (e.g. historical difficulty with instructor vacancies in the local area). Schools given special ranking consideration will be justified in the remarks section of the school's electronic record.

2.1.1. The school's composite score is based on a 100 point score composed of the sub elements identified in paragraphs 2.1.1.1. thru 2.1.1.4. The AFJROTC Director of Operations is the office of primary responsibility (OPR) for integrating the composite scores.

2.1.1.1. Up to 40 points may be awarded for state representation as prescribed in paragraph 2.2.1. of this instruction. AFOATS/JROV is the OPR.

2.1.1.2. Up to 40 points may be awarded for mission enhancement elements identified in paragraph 2.2.2. of this publication. The mission enhancement scores will come from

information gathered from site survey results (AFOATS/JROV is the OPR), school enrollment (AFOATS/JROV is the OPR), and instructor management issues (AFOATS/JRI is the OPR).

2.1.1.3. Up to 10 points may be awarded for longevity (time passed since school submitted application) as prescribed in paragraph 2.2.3. of this publication. AFOATS/JROV is the OPR.

2.1.1.4. Up to 10 points may be awarded or subtracted for discretionary points as outlined in paragraph 2.2.4. of this publication. AFOATS/JRO is the OPR.

2.1.2. In preparation for the rank-order scoring, AFJROTC Director of Operations will accomplish the following:

2.1.2.1. Direct site surveys on all new eligible applicant schools as soon as practical after receiving the application (per paragraph 1.2.4.). Site survey officials will score the results per paragraph 2.2.2. immediately upon returning from the site survey visit.

2.1.2.2. Ensure all candidate school applications are sent to AFOATS/JRI for instructor management scoring per paragraph 2.2.2.4. This is accomplished electronically via internal system email notifications in Cyber Campus II. AFOATS/JRI will provide instructor scores upon receipt of these emails.

2.1.2.3. Conduct meetings to approve discretionary points per paragraph 2.2.4. Meetings and approved points will be documented on the school's electronic record.

## **2.2. The Scoring Methodology**

2.2.1. State Ranking Score: A school's state ranking score is used to ensure fair geographic distribution to all portions of the United States and its Territories and is generated on a 40-point scale as follows:

2.2.1.1. Annually on 1 June, AFOATS/JROV will query the US Department of Education to determine the total number of active schools nationwide by state or territory that offer grade levels 9-12.

2.2.1.2. Each state's or territory's percentage of nationwide schools will be derived by dividing that state's (territory's) number of active schools (grades 9-12) by the total number of schools nationwide.

2.2.1.3. The state's (territory's) percentage of nationwide schools is then multiplied by the total projected number of AFJROTC units for the upcoming fiscal year to derive the "fair share" target of AFJROTC units for that state (territory). The target value shall be rounded to the nearest integer value, with the exception that all states (territories) must be given a minimum target value of one (1) regardless of scoring results.

2.2.1.4. The school's state ranking score is then assigned by the formula in Equation 2.2.1.4. No school shall be given a score less than zero. For states with multiple candidate schools eligible, second and subsequent ranked schools from that state receive adjusted (reduced) scores taking into account the new (increased) number of active state units (assumes acceptance of unit offer by preceding school from that state). Should a candidate school decline a unit offer, subsequent ranked schools from that state receive adjusted (increased) scores taking into account the new (decreased) number of active state units.

$$\text{(Equation 2.2.1.4.)} \quad 40 \times [ 1 - (\# \text{ active state units} / \text{state target value}) ]$$

2.2.2. Mission Enhancement Scores: Mission enhancement scores are used to assess a particular school's contributory value to the AFJROTC mission. These scores are for school facilities and AFJROTC program support (determined by site survey results), student enrollment (determined from the school's submitted application), and instructor management issues (assessed by AFOATS/JRI).

2.2.2.1. School Facilities (10 pts maximum): Site survey officials assign a score based on the potential size of the anticipated AFJROTC unit and the size and quality of designated school facilities inspected during the site survey visit. **Equation 2.2.2.1.** is used to calculate the score. Site survey officials should take into consideration that many schools will not have vacant space reserved for the future possibility of hosting an AFJROTC unit. In these instances, site survey officials should evaluate the school's ability to make such facilities available should an offer be made. The site survey official should then weigh this judgment and balance it in comparison to similar facilities at the school to guide them in assigning scores. The score components are defined in **Table 2.2.2.1.** Each score component is scored using the score indicators summarized here:

(Excellent/Very Good = 2.0, Good/Satisfactory = 1.0, Marginal = 0.5, Unsatisfactory = 0).

$$\text{(Equation 2.2.2.1)} \quad SC_{11} + SC_{12} + SC_{13} + SC_{14} + SC_{15}$$

**Table 2.2.2.1**

Score Component (SC)	Component Name	Scoring Methodology	Min	Max
SC <sub>11</sub>	Classroom Facilities	Note proposed classroom space provided versus anticipated student load extracted from school demographic information. Also consider availability of computer LAN connections, phone lines, and audiovisual capabilities. Also consider general state of repair.	0.0	2.0
SC <sub>12</sub>	Storage Space	The minimum contractually acceptable storage area is 400 sq ft. This requirement could be considerably larger in schools with large student populations (4 sq ft per each	0.0	2.0

		cadet). Note suitability of space (i.e. ventilation, structural layout) to store AF uniforms, textbooks and other capital equipment without damage, loss, or theft. Space must be available for exclusive use by AFJROTC. Also note availability/adequacy of secure storage for demilitarized M-1 rifles if applicable.		
SC <sub>13</sub>	Office Space	Office space, if available, must be suitable for a retired officer, retired NCO and any additional ASIs necessary to support the program. It must provide sufficient space to handle all the administrative tasks necessary to support the cadet corps mission.	0.0	2.0
SC <sub>14</sub>	Office Support	School must actively support LAN and other utility functions for mission requirements like Cyber Campus. Consider availability of LAN connection, telephone line, computer desks, filing cabinets, etc.	0.0	2.0
SC <sub>15</sub>	Drill Area	School must provide adequate drill area (2500 sq ft min, unobstructed). It should be equally available at convenient times as for other school activities requiring the space. Also consider availability of indoor drill area.	0.0	2.0

2.2.2.2. AFJROTC Program Support (5 pts maximum): Site survey officials assign a score based on their perception of the amount of support an AFJROTC unit will receive from school officials, the community, and the student body. Additionally, they will consider whether or not school officials have a basic knowledge of the AFJROTC program and exude an atmosphere of strong support and enthusiasm. The school must also provide for an environment to promote other extra-curricular activities to facilitate the cadet corps mission of citizenship development. School policy must allow for the proper wear of the AFJROTC uniform. School curriculum/student guides must be available to all students. School must be willing to provide the AFJROTC curriculum as an academic course (for credit) with a flexible course schedule that does not exclude large bodies of students from participation because of core academic conflicts. The overall appearance of the campus should be attractive and positive, as a place an instructor would desire to work.

2.2.2.3. School Enrollment (10 pts maximum): AFOATS/JROV assigns a school score based on the school’s enrollment information submitted on the school’s districts application. This score awards points based on the applying school’s enrollment size. Closing AFJROTC units historically have come from schools with small populations and therefore preference is given to those schools with higher enrollments. The maximum score comes from a school with 2,500 or more students. The enrollment information provided will be scored using **Equation 2.2.2.3**.

**(Equation 2.2.2.3)**                      
$$\frac{\text{Student Population}}{250}$$

2.2.2.4. Instructor Management (15 pts maximum): AFOATS/JRI assigns a score between 0 and 15 points based on the function defined in **Equation 2.2.2.4**. The three *Score Categories* (SCs) and their computation values are shown in **Table 2.2.2.4**.

(**Equation 2.2.2.4**)

$$(SC_{31} + SC_{32} + SC_{33}) / 3$$

**Table 2.2.2.4.**

Score Component	Component Name	Scoring Methodology	Min.	Max.
SC <sub>31</sub>	Instructor Interest	<b>15 points</b> ---25+ applicants <b>10 points</b> ---15-24 applicants <b>5 points</b> --- 1-14 applicants <b>0 points</b> --- 0 applicants	0.0	15.0
		Applicant = approved, active instructor applicants w/primary interest (first preference) in proximity of candidate school		
SC <sub>32</sub>	Vacancy Fill History	<b>11-15 points</b> ---High Fill Rate <b>6-10 points</b> ---Nominal Fill Rate <b>0-5 points</b> ---Hard-To-Fill Rate	0.0	15.0
		<b>High Fill:</b> Historical fill of vacancies within 1-2 months and/or 6 or more applicant nominations for positions in same district/like school within 100 miles  <b>Nominal Fill:</b> History of positions vacant 3–5 months, but 3 or more applicant nominations for positions in same district/like school within 100 miles  <b>Hard-To-Fill:</b> History of positions vacant 6 months or more and/or less than 3 applicants nominated for positions in same district/like school within 100 miles		
SC <sub>33</sub>	Cost of Living Assessment	<b>10 Points</b> = Nominal Cost of Living <b>add 1-5 points</b> -- School offers, or history in district of offering, salary above MIP or other benefits. <b>subtract 1-10 points</b> --Very high cost of living area	0.0	15.0
		<b>Nominal Cost of Living:</b> Median household income comparable to average MIP salary; median housing/rental costs comparable to average BAH allowance		

2.2.3. Longevity (10 points maximum): A school's longevity score is calculated by AFOATS/JROV based on the amount of time accumulated since the school submitted its application. The score may be 0 to 10 points with three decimal points (xx.xxx) assessed as follows:

2.2.3.1. All schools receive an initial longevity date of record as established in paragraph 1.2.2. of this publication. This date of longevity shall remain in effect until 1) the candidate school receives an AFJROTC unit; 2) the candidate school declines a first time offer, but wishes to remain on the list for future consideration (see paragraph 1.2.12. of this publication); or 3) the candidate school requests removal or is removed from the consideration list.

2.2.3.2. Longevity is established by calculating the number of days elapsed for each school from its date of record to the date of ranking.

2.2.3.3. AFOATS/JROV takes the maximum number of elapsed days (i.e. for the school having the most days since submitting its application) and subtracts from it the minimum number of elapsed days (i.e. for the school having the least days since submitting its application). This is called the longevity range.

2.2.3.4. Equation 2.3 is used to assign a longevity score. Note that the school with the longest wait will receive a score of 10.0, while the school with the shortest wait will receive a score of 00.0.

$$\text{(Equation 2.3.)} \quad 10 \times (\text{elapsed days} / \text{longevity range})$$

2.2.4. Discretionary Points ( $\pm 10$  pts maximum): A school may receive, or lose, discretionary points for special considerations. These points are awarded during monthly meetings attended by site survey officials and chaired by the AFJROTC Director of Operations. Positive special considerations include, but are not limited to: schools demonstrating an extraordinary need, military academies, magnet schools focusing on math and science curriculum, schools building/having separate facilities reserved for exclusive AFJROTC use, past successes of AFJROTC units in the area, and overwhelming evidence of support from host school/district and community (to include members of government). Negative special considerations include, but are not limited to: school financial difficulties, overwhelming lack of evident support from host school district and community, extreme difficulty in hiring instructors in the area; extremely low student enrollments, and past unit closure history either at the applying school or in the same area. As the name implies, these discretionary points are mostly subjective in nature, resulting from recommendations made by site survey officials and AFOATS staff officials having extensive interaction with the applying school, school district, or city/county/state.

2.2.5. A school's final ranking score is normally the composite of the State Ranking, School Facilities, AFJROTC Program Support, School Enrollment, Instructor Management, Longevity, and Discretionary Point scores.

SAMUEL J. BARR, Colonel, USAF  
Director, Air Force JROTC

Attachment:  
Glossary of References & Supporting Information

**ATTACHMENT 1**

**GLOSSARY OF REFERENCES**

***References***

Title 10, United States Code, Section 2031, *Junior ROTC Program*

DoDI 1205.13, *Junior Reserve Officer Training Corps Program*

AFI 36-2010, *Air Force Junior Reserve Officer Training Corps*

Title VI, United States Civil Rights Act of 1964

***Abbreviations and Acronyms***

AETC – Air Education and Training Command

AFJROTC – Air Force Reserve Officer Training Corps

AFOATS – Air Force Officer Accession and Training Schools

AU – Air University

DoD – Department of Defense

JROTC – Junior Reserve Officer Training Corps

SC – Score Categories

SECAF – Secretary of the Air Force