



Dream, Believe, Achieve.

**THIS CADET HANDBOOK
BELONGS TO:**

Cadet Motto: "EXCELLENCE, No Excuses!"



CADET HANDBOOK

Revised January 2020

NOTES:

NOTES:

“Be the change you want to see in the world.”
~ Mahatma Gandhi

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NOTES:

K. Graduation

Cadets will graduate at the end of the 22-week program when they have met several criteria, to include: attending the minimum required amount of attendance days, completing the requirements for all 8 core components, and exhibiting acceptable behavior that conforms with the rules and standards of the Academy. **Note: Participation in the graduation ceremony is a privilege that is earned through demonstrating acceptable or exceptional behavior. If a cadet exhibits unacceptable levels of behavior, he/she may not be permitted to walk at graduation.**

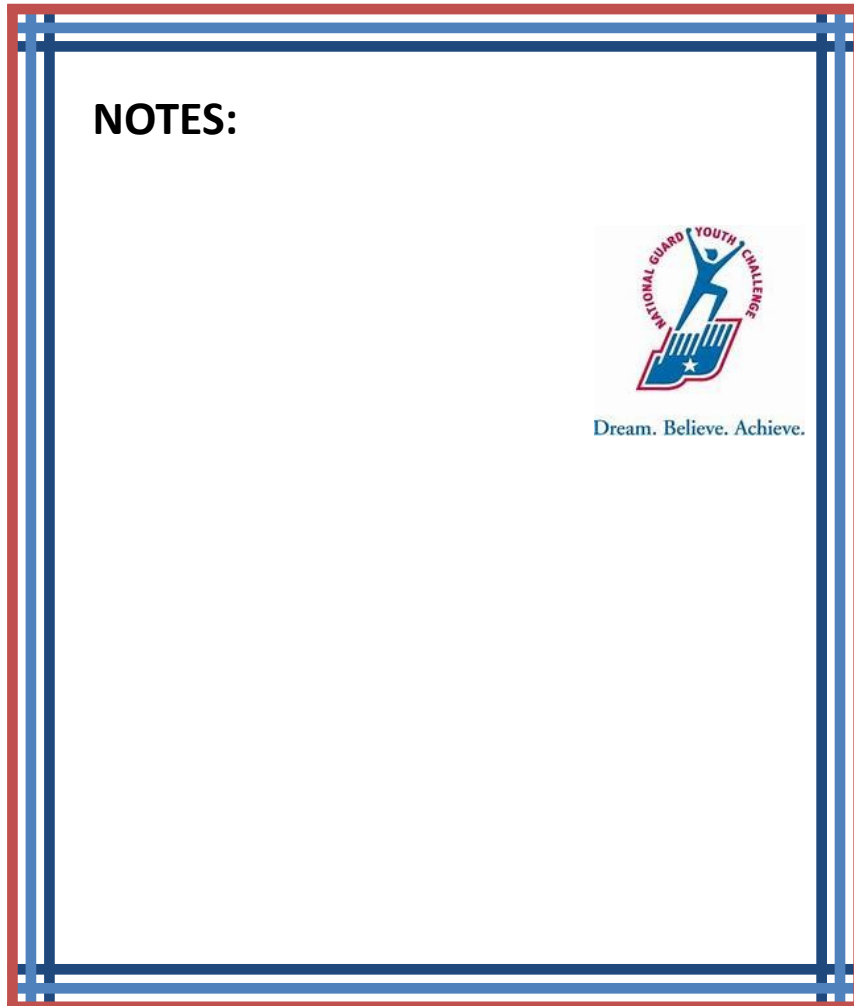


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A Message from the Director

Dear Candidate/Cadet,

Congratulations on your acceptance into the New Jersey Youth Challenge Academy!

This Cadet Handbook has been developed over the years with input from the entire staff of this academy to give you the greatest chance of success while navigating the structure of our organization. I encourage you to read this handbook DAILY! Take time to memorize key elements like the HONOR PLEDGE by heart! Every word is important and vital for achieving your goal of graduating from the New Jersey Youth Challenge Academy.

I, (Name), pledge to uphold the Honor Code of the New Jersey Youth Challenge Academy. Honesty is the foundation of a strong moral character. I will not cheat, lie nor steal. I will immediately report any violation that comes to my attention."

As WE take this important step towards your future, always remember that our professional and knowledgeable staff are here for you and will support you throughout the entire process as you "Dream, Believe, and Achieve" your goals. I promise that all of your hard work, dedication, and perseverance will result in one of the most rewarding experiences of your lifetime. Make Us Proud Cadet!

Good luck!

Nelson Ribon
Director
NJ Youth Challenge Academy

The following can be earned for having a positive cumulative balance:

- One game of Bowling for **45 merits**
- 30 minutes at the Griffith Field House time for **45 merits**
- (Basketball, Volleyball, Track, Weights, Cardio Room)
- One Game of Mini-Golf for **45 merits**
- 30 minutes at the pool for **45 merits**

*The above will be conducted on scheduled afternoons between 1530 and 1700 (after class and before chow) or starting at 1600 after PT; a maximum of 6 cadets at any time.

- Short Order for **45 merits**
- 30 minutes of Gaming for **30 merits**
- 30 minutes in the Academy Gym/Cardio Room for **30 merits**
- Salad Bar at lunch time for **20 merits**
- One piece of cake OR ice cream for **20 merits**
- 5 minute phone call for **20 merits**
- Choose and keep a book from a selection for **15 merits**
- One Soda for **10 merits**

To claim a reward, a cadet must complete a Request to Redeem Merits form and place it in the Completed pocket of the folder. **Forms must be filled out correctly in order to be honored.**

- a. If the cadet has enough merits for the requested reward, he or she will be notified.
- b. Requests for short order, salad, or dessert must be submitted by Friday for male cadets and Tuesday for female cadets.
- c. Phone call requests will be redeemed when a supervising staff member is available, usually after classes have finished for the day.

When a cadet claims one of these rewards, the corresponding number of merits is deducted from their cumulative total. All rewards needing staff supervision will be based on staff availability.

In addition, there are planned merit trip(s) for cadets who have earned at least 35 merits overall (to include merits that have been cashed-in for other rewards).

The Merit/Demerit system will be maintained in the Challenge Academy Database.

Unsatisfactory Performance that can earn demerits:

| Infraction | Value |
|---|--------|
| Unprepared/ no homework | 1 or 2 |
| Inattentive | 1 |
| Head down | 2 |
| Sleeping | 3 |
| Tardy | 1 |
| Leave class without permission | 2 |
| Disruptive | 2 |
| Profanity | 3 |
| Argumentative | 3 |
| Horseplay | 3 |
| Disrespectful to people/property | 2 |
| Failure to follow instructions | 2 |
| Out of uniform | 1 |
| Doing anything other than assigned work in class | 1 |
| Disorderly conduct | 3 |
| Honor code violation | 3 |
| Defacing demerit card/no demerit card | 5 |
| Any incident leading to an infraction report or SIR | 15 |

Do not ask for merits or argue about demerits.

Merits can cancel out demerits and vice versa.

There will be a weekly detention for any cadet who has a total of **-10** accumulated by the end of the previous week. Serving a detention will subtract up to 5 demerits from the cumulative total of merits/demerits.

An infraction report will be completed for any cadet who has a cumulative balance of **-15** or who misbehaves in the detention room. Depending on the consequences handed out to the cadet as a result of the infraction report, demerits could be subtracted from the cumulative total.

SECTION I. INTRODUCTION

A. Mission Statement

The mission of the Academy is to intervene in and reclaim the lives of disengaged youth through education, excellence, mentoring and empowering youth to improve their academic level and employment potential, with the objective to become responsible and productive citizens of New Jersey and the United States of America.

B. Why You Are Here:

1. Cadets attend the Youth Challe**NGe** Academy for a variety of reasons. Positive change is the goal for each cadet.
2. You will experience a variety of emotions while at the Challe**NGe** Academy. Here you will be taught how to deal with and control your emotions.
3. Challe**NGe** Academy staff are here to help you. It is very important that you respect staff, fellow cadets, and others.

C. Acclimation Phase:

1. The Acclimation Phase is the final phase of the selection process. The Challe**NGe** Board will recommend to the Director which candidates will enter the Residential Challe**NGe** Phase and graduate at the end of two weeks.
2. During the Acclimation Phase, each candidate will show his or her positive changes.
3. During the Acclimation Phase, you will learn how to live in a military environment.
4. You are accustomed to doing things the “civilian way.” At the Academy, things are done very differently. Accomplishing tasks in the Academy environment requires militaristic forms of discipline, selflessness, teamwork, integrity and tenacity.
5. The rules of the Academy will be explained to you. They are not open for discussion.
6. When you are corrected or disciplined, search for the cause of your mistake. Learn from it so you do not repeat it.

D. Residential Phase:

1. Candidates who have graduated from the Acclimation Phase earn the title of “Cadet” and wear the appropriate ribbon.

2. During this phase, the training schedule includes such items as:

- a. Character development
- b. Academics
- c. Service to Community
- d. Organized sports
- e. Physical training
- f. Community-based field trips
- g. Guest speakers

E. Eight Core Components: The teachers, cadre and counselors evaluate each cadet on the eight core components. **Each core component must be completed to standard for a cadet to qualify for graduation.**

#1. LIFE COPING SKILLS - at the conclusion of this subject you should be able to:

1. Understand the importance of self-esteem and self-worth.
2. Understand basic economic concepts and personal financial management to include the importance of obtaining and maintaining a good credit rating, banking savings, checking account management, debt management and debt avoidance strategies.
3. Drug and alcohol avoidance strategies.
4. Develop skills required to seek, obtain and maintain employment to include:
 - (a) Responding to employment advertising
 - (b) Dressing for interviews
 - (c) Behavior during interviews
 - (d) How to get along in the work place
 - (e) How to achieve success in the work place
5. Develop good citizen values such as, integrity, honesty, trust, ethical behavior, morality, fair play, responsibility, respect for one self and others and loyalty.

#2. EDUCATIONAL EXCELLENCE - at the conclusion of this Class you should be able to:

1. Obtain a New Jersey high school diploma or understand the basic course needed to obtain the diploma.
2. Understand the importance of post-secondary education.
3. Identify skills training available through trade schools.

I. Bulletin Boards

Bulletin Boards are located next to each platoon area and one of the main ways in which information is disseminated. The bulletin boards will carry schedules, duty rosters, trip announcements, team sign ups, and much more. It is the cadets' responsibility to check the bulletin boards for updated information. There is an electronic bulletin board in the building lobby with Honor Roll information, pictures, articles and various other types of information.

J. Merit/Demerit Card System

Merit/Demerit cards are used to track cadet performance. Outstanding and satisfactory conduct will earn merits; unsatisfactory behavior will result in demerits. Cumulative totals of merits and demerits will be calculated, and these numbers will be posted in the classrooms and stairwells. Weekly and cumulative totals will determine whether a cadet has earned the chance for a special privilege or whether he or she will face the consequences of unsatisfactory performance. Behaviors that can earn merits:

| Merit | Value |
|---|------------------|
| Outstanding week | 1 or 2 |
| Outstanding performance by the whole group | 1 per cadet |
| Outstanding participation | 1 |
| Honor roll/citizenship | 2 |
| Outstanding dress/appearance | 1 |
| Voluntarily assist another cadet in need | 1 |
| Peer tutoring | 1 Per 1/2 Hour |
| Full week without demerits | 5 |
| Cleaning classroom | 1 or 2 |
| Outstanding group leader | 1, max of 3/week |
| Clean Vans (vacuum, inside windows, trash) | 2 per van |
| Assist RPM with Community Events | 3 |
| Assist RPM at O&I | 3 |
| Cleaning RPM Office | 2 |
| Assist RPM w/Marketing Duties (stuff folders, take-one boxes, etc.) | 1 per ½ Hour |

6. During mentor visits, all rules apply to the cadet that is expected of them at the Academy, even if the visit occurs off post. Cadets are expected to conduct themselves at all times like young men and women. Using the mentor visit to break rules or act in a way unbecoming of a Challenge cadet shows very poor character and will be disciplined appropriately.

G. Visitors in the Academy

The Academy attracts many people from military, educational, political and business communities. Their impressions are most often formed by the attitudes and appearances displayed by the cadets with whom they come into contact. Cadets must understand that they represent the Academy at all times.

Consequently, appearance, attitude and behavior is a direct reflection upon the cadets and the Academy as a whole. Visitors who come into the Academy or with whom cadets meet during their tenure at the Academy, will be treated with respect and courtesy at all times. Cadets who dishonor themselves and the Academy through their actions will be dealt with in accordance with the guidelines set forth in the disciplinary handbook.

H . Military Time Chart

All times in the Academy are in accordance with the military time model. (Just add 12 to any hour after the noon meal to convert.) See chart below.

| | |
|-----------------------------|-----------------------------|
| 12:00 am = 0000 hrs. | 12:00 pm = 1200 hrs. |
| 1:00 am = 0100 hrs. | 1:00 pm = 1300 hrs. |
| 2:00 am = 0200 hrs. | 2:00 pm = 1400 hrs. |
| 3:00 am = 0300 hrs. | 3:00 pm = 1500 hrs. |
| 4:00 am = 0400 hrs. | 4:00 pm = 1600 hrs. |
| 5:00 am = 0500 hrs. | 5:00 pm = 1700 hrs. |
| 6:00 am = 0600 hrs. | 6:00 pm = 1800 hrs. |
| 7:00 am = 0700 hrs. | 7:00 pm = 1900 hrs. |
| 8:00 am = 0800 hrs. | 8:00 pm = 2000 hrs. |
| 9:00 am = 0900 hrs. | 9:00 pm = 2100 hrs. |
| 10:00 am = 1000 hrs. | 10:00 pm = 2200 hrs. |
| 11:00 am = 1100 hrs. | 11:00 pm = 2300 hrs. |

4. Enrich your understanding of the arts, creative writing, hobbies, interests, etc.

5. Understand and operate a desktop computer.

#3. JOB SKILLS - at the conclusion of this subject you should be able to:

1. Identify vocational/technical schools which pertain to your career field interests.
2. Identify various technologies used in jobs, such as: office technology, computer system automation, etc.
3. Understand the various career field clusters available to you before selecting a career.

#4. RESPONSIBLE CITIZENSHIP - at the conclusion of this subject you should be able to:

1. Know and understand the U.S. Constitution and various levels of government (Federal, State, and Local) to include:
 - a. The voting process.
 - b. Cooperation within society.
 - c. Respect for law and order.
 - d. Participation in community activities and affairs.
2. Appreciate and understand the value of service to country/state/community through volunteerism, military and the citizen soldier.

5. LEADERSHIP AND FOLLOWERSHIP - at the conclusion of this subject you should be able to:

1. Understand group dynamics and the importance of role functions within groups.
2. Understand and apply various leadership concepts.
3. Understand the ethical and moral dimensions of leadership.
4. Understand the responsibilities of leadership and followership.

#6. HEALTH AND HYGIENE - at the conclusion of this subject you should be able to:

1. Understand the effects of substance abuse on physical health and well-being.
2. Understand proper nutrition in the daily diet.
3. Understand sexually transmitted diseases/infections, such as AIDS, venereal diseases, etc.
4. Understand the importance of achieving good health through a holistic approach that combines physical, mental and spiritual well-being.
5. Understand the role of personal hygiene and the role it plays in personal dynamics.

#7. PHYSICAL FITNESS - at the conclusion of this subject you should be able to:

1. Show improvement in physical well-being to include endurance, stamina and strength
2. Understand the importance of individual performance and team participation

#8. SERVICE TO THE COMMUNITY - at the conclusion of this subject you should be able to:

1. Understand the importance and value of participating in service to community activities that benefit the community.
2. Identify various community organizations that have as their goal the enhancement of the community at large.
3. Organize community volunteers and seek the proper resources to complete a Service to Community project.

F. The Big Three

The “Big Three” refers to the books you receive during the Acclimation Phase. They are:

1. **Cadet Handbook**
2. **Core Component and Measurement Guide (Job Book)**
3. **Post Residential Action Plan (PRAP)**

These are perhaps the three most important books that you will have during your tenure at the Academy. They will help you to define the standards, ensure you are meeting the standards and plan your future. You will receive extensive training on all three manuals during your first few weeks at the Academy. A brief explanation of each follows:

a. **Cadet Handbook** - An overview of cadet guidelines and responsibilities which includes basic rules and regulations as well as outlined standards and expectations.

b. **Job Book** - The job book is where all of your training data is recorded. It is also where each of your core components and training requirements are listed. As you complete a section of a core component, you will be instructed what to fill out for that core component task. If the cadet does not meet the requirements of the job book, they may not be allowed to participate in graduation.

c. **PRAP** - This is the map for your future, which outlines your goals and expectations upon your completion of the Residential Phase of the Academy. You will be trained and monitored for successful completion of the PRAP on the computer. If the cadet does not meet the requirements of the job book, they may not be allowed to participate in graduation.

Requirements for these awards will be briefed to cadets prior to the beginning of initial testing.

D. Intramural Teams /Activities

As class behavior dictates, there may be intramural teams and activities that form in order to compete / perform in selected events. These teams may include, but are not limited to:

- a. Color Guard
- b. Drill Team
- c. Basketball Team (Male and Female teams)
- d. Volleyball Team
- e. Chess Team
- f. Cross country Team
- g. Rifle Team
- h. Academic Team

There are also other clubs and activities that may be formed as cadet desire permits. **Only cadets who meet the requirements and standards of Academy behavior will be allowed to participate on any intramural teams.** Any cadet who commits a violation or infraction may be removed from their team.

E. Church Services

The Academy provides for non-denominational services at the Academy one evening a week from 1900-2000 hours.

F. Mentor Program

1. During the application process, each candidate /family nominates a potential mentor.
2. The Recruitment, Placement, and Mentoring Department conducts a screening process for each potential mentor. Qualified mentors go in the mentor pool.
3. Each mentor attends Mentor Training in the residential Phase. After the completion of this training, the mentor and mentee will be formally “matched”.
4. Mentors will visit on selected days to spend time together onsite. During the visits, you and your mentor will work on your PRAP & build the mentor/mentee relationship.
5. During mentor visits, all rules apply to the cadet that is expected of them at the Academy. Cadets are expected to conduct themselves at all times like young men and women. Using the mentor visit to break rules or act in a way unbecoming of a ChalleNGe cadet shows very poor character and will be disciplined appropriately.

4. Preventive Medicine - Infection, transfer of germs and the spread of disease occur when individuals share cups, items of clothing and personal hygiene items. Cadets must practice proper hygiene at all times.

5. Medical Pass - **The only individual authorized to issue a medical pass for any cadet is the staff nurse. When the staff nurse determines the medical necessity for a cadet to be seen by a doctor, your parent/guardian will be notified and a “one-day” pass will be issued. All cadets must return the same day immediately following the appointment with documentation from the doctor and any medication(s.)**

***Keep in mind that ailments due to colds, flu, allergies, rashes, minor sprains, cuts, feminine issues, etc. are uncomfortable, but you must let the nurse treat these issues first and have it documented before the nurse determines that a medical pass is necessary to be seen by a doctor.**

***Do not call home to have your parent/guardian schedule a medical appointment. The medical pass will be DENIED.**

C. Physical Training

All Cadets are required to participate in physical training. Physical training is conducted in accordance with Army Field Manual 21-20, and the President’s Council on Physical Fitness.

Cadets will take a total of three physical fitness tests while at the Academy:

- a. Diagnostic Test – Acclimation Phase
- b. Progressive Test - Week 10-13
- c. Final Test - Week 16-19

Testing is conducted in accordance with the President’s Council on Physical Fitness. The three events that comprise the test are:

- a. 1 mile run
- b. Sit ups
- c. Right angle push ups

Standards for each event will be posted on the cadet bulletin boards. Cadets must show progress in each test in order to successfully complete this task.

Cadets are eligible for three awards in the physical fitness program:

- a. National Physical Fitness Award (NPFA)
- b. President’s Physical Fitness Award (PPFA)
- c. NJ Youth Challenge Academy Physical Fitness Ribbon

SECTION II. CADET GENERAL CODE

A. Cadet Motto: “EXCELLENCE, No Excuses!”

1. The motto reminds us of the crucial premise in order for a cadet to be successful at the Youth Challenge Academy and that is, to “do”, not to “say.” “Facta, Non Verba”; actions speak louder than words. At the Youth Challenge Academy, the staff will hold you to task and serve as a constant reminder that you need to show proper behavior as a cadet.

2. Cadets use the motto when called to the position of attention in a company or platoon formation.

3. Cadets use the motto at other times as directed.

B. Cadet Honor Code, Cadet General Orders, Academy Values and Cadet Creed

Each cadet is required to memorize the Cadet Honor Pledge, the Cadet General Orders, the Academy Values and their meanings and the Cadet Creed. These items are testable at any time.

The Cadet Honor Code requires cadets to be truthful, not cheat, lie, or steal and report anyone known to break the code.

1. The Cadet Honor Pledge is:

“I, (Name), pledge to uphold the Honor Code of the New Jersey Youth Challenge Academy. Honesty is the foundation of a strong moral character. I will not cheat, lie or steal. I will immediately report any violation that comes to my attention. ”

2. The Cadet General Orders are:

a. I will perform my duties in a military manner.

b. I will obey all commands from all staff members promptly.

c. I will participate in the Academy with enthusiasm, motivation, self-discipline and pride.

d. I will think before I act.

e. I will respect myself, my peers, my superiors and others as well as their possessions.

f. I will always tell the complete truth.

g. I will actively participate in academy work programs, training, in class, and I will not be disruptive.

3. The five **Academy Values** are:

- a. **Discipline** - Training that develops self-control. The willingness to do what is required regardless of personal mood or feelings.
- b. **Integrity** - A strict adherence to a code of moral values or standards of conduct.
- c. **Courage** - A mental or moral strength to venture, persevere, withstand danger, fear or difficulty.
- d. **Honor** - A keen sense of ethical conduct, where one's word or signature is given as a guarantee of truthfulness or performance.
- e. **Commitment** - An agreement, pledge or promise to do something in the future.

4. The **Cadet Creed**:

"I will succeed! As a Cadet, I will always display the courage and discipline to choose the harder right over the easy wrong. The honesty and integrity I display shall prove to myself and others that I have changed. My commitment to the values now instilled in me will be my final test."

C. Chain-of-Command

The Chain-of-Command allows issues to be resolved at the lowest possible level. Normally cadets speak first to their platoon cadet leadership, once it has been formed. Inside the classroom, cadets will inform the teacher of the concern and the issue will be elevated as necessary. Outside the classroom, the cadet will inform Cadre of a need not addressed by cadet leadership and the issue again will be resolved or elevated as necessary. If further needs arise, ample time will be given to resolve the issue and then cadets will request permission to speak with the Commandant or Principal for final resolution.

D. Military Courtesy

When addressing staff members, cadets will be at the position of **Attention** and will remain at that position until dismissed by the staff member. Administration (all ChalleNGe personnel,) and visitors will be addressed as either "Sir" or "Ma'am."

Cadre will be addressed as "Sir" or "Ma'am" until otherwise instructed.

Cadets will address each other by their last name preceded by Cadet. (For example: Cadet Smith) Cadets will never address each other with derogatory nicknames, nicknames in general or by first name. The use of slang terms to refer to each other that are racist or derogatory in nature are also prohibited.

SECTION IX. GENERAL INFORMATION

A. Cadet Counseling

Counseling is available to all cadets on subjects including: educational and career concerns, social behavior and overall adjustment to the program demands. Counseling may be scheduled by a cadet, or mandated by any staff member. Repetitive counseling for a negative attitude and/or behavior may lead to a cadet's dismissal from the program. Cadets will be briefed as to their counseling assignments shortly after arrival at the Academy.

B. Medical

1. Sick Call Procedure- is conducted on an appointment basis. Sick call will be in the morning, prior to first class. Emergencies will be handled as required. The staff nurse is here on behalf of the Academy and cadets.

2. Medical Emergencies

a. Non-Life Threatening

A staff member will notify the nurse by phone directly during off duty hours and will transport the cadet to receive medical attention if indicated.

b. Life Threatening

The staff member will call 911 directly, as soon as possible, for medical assistance/ evacuation. The supervisor will then notify the Commandant who will notify the Deputy Director.

The Commandant will notify the parent/ guardian of the situation and brief the parent/guardian periodically, as the situation dictates.

3. Medication - Cadets will not have medication in their possession, unless approved by the nurse. All medication brought from home must be given to the nurse/cadre as soon as the cadet returns from off post. Cadets are not allowed to self-medicate. Cadets taking prescription medicines will report to the Nurse's station. Cadets will wait until prescription medications or over the counter remedies are given out by the medical person on duty.

C. Student Council

The Student Council shall consist of six cadet members. The cadets on the Student Council will be elected by their peers after Week 7. In the event a Student Council member is released or fails to remain in the program, a replacement will be selected not later than the next week. The Student Council is explained in the following outline:

1. All breaches of the Honor Code will be reported to the Student Council.
2. Cadet concerns/issues can be reported to the Student Council and will be forwarded to the appropriate Department Head and Deputy Director for action.
3. The Student Services Coordinator will convene the Student Council.
4. A majority is required to recommend that an Honor Code violation has or has not occurred and if an issue or concern warrants action by administration.
5. Student Council positions are as follows:
 - a. **President** - oversees the actions of the council, reports to the Student Services Coordinator (a.k.a. the Principal).
 - b. **Vice President** - manages operations of the council, reports to the President.
 - c. **Secretary** - records all meeting minutes, types and files appropriate documentation.
 - d. **Representatives (3)** - Relay information to the platoons and bring information to the council from the platoons. Reports to the Vice President.

The Student Council will be tasked with the responsibility of planning extra-curricular activities for the cadets, as well as prepare the class yearbook.

E. Cadet Standard Responses

Cadet responses to staff questions:

- a. **Yes Sir (or Ma'am)** - used when the truthful answer to a question is yes.
- b. **No Sir (or Ma'am)** - used when the truthful answer to a question is no.
- c. **Sir (or Ma'am), I do not understand.** - Used when the question is not understood. Not to be used as an excuse to avoid answering the question truthfully, when the truth is known.
- d. **Sir (or Ma'am) I do not know** - Used when the truthful answer is not known.

F. Staff Members in Hallways and Rooms

When staff members enter a hallway or corridor occupied by cadets, cadets will post themselves at **Attention** against the wall until told to "carry on," or otherwise pass through. Cadets will always stop for staff in the hallways, passageways, outside, or any other area where the two may pass. When passing any staff member, Cadets will come to the position of **Attention** and ask for permission to speak. When told to speak, Cadets will then ask for permission to pass. When told to pass, Cadets will then pass. The following exceptions exist. Cadets do not have to pause to pass if:

- a. They are carrying a heavy object (such as furniture or a large box.)
- b. They are following another staff member at the staff member's request.
- c. They are involved in a work detail and are in the commission of that job.
- d. They are involved in PT or a CAPE session.

When Cadets are in a room and a Cadre walks in, Cadets must shout "**At Ease.**" When the Director, Deputy Director, or Commandant walks into a room, Cadets must shout "**Attention.**" If class is in session, or if Cadets are in an administrative office, there is no need to shout anything. ** Note—If Director is already in room addressing cadets the room will not be recalled to attention. This supports the military rule of organizational structure. If the person occupying the room/ addressing group is the superior then the room will never be recalled to attention for a subordinate person. This rule applies as well if Cadre enter and superior is in room the room will not be called "At Ease".

G. Reporting to a Staff Member or Board

1. When reporting to a senior staff member such as the Director, Deputy Director or Commandant, cadets will:
 - a. Ensure uniform meets standards.
 - b. Knock three times in a firm manner on the office door and await the command to enter.
 - c. Enter the office after permission is given, centering yourself approximately three paces from the desk.
 - d. Assume the position of **Attention** and render the hand salute.
 - e. State "Cadet _____ reporting as ordered Sir (or Ma'am.)"
 - f. Stand at **Attention** unless directed otherwise.
 - g. Follow instructions as given.
2. When dismissed the cadet will:
 - a. Come to the position of **Attention**, centered approximately three paces from the desk and render the hand salute.
 - b. Await the command "Carry-on" or "Dismissed."
 - c. Perform an **About Face**, and exit the area quickly.
3. When reporting to a board a cadet will:
 - a. Ensure uniform meets standards.
 - b. Knock three times on the office door and wait for the order to enter.
 - c. Enter the office/conference room after permission is given, centering yourself approximately three paces from the desk or table.
 - d. Assume the position of **Attention**.
 - e. Render a hand salute, stating "Cadet _____ reporting to the Board as ordered Sir (or Ma'am.)"
 - f. Terminate the salute only after the board chairperson returns the salute.
 - g. Follow instructions given.
4. A cadet will be dismissed from a board in the same manner as being dismissed (See #2, above.)

H. Staff Members on the Residential Floors

At any time, staff members may be on the residential floors during any time of the day. During the course of the Residential Phase, staff members of the opposite sex may be on the floor. Prior to coming onto the floor, they will always announce their presence by stating, "**Male on the floor**", if it is a male entering the female floor, or "**Female on the floor**" if it is a female entering the male floor. Upon hearing one of the announcements, cadets in the immediate area who heard it, will respond with "**ALL CLEAR.**" At that point the staff member will enter the floor.

- c. Supervise the squad during work projects and barracks maintenance and personal time. Ensure squad members perform assigned details.
- d. Maintain squad bearing by holding squad members to high standards of military bearing.
- e. Maintain standards of drill and ceremony IAW FM 3-21.5
- f. Motivate self and others. Assist squad members in responding to directions and maintaining a positive attitude.

4. Platoon Sergeant

- a. Maintain platoon uniformity by ensuring that all members of the platoon are in the required uniform at the required location.
- b. Maintain platoon bearing.
- c. Know the locations of the cadets in the platoon at all times.
- d. Supervise the platoon during work projects, service to community projects, personal time and meals.
- e. Hold Squad leaders accountable for their squad's actions both positive and negative.
- f. Report all issues, concerns or information to the cadet First Sergeant.
- g. Conduct inspections of assigned personnel and personal areas.
- h. Maintain standards of Drill and Ceremony IAW FM 3-21.5

5. Assistant Platoon Sergeant

- a. Assist Platoon Sergeant with maintaining platoon uniformity by ensuring that all members of the platoon are in the required uniform at the required location.
- b. Maintain platoon bearing.
- c. Know the locations of the cadets in the platoon at all times.
- d. Assist the Platoon Sergeant in supervising the platoon during work projects, service to community projects, personal time and meals.
- e. Hold Squad leaders accountable for their squad's actions both positive and negative.
- f. Report all issues, concerns or information to the cadet First Sergeant.
- g. Conduct inspections of assigned personnel and personal areas.
- h. Maintain standards of Drill and Ceremony IAW FM 3-21.5

B. Duties and Responsibilities of Leaders

1. Cadet Commander

- a. Overall control and supervision of the Company.
- b. Approves Cadet job duties and/or relief from Cadet job duties, above the grade of Staff Sergeant
- c. Approves promotions and demotions for grades above Staff Sergeant.
- d. Schedules and presides over Commanders leadership meetings.
- e. Works with the Commandant in coordinating activities for the Company.
- f. Accomplishes additional duties as directed by the Commandant.
- g. Maintain accountability of all class group members.
- h. Submit daily reports to the Commandant
- i. Maintain company uniformity
- j. Maintain company bearing
- k. Supervise service to community projects, barracks maintenance, personal time and meals
- l. Conduct inspections of barracks and Cadets.
- m. Report all information, and accountability to the supervisors/Commandant.
- n. Hold cadet leadership accountable for their actions.

2. Cadet First Sergeant

- a. Reports directly to the Cadet Commander.
- b. Maintain accountability of all class group members.
- c. Report accountability of class group to teachers and cadre.
- d. Submit daily reports through the Cadet Cmdr. to the Commandant.
- e. Maintain company uniformity.
- f. Maintain company bearing.
- g. Assists with service to community projects, barracks maintenance, personal time and meals.
- h. Conduct inspections of barracks and personnel.
- i. Report all information, and accountability to the senior cadre.
- j. Hold cadet leadership accountable for their actions.

3. Squad leader

- a. Maintain squad accountability by checking cadets and knowing where they are at all times.
- b. Maintain squad uniformity, to include all squad members being in the proper uniform and the squad areas of responsibility being maintained to standard.

It is important to note that the staff member is not asking permission to enter the floor. The staff member will enter the floor anyway for safety and security reasons. The purpose is for the staff member to alert cadets of the opposite sex that he/she is on the floor. Cadets should keep several things in mind:

1. No cadet should be walking around the residential floor in a state of undress. Males and females both sleep in pajamas. Cadets will always wear a shirt.
2. Cadets will go to the showers in their PT gear and emerge from the showers in their pajamas.
3. Cadets are not authorized to be undressed or half dressed in their rooms any longer than it reasonably takes for them to change clothes.
4. Cadets should always wear undergarments.
5. Cadets should not walk around the residential floor barefooted. Cadets should wear shower shoes or flip-flops.

I. Academy Property

The Challe**NG**e building is on federal property and all of its contents belong to the State of New Jersey. As such, cadets are held responsible for any items that are destroyed, marked, defaced or otherwise rendered unusable. Cadets will be responsible for any damage to the Academy building and its contents. The responsibility is on all cadets to take care of and maintain the Academy in its intended state.

J. Personal Issue

During your tenure at the Academy, you will be issued many pieces of equipment by the Academy for various reasons, to include but not limited to:

- a. Clothing
- b. Bed linen
- c. Sports uniforms – if applicable
- d. Seasonal gear
- e. Textbooks/workbooks
- f. Footwear

It is the responsibility of the cadet to maintain all personal and issued gear in a clean and orderly fashion.

K. ID Cards

The safety and security of the ID card is the sole responsibility of the cadet. Any cadet who loses his/her ID card will have to make a statement in writing, to the Commandant, as to the details of the loss before a new card will be issued.

SECTION III. INSPECTIONS

Staff conduct inspections regularly at all training locations. Inspections are announced and unannounced. Cadets are expected to have their racks and lockers up to military/ChalleNGe standards everyday. NO EXCEPTIONS.

Cadre conduct health and welfare inspections to ensure:

1. Proper cleanliness and personal hygiene standards are being met
2. Barracks are free of contraband items
3. Barracks are free of any safety hazards

Command inspections are conducted to ensure:

1. Uniformity amongst the cadets
2. Serviceability of equipment
3. Barracks maintenance standards are being met
4. Unsecured equipment is inspected to identify ownership
5. Barracks are free of contraband

A. Cadet Appearance Standards

1. There are five authorized cadet uniforms. Commandant will post Uniform of the Day requirements

- a. Dress uniform
- b. Class uniform
- c. Physical Training (PT) uniform
- d. Graduation uniform
- e. Sleeping uniform

2. The dress uniform consists of:

- a. Highly cleaned boots, boot garters, BDU trousers, Academy t-shirt, BDU top, web belt and buckle, ID card with clip, patrol cap, and awards and cords as authorized. The tip of the web belt is always to the left of the buckle, not to exceed 2 inches past the tip of the buckle.
- b. Additions to this uniform are authorized by the Commandant.

SECTION VIII. LEADERSHIP/FOLLOWERSHIP

A. Leadership Techniques

1. Cadets study leadership techniques established by military doctrine to include the following values:
 - a. Discipline
 - b. Integrity
 - c. Courage
 - d. Honor
 - e. Commitment
2. Leadership positions available to cadets are: Class Group Leader, Squad Leader, Guide/Ass't. Platoon Leader, Platoon Leader, Student Council and cadet First Sergeant.
3. Every cadet in the company will rotate through a leadership position twice.
4. Leadership positions are held for a period of five days and then rotated.
5. Leadership rotations will begin during week three of the ChalleNGe Phase.
6. Cadets will receive evaluations at the completion of each rotation:
 - a. Leadership evaluation- This is the form used by staff to evaluate the cadets' progress and needed improvements. Upon completion, the form is given to the cadre supervisor.
 - b. Leadership feedback report - This is the form used when the Senior Cadre sits down with the cadet and reviews the leadership evaluation with the cadet. Strengths and weaknesses are annotated on the form, and suggestions for improvement are also noted.
7. Upon completion of the leadership rotation, a permanent leadership board will be held. Cadets will be nominated by platoon to participate in the leadership board. Cadets who are selected to attend the board will be quizzed on the following:
 - a. Academy policy and procedures
 - b. Leadership
 - c. Dress and Appearance
 - d. Cadet Handbook knowledge
 - e. PRAP
 - f. Job Book
 - g. Life Skills

d. Staff and cadet handbooks will be revised to reflect the parameters outlined in this policy letter. In addition, a program SOP shall be written to address issues outlined in this policy letter and shall become part of your state plan. Staff and cadet handbook revisions and the program Hands-Off Leadership SOP shall be in place within 30 days of the effective date of this policy letter.

e. All ChalleNGe staff shall reacquaint themselves with the National Guard Youth ChalleNGe Program Cooperative Agreement policy for the Acclimation period and residential phase. The Youth ChalleNGe program philosophy mandates a "tough love, caring, disciplined" approach. At no time will prospective candidates be subjected to harassment or required to perform demeaning tasks; what we do and how we do it should always have a rational teaching point.

5. Policy Enforcement:

a. All reports of an alleged violation of Hands-Off Leadership by a ChalleNGe staff member shall be impartially investigated and facts gathered under the direction of senior staff. Appropriately document the investigation facts and forward to the Director for action. NGB-J1-AY shall be notified via a Serious Incident Report anytime a Program Director conducts an investigation regarding an alleged inappropriate event.

b. Candidates/cadets or staff shall not be subject to disciplinary action or any other form of retaliation for reporting an alleged violation.

c. Any substantiated violations of this policy shall subject staff to disciplinary action up to and including dismissal from employment.

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3. The class uniform consists of:

a. Highly cleaned boots, Academy T-shirt and BDU trousers, and web belt with buckle, patrol cap, book bag, and ID card.

4. The Physical Training (PT) uniform consists of:

- a. Academy T-shirt, navy blue shorts, black running shoes, and white socks.
- b. Cold weather PT uniform includes navy blue sweatshirt and sweat pants, skull cap and gloves.

5. The sleeping uniform consists of pajamas that cadets bring from home. Basketball shorts, jerseys or any other kind of civilian clothing are not acceptable sleep attire. Cadets are not authorized to sleep in the nude, or with only undergarments on. Each cadet must wear undergarments and pajamas when retiring for the night.

6. Changes or additions to the uniform may be made depending upon seasonal requirements.

7. Each cadet is responsible for being in the proper uniform at all times.

8. When in uniform, cadets will:

- a. Keep t-shirts tucked into the waist-band so that the belt or belt line is visible all the way around the waist.
- b. Keep their pants around their waist at all times and not allow their pants to sag below their waistline.
- c. Keep boots highly brushed at a minimum and free from dirt and dust.
- d. Blouse BDU trouser legs into the boots.
- e. Tuck bootlaces, once tied, into the tops of the boots.
- f. Ensure that when fastened, the tip of the web belt does not extend more than 2 inches past the end of the belt buckle.
- g. Ensure that all clothing is neat and pressed in accordance with Academy standards and ensure that it is kept free from stains and tears.
- h. When shorts are worn, socks will not be pulled past the mid-calf point on the leg and the shorts will be worn around the waist.
- i. Ensure that all awards, ribbons, or cords awarded are worn in accordance with the prescribed standards.
- j. Ensure that whenever a uniform item is worn, that the buttons are all buttoned, and that the zippers are zipped the entire way up. If you are wearing a coat inside, it should be zipped and buttoned all the way to the top button, while leaving the top button undone.
- k. Ensure that the collars of all shirts and jackets are folded down at all times.

9. Hair

Hair/Males:

- a. Haircuts will be provided for all male cadets once every two weeks. Haircuts will be a standard close cut, with no deviations.
- b. No faddish haircuts are authorized at any time.
- c. Males are not authorized to shave their own heads with a razor, nor are any male cadets allowed to cut the hair of any other cadet for any reason.
- d. Males are not allowed to notch, mark or otherwise change the appearance of their eyebrows, unless it is a uniform trim that is keeping in good taste.
- e. Cadets will shave every day in the morning and/or evening during hygiene time as determined by Cadre.
- f. Sideburns will be less than ½ inch wide and will not extend past the middle ear. Sideburns do not have to be worn.

Hair/Females:

- a. Regardless of the uniform worn, all hairstyles will not interfere with the proper wearing of the BDU patrol cap, skull cap or any other authorized head gear.
- b. Hair will not fall over the eyebrows nor extend past the collar of the uniform; hair will not touch the shoulders.
- c. Hair will be neatly groomed. The bulk of the hair will not be excessive nor present an unkempt, ragged, or extreme appearance.
- d. Extensions and weaves are not permitted.
- e. Hair will be kept the natural color of the wearer and will not be dyed nor colored in any way.
- f. Only simple hair devices, such as a ponytail holder, may be worn in the hair in order to maintain it. Hair devices that are unnatural in color or are extremely ornamental, are not permitted.
- g. Trendy styles that result in shaved portions of the scalp, such as the sides of the head, or designed cuts into the hair are prohibited.

10. Fingernails

- a. Will be clean and neatly trimmed, no longer than 1/8 inch, so as not to interfere with performance of duty.
- b. Fingernail polish is not authorized.

11. Cosmetics are not authorized at any time. Lip balm (i.e. Chapstick) may be used in order to keep lips from drying out. The lip balm, however, must not alter the appearance of the lips and make them look shiny or glittery, or present an odor. Any balm used on the lips must be rubbed in and completely absorbed.

12. Civilian clothing is not authorized at any time. The only clothing authorized to be brought to the Academy is clothing listed on the packing lists for candidates.

13. Jewelry: No jewelry other than a simple black watch is permitted.

d. Hands-Off Leadership also prohibits staff members from using unprofessional language, including profanity, vulgarity or off-color jokes when interacting with, correcting or motivating cadets. This includes joking and horseplay that is easily carried too far. The litmus test is this - If you would not want the language being used by your staff toward your cadets to appear on public media and/or broadcast, it should not be used. **The uncompromising standard for behavior and language on the part of the staff is nothing less than complete transparency and total professionalism.**

4. Training and Implementation: Program Directors will implement "Hands-Off Leadership" policy, outlined in paragraph 3, above immediately. Implementation will include, but is not limited to the following actions:

a. ChalleNGe staff will be trained on the "Hands-Off Leadership" policy prior to supervising Cadets. Once training is complete, programs are required to update a Data Management System (OMS) and retain documentation for future audits and inspections. **Staff training will require any staff member, observing or witnessing any violation of this directive, to be responsible for immediately reporting it to their superior or the next member in the chain of command, and to fail to do so is, in itself, a violation of the policy.** Likewise, any employee who violates this directive is required to document their actions and report it to their superior immediately.

b. The program Commandant will inform ChalleNGe candidates that this is a "Hands-Off Leadership" program, on Day 1 of the Acclimation Period. Cadet training will include the opportunity for questions and answers, both initially and ongoing. Cadet training will also include the requirement that any cadet experiencing or witnessing any violation of this directive to immediately report it to their superior or the next member in the chain of command and exactly how to make such a report. If asked, any candidate/cadet should be able to state what to do if they were subject to any of the aforementioned violations. This shall be a recurring, consistent message throughout the Residential Phase from the program leadership to all staff members and from all staff members to cadets.

c. Cadet and parent orientation briefings and program marketing will emphasize the Hands-Off Leadership Program. All briefings will include the opportunity for questions and answers, both initially and ongoing.

Possible Disciplinary Actions:

Meet with the Commandant, write an essay, appear before the Disciplinary Board, loss of phone call privileges, in-academy suspension (extra duty & restriction,) parent telephone conference, parent conference in-person, discharge.

SECTION VII. HANDS OFF LEADERSHIP

The New Jersey Youth Challenge Academy is a hands-off leadership academy. As such, the following guidance letter from the National Guard Bureau (dated 8 May 2015) applies:

SUBJECT: Challenge Program "Hands-Off Leadership" Policy

1. Purpose and Applicability:

a. Sets guidelines regarding the National Guard Youth Challenge Program (NGYCP) Hands-Off Leadership

b. Applies to all NGYCP sites

2. Reference: National Guard Youth Challenge Program Cooperative Agreement (MYPCA)

3. Policy: The National Guard Youth Challenge Program is a "**Hands-Off Leadership**" program.

a. Hands-Off Leadership means that no staff member may touch a cadet or use abusive language as a means of coercive leadership. If a staff member has to resort to shoving, pushing, or swearing to lead cadets, he or she has already failed.

b. When the occasion calls for a staff member to adjust a uniform or touch a cadet to teach a skill, the staff member will professionally ask, "May I correct your uniform?" or "May I help you get a better grip on your rappel rope?" This is good policy when working with youth and an excellent example of civility and courtesy to the cadet.

c. This policy does not conflict with, in fact it complements, Non-Violent Crisis Intervention training. Likewise, it does not in any way infer that a staff member cannot defend themselves against an out of control cadet, nor meant to interfere with any instances where a staff member may need to react physically and or/quickly to ensure the safety of the cadets or others.

B. Uniform/Equipment Storage and Display

1. Wall Locker

Top shelf: left to right

Shoe brush; toothpaste; deodorant; razor; shaving cream; soap; visibility belt and toothbrush.

Scully cap (flattened not folded); gloves (one on the other); patrol cap (formed and placed)

Hanger bar: left to right - All items face to the left, each hanger is two finger widths apart. Field jacket (all buttons buttoned and zippers zipped); windbreaker (buttoned); Poncho; 1 complete BDU & extra pants, shirt over pants; 2 polo Shirts (when issued.)

Shelf under hanged clothes:

Towels (rolled), socks (rolled), underwear (rolled), t-shirts (rolled), sweat suits (rolled)

Bottom of locker, rear: left to right

1 pair Challenge boots; 2 pairs sneakers; 1 pair shower shoes, one on top of the other, insides in.

Book Bag with books; Laundry detergent

2. **Bunks:** Bunks are made first thing in the morning before beginning anything else. The bunk is made with the following standards:

a. There is a 12-inch gap from the top of the mattress to the start of the second sheet.

b. There is a 6-inch collar that begins at the end of the 12 inch gap. This collar is made by folding the second sheet over the blanket.

c. The green blanket is tucked in all the way around the bunk, with the two bottom corners forming a 45 degree angle.

d. The sheets must be pulled tight underneath, with the same hospital corners at each end.

e. The pillow must be pressed flat and neat, with the opened end of the pillowcase tucked neatly under the pillow.

Cadre will demonstrate the proper techniques in order to achieve the standard for wall locker, foot locker and bunk maintenance.

SECTION IV. THE HONOR SYSTEM

Honor is the guiding principle of every endeavor. Integrity (absolute honesty) is a basic attribute demanded of every cadet. This personal quality requires, among other things, that YOUR WORK, WILL BE YOUR OWN. Specifically, the phrase, “**your work will be your own**” means that the work will be original in every manner. Therefore, the copying of any lesson plan etc. in any part violates the intent of the honor system. Cadets are encouraged to work and study together; using the buddy system, however, for the honor system to be effective the final result must be original.

The honor system at this ChalleNGe Academy does not stop with just academic honor and integrity. It applies to your observance and adherence to the rules established throughout this program. To willfully break a rule or regulation, whether it is discovered or not, is a violation of the honor code.

Electing to attend this Academy means that you are giving us your word of honor that you will make every effort to prove you are a person of integrity. It is the duty of every cadet to report all violations of the honor system. Failure to assume the responsibilities of living by, and reporting violations of the honor system reflects unfavorably upon you and the Academy.

SECTION V. THE CODE OF CONDUCT

A. Policy Prohibiting Sexual Harassment and Discrimination

It is a violation of this policy to engage in sexual (or gender-based) harassment of any kind, including hostile work environment harassment, quid pro quo harassment, or same-sex harassment. For the purposes of this policy, sexual harassment is defined, as in the Equal Employment Opportunity Commission Guidelines, as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature.

All reported incidents of sexual harassment will be promptly and thoroughly investigated.

Any cadet who believes that he or she has suffered sexual harassment by another cadet, staff member, or by a third party, shall report the alleged harassment immediately. To the extent possible, reports of sexual harassment will remain confidential. Any cadet engaging in an action or conduct constituting sexual harassment will be subject to severe disciplinary action to include possible discharge.

| |
|--|
| Neglect of duty |
| Neglecting military courtesy |
| Disrespectful behavior |
| Improper behavior in and around the dining hall |
| Use of profane language |
| Unauthorized use of Academy Equipment |
| Loss of ID Card |
| Possession of contraband |
| Unauthorized access to off limit areas |
| Absent without leave AWOL (On Base) |
| Disobeying a direct order |
| Disorderly conduct |
| Failure to follow instructions (Major Infraction) |
| Horse playing |
| Acting to endanger others |
| Fighting (non-aggressor) |
| Fraternization (no physical contact) |
| Lying |
| Cheating |
| Stealing |
| Bullying |
| Violation of the Honor Code |
| |
| |
| THESE INFRACTIONS ARE SUBJECT TO AND MAY RESULT |
| Willful destruction of ChalleNGe property |
| Absent without leave AWOL (Off Base) |
| Fighting (aggressor) |
| Fraternization (physical contact) |
| Physical assault of a Staff Member |
| Full non-compliance |
| Possessing weapon or ammunition |
| Bullying/Harassment |
| Engaging in gang activity |
| Use of alcoholic beverages/narcotics |

C. Cadet Performance Criteria

At the NJ Youth ChalleNGe Academy, satisfactory performance is expected of each cadet. Only cadets who can maintain satisfactory performance will truly benefit from all that the academy has to offer. **NOTE: Sitting for the GED test and participating in graduation are privileges that are earned through acceptable levels of behavior. Therefore, if a cadet exhibits unacceptable behavior, he/she may not be permitted to take the GED test while enrolled in the academy. Additionally, he/she may not be permitted to participate in the graduation ceremony.**

THE FOLLOWING INFRACTIONS WILL RESULT IN DISCIPLINARY ACTION:

| |
|--|
| <u>INFRACTION</u> |
| |
| <u>Equipment:</u> |
| Dirty |
| Not properly displayed |
| Not properly maintained |
| <u>Dress and Appearance</u> |
| Boots not cleaned |
| Hands in pockets |
| Uniform dirty |
| Uniform wrinkled |
| ID Card not worn |
| Torn/mismatched uniform item |
| Out of uniform |
| Incorrect wear of the ChalleNGe uniform. |
| Not clean shaven |
| Hair improperly worn |
| Unauthorized cosmetics |
| Dirty hands/nails |
| <u>Conduct:</u> |
| Not prepared for class |
| Talking in ranks |
| Improper behavior in class or formation |
| Failure to stop for staff in hallway |
| Tardiness to class or formation |
| Inattentiveness (sleeping) |
| Failure to follow instructions (Minor Infraction) |
| Misusing the chain of command |

B. Contraband

1. Contraband is defined as: Any item that a cadet is not supposed to have.
2. Contraband items include but are not limited to:
 - a. Cleaning agents not issued by supply
 - b. Magazines of any kind or pornographic posters or pictures
 - c. Tobacco products of any kind.
 - d. Playing cards, dice or any other gambling agent
 - e. Food not issued by a staff member, or in a location where it is not authorized, i.e.... food is not authorized on the second or third floor.
 - f. Food hidden or stolen; This includes food removed from the dining facility or possession of field rations without authorization.
 - g. Unauthorized beverages
 - h. Candy
 - i. Stolen ChalleNGe Academy equipment. This includes having more than the issued amount of equipment. Cadets are not authorized to take equipment from cadets who have been or are about to be dismissed from the Academy.
 - j. Money
 - k. Drugs; All medications are kept locked in the nurse’s station, unless otherwise authorized by the nurse.
 - l. Weapons of any kind; Almost any item can be construed as a weapon. It is also your intent with the object that determines its classification.
 - m. Electronics of any kind, to include cell phones, iPod, mp3s, radios, computers, laptops, cameras, etc....

3. Cadets will be disciplined according to guidelines for being in possession of contraband. Cadets possessing drugs and weapons will be automatically discharged and DOD police may be notified.

4. A cadet who knows the location of contraband must tell a staff member. Cadets who do not report contraband are in violation of the Honor Code and will be disciplined as well.

C. Gang Activities

It is possible that some cadets who enter the Academy may have been affiliated with gangs at some point.

The policy of the NJ Youth ChalleNGe Academy is zero tolerance for gang activity. If any cadet is found to be recruiting for a gang, displaying the colors or signs of a gang, throwing gang signs, using gang lingo, drawing or writing gang graffiti, or in any other way representing a gang, will immediately be discharged from the Academy.

D. Fighting

Threats, physical violence or the use of obscene/abusive or profane language are not acceptable. Any cadet found to be involved in a fight, will be disciplined quickly and severely. The Academy also believes that it is the responsibility of all cadets to avoid physical violence. "Just walk away" is the phrase that needs to be remembered. Walking away does not make you less of a man or woman; it ensures that you will not be dismissed for fighting. If there is a situation that seems unavoidable, where someone is persistently trying to fight you, the responsibility is yours to notify a staff member immediately and the aggressor will be disciplined.

E. Alcohol, Tobacco and Other Drugs

The use or possession of alcohol, tobacco or other drugs of any kind, whether on JB MDL, returning to the Academy, or leaving the Academy, are prohibited at any time. **Any cadet found guilty of violating this policy will be dismissed immediately and the appropriate charges filed with the DOD police, if warranted.**

F. Weapons, Ammunition and Explosives

1. Personal ammunition or firearms are not permitted. Staff has the authority to make spot checks.
2. Hatchets, knives etc.... are not allowed. Any item deemed a weapon by the staff will be confiscated and not returned.
3. Possession of fireworks and explosives of any kind or causing the same to explode are strictly forbidden.
4. **Any cadet found guilty of violating this policy will be dismissed immediately and the appropriate charges filed with the DOD police, if warranted.**
5. If any ordnance materials (military issued weapons, ammunition or other equipment) are found on JBMDL during training you will report it immediately.

G. Operating a Business

Cadets are not authorized to operate a business of any kind while at the Academy. This includes, but is not limited to, doing the following things for money or any other form of payment:

1. Haircuts
2. Boot cleaning
3. Doing details or other duties
4. Doing academic work of any kind

B. Disciplinary Reports and Forms

1. Cadet Assessment Report:

The Cadet Assessment Report is only used during the Acclimation Phase in order to assess a candidate's behavior, whether positive or negative. Cadet assessments are used to help determine if a candidate is qualified to continue in the residential phase. Any staff member may fill out a cadet assessment based on their observations or interactions with a candidate/cadet.

2. Cadet Infraction Report:

The Cadet Infraction report may be filled out by any staff member who witnesses a cadet in violation of any established rules, regulations, policies or procedures. An Infraction Report is used if it is a repeat offense, where other methods of correction have failed, such as on the spot corrections or a CAPE session. The staff is always willing to help correct behavior and to assist you in learning. At some point however, if you are being addressed for the same thing over and over again an infraction report is warranted. An infraction report is also used if the incident is to be sent to the Disciplinary Board, but does not require a Serious Incident Report. Examples may be fraternization, horseplay, failure to follow instructions, disobedience or disrespect. The accumulation of an Infraction Report(s) may result in the cadet being sent to the Disciplinary Board for further corrective/disciplinary actions.

3. Serious Incident Report (SIR):

Serious Incident Reports are completed by the Director only.

4. Witness Statement Form - (Non Disciplinary)

The Witness Statement form is sometimes used to gather information in reference to an incident that a cadet may have witnessed or information that he/she may have heard.

Witness statement forms are to be filled out by cadets immediately upon being told to do so by a staff member. Any cadet who knowingly puts false or misleading information on the form is subject to disciplinary action for violation of the Cadet Honor Code and academy values.

All reported incidents of bullying (harassment) will be taken as a serious offense and thoroughly investigated promptly. Any cadet who believes they are the victim of bullying (harassment) by another cadet is to report the incident(s) to a cadre or a staff member who will immediately write a report and submit it up the chain of command for investigation of the incident(s). Any cadet engaging in any form of bullying (harassment) activities will be subject to severe disciplinary action up to and including discharge from the academy and possible legal action based upon the severity of the incident(s) on whether any federal or state laws have been violated.

SECTION VI. DISCIPLINE

A. Disciplinary Code

The Disciplinary Code documents common rule violations and possible consequences for those actions. The basic disciplinary measures that may be used for cadets are as follows.

1. **Cadet Assessment forms-** (Acclimation only) These forms are only used during the Acclimation Phase and are used to document negative behavior or attitudes displayed by a candidate. The assessment forms are used by the cadet Disciplinary Board during Acclimation to determine a candidate's suitability to continue in-residence.
2. **Level 0 - OTSC- On the Spot Correction-** Is a verbal correction given by any staff member at the Academy to correct a deficient behavior or substandard appearance.
3. **Level 1 - CAPE (Corrective Action Physical Exercise)** Used to correct minor on the spot deficiencies at any time, by any staff member. No documentation is required.
4. **Level 2 - Infraction Report** - Infraction reports are filled out and submitted to the Commandant when a cadet fails to conform to the standard as outlined. This could include, but is not limited to, negative appearance despite repeated attempts at correction, negative behaviors which would warrant a referral to the Disciplinary Board (DB) and violations of the cadet Honor Pledge or Cadet Creed. Infraction reports may be submitted to the DB for disciplinary action.
5. **Level 3 - Serious Incident Report** - Serious incident reports are filled out when there is major violation of academy rules and regulations which resulted in an injury, AWOL (Absent without Leave), drug/alcohol abuse, fight or other incident which is considered serious in nature. All serious incidents will be reported to the Director with a copy of the Serious Incident Report (SIR.)

H. Prohibited Literature

All literature of an unsuitable nature i.e., sexually oriented, dealing with gangs, drug or drug culture, etc. is strictly prohibited and will be confiscated and destroyed.

I. Gambling

Gambling of any kind or in any form is strictly prohibited.

J. Academics

1. Academic and Core Component Completion

Academic (GED Preparation): All cadets are required to attend classes for academic improvement beginning week three. Classes meet from 8:24 a.m. to 3:30 p.m. with a break in the morning to use the latrine and a lunch break. Class objectives and material will cover the content and skills necessary for academic improvement on the Post-TABE and prepare you to take the GED test.

Citizenship: Cadets will complete the Citizenship curriculum throughout their classes. Successful completion of the Citizenship component requires a passing score of 80% or higher on a written test. Cadets will demonstrate the democratic voting process of the United States and register to vote and for the Selective Service if of age.

Health & Hygiene: Cadets will complete the Health/Hygiene component. Successful completion of the Health/Hygiene component requires a passing score of a written, cumulative test of 80% or higher in each of the component tasks.

Job Skills: Cadets will complete the Job Skills component. Cadets will successfully complete the following tasks: 1) complete the ASVAB, 2) demonstrate knowledge and skills required to seek and obtain employment, 3) explore knowledge and skills required to pursue future educational opportunities. To successfully complete the Job Skills component cadets must pass a cumulative test with a passing score of 80%.

Life Skills: Cadets will complete the life Skills component. Cadets will successfully complete the following tasks: a) understand personal finance, b) recognize various emotions and stressors and identify coping strategies and c) recognize conflict resolution strategies. To successfully compete this component you must pass a cumulative test of 80% or higher for each task.

Pre/Post TABE: Test of Adult Basic Education. (Academic Excellence) Cadets will take the TABE twice. You will take the Pre-TABE upon entry into the academy and the Post-TABE prior to graduation. To successfully complete the academic excellence core component you must improve your score on the Post-TABE test.

The GED Ready Test will be administered to cadets based on outlined factors in the academic core component. This assessment provides a go/no-go gauge of your opportunity to take the GED test.

GED: The **General Education Development** test is administered here at the Academy by Pearson Vue. **The GED Ready and the GED tests are taken one subject at a time.**

***It is your responsibility to complete all academic components required for graduation from the program. If any waiver has to be written and signed by the Director for any core component that was failed by you, you will not be permitted to attend the graduation ceremony.**

Refusing to Train:

Refusing to train will not be tolerated. Refusing to train consists of, but is not limited to the following: sleeping in class, heads down in class, walking out of class, not doing your class assignments, refusing to go to class, perform a task, refusing to perform corrective action physical exercise (CAPE), or any direction given to you by your instructor.

2. Students are not permitted to leave the classroom to visit:

- a. RPM
- b. Nurse
 - i. The nurse will be called to the classroom in the event of a medical emergency.
- c. Counselors

11. If at any time in the DFAC you come into contact with a service member or DFAC employee who is rude, discourteous, or violates any rule of common decency, you are **NOT** to take matters into your own hands and say anything to that individual or group of individuals. Inform your Cadre, before leaving the DFAC, and they will handle the situation in accordance with prescribed guidelines.

S. Policy Prohibiting Bullying (Harassment)

Definition:

Bullying (harassment) is the act of systematic and continually unwanted aggressive actions of one individual or group on another individual or group where an imbalance of power exists.

Policy:

It is a violation of this policy for any cadet to engage in the practice of bullying (harassment) of any individual or group to include but not limited to:

Verbal Bullying (Harassment)

- Threats of physical harm
- Inappropriate sexual comments
- Inappropriate racial, ethnic, or religious comments
- Taunting
- Name-calling

Social Bullying (Harassment)

- Spreading rumors or lies about an individual or group
- Embarrassing or humiliating someone publicly
- Exclusion from social situations and/or activities with the purpose of socially isolating an individual or group

Physical Bullying (Harassment)

- Unwanted touching
- Hitting
- Tripping/pushing
- Spitting
- Inappropriate hand gestures
- Putting bodily fluids and/or other substances on others

R. Dining Facility

Use of the dining facility (DFAC) is a privilege and not a right. At any time, if cadets are not performing to standard in the DFAC, their dining privileges can be removed. The Youth Challenge Academy shares the DFAC with military personnel from all branches of the service. Cadets are expected to treat all personnel that they come into contact with at the DFAC with courtesy and respect at all times. The Cadre will explain the proper procedures for filing into and out of the DFAC, as well as the rules of engagement while in the DFAC. Some things to remember:

1. There is no talking in the DFAC, except to order your food. When interacting with the DFAC staff you are expected to be courteous and polite. Place your order, and say "Yes Sir, (Ma'am)," and when you receive your food, ensure you thank the staff, "Thank you Sir, (Ma'am)."
2. Each cadet will only take 2 glasses for drinks. During the Acclimation Phase, cadets will only drink water. Cadets must finish both glasses of water before disposing of their tray. During the Challenge Phase, if cadet behavior warrants it, cadets may be able to have milk or juice during meals, but only one glass. The second glass will still be water. Cadets are never allowed to get soda from the DFAC.
3. The short order line is off limits unless approved.
4. Cadets are only allowed 2 pieces of bread during each meal. Toast counts as bread.
5. Cadets use proper etiquette and manners when dining. Examples of improper etiquette include, taking large bites of food, licking fingers, chewing with the mouth open, not using utensils, loud belching, having elbows on the table etc..
6. Head gear is not worn in the DFAC.
7. Facing movements are not authorized in the DFAC. Cadets do not have to ask for permission to pass in the DFAC.
8. Cadets are not allowed dessert unless approved. Dessert includes, but is not limited to: cookies, cake, pie, Jell-O, pudding, ice cream etc. Fruit is not considered a dessert.
9. Cadets who violate any rules of the DFAC as outlined by their Cadre will be told to leave the DFAC. Cadets who do not leave the DFAC in a timely manner when told to do so, or who cause a scene as they leave, will have their DFAC privileges revoked.
10. Cadets who have their DFAC privileges revoked will eat "to go" meals at the Academy during their period of revocation.

3. School Guidelines

- a. Be Prepared
 1. Be on time for all Academic Activities.
 2. Bring all materials to class (textbooks, notebooks, pens, pencils etc.)
 3. Complete all assignments on time and to standard.
 4. Use breaks between classes to talk with staff and use the latrine.
- b. Be Respectful
 1. Respect staff and classmates.
 2. Respect Academy and personal property.
 3. Stay awake and alert and actively participate in class room instruction.
 4. Use proper language.

4. Classroom Rules/Conduct

Cadets will enter the classroom quietly (remember the 1st floor is a quiet zone), stand at attention by their seats until told to take seats. The Academy follows traditional military customs and courtesies when reporting to class. Remember, this is not middle school or high school.

- You are expected to control your behavior and act in a mature, disciplined manner. Disrespect or insubordination toward any Academy staff member is not acceptable behavior.
- You are expected to make academic progress completing classwork, homework, and passing quizzes and tests. You will not spend 22 weeks here and accomplish nothing in class.

Conduct in the Classroom: You will complete all assignments given to you by your instructors. Failure to do assignments is a "refusal to train" and will affect your chances of taking the GED test, promotions and will ultimately result in disciplinary action.

- When class studies begin, each cadet is supplied with necessary paper, pencils, and notebooks. You will bring all materials, notebooks theme books and pencils to class.

- Once in the classroom, you will not be allowed to leave to retrieve forgotten items or go to the latrine. You have plenty of time before classes, during the morning break, and during lunch to use the latrine. Use your time wisely.
- It is the discretion of the instructor to determine if you will use the latrine on an “emergency” basis. Remember, the instructor’s decision is final; do not argue with your instructor about their decision. You have plenty of time to use the latrine on your own time; they do not have to let you use the latrine.
- The following items are forbidden in the classroom: personal letters/mail, personal hygiene products, photos/pictures, drawings/drawing material and personal books/reading material. These items will be confiscated.
- Cadets will sit up in their seats and pay attention and participate during all classes, this includes the computer lab.
- Lack of participation in class is considered refusing to train.
- Sleeping or laying your head on the desk is not allowed. You are here to learn, not to sleep. Sleeping in class will result in disciplinary action.
- Cadets, who become drowsy, may request to stand up. You will stand quietly until you are able to return to your seat and remain attentive.
- Cadets must ask for permission to hydrate in the classroom. If your instructor tells you no, you will not argue with their decision.
- Materials in the classrooms or on the bulletin boards will not be removed.
- Cadets will never stand behind an instructor’s desk, touch or remove anything from an instructor’s desk. Disciplinary action will be taken.
- Cadets will remain seated at their desk at all times unless otherwise instructed.
- Writing on or defacing desks, computers, displays, bulletin boards, or walls are destruction of property and subject to disciplinary action. Replacement or repair costs may be assessed to the cadet.

P. Phone Privileges

Telephones are available in Bldg. #5910 for cadet use when authorized.

1. Cadets are only authorized to use the phones when authorized by a member of the Cadre department, or during phone privileges on the weekends.
2. Each cadet is allowed 5 minutes per use of the phone. Your time starts once you pick up the phone and is strictly monitored.
3. Phone privilege is exactly that, a privilege, not a right. Phone privileges may be revoked due to unacceptable behavior.
4. Cadets on restriction and extra duty are not authorized to use the phones until their restriction time is done or otherwise authorized by the Commandant.
5. Cadets on restriction and extra duty are not authorized to use the phones until their restriction time is done.

Q. Base Facilities

All JB MDL buildings and their areas are off limits with the exception of the Academy and its surrounding areas, unless accompanied by an Academy staff member or while on a supervised Service to Community project.

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M. Cadet Duty Roster

There will be a rotating list of cadets assigned to perform various duties and details in and around the Academy and its grounds. This list of cadets is changed weekly and is kept on the bulletin board for each platoon.

Cadets who are assigned duties are expected to complete their duties to standard, and in a timely fashion. Failure to do so will result in corrective action. Cadre will ensure that all cadets know the standards for building maintenance and cleanliness.

N. Laundry Facilities

Laundry facilities are available to cadets at no cost. Each platoon has their own laundry room with no less than 3 washers and 3 dryers. **You will adhere to the laundry schedule that the Cadre set for all cadets to wash their personal laundry at least once per week.** When using the laundry facilities, keep in mind the following:

1. **No one is permitted to sit on the washers/dryers.**
2. You are required to clean the machines after you use them. This includes:
 - a. Wiping down the washing machine with a clean wet rag to remove any dirt or detergent build up, inside and out.
 - b. Cleaning the lint trap of the dryer after **every** use.
 - c. Wiping down the dryer after each use with a clean, wet rag.

Every Saturday, cadets will be required to wash their own bed linens. This includes the green camo blanket, pillow case, and 2 sheets. Cadets may wash the pillow as needed. If any of these items becomes unserviceable, Cadre should be notified and replacements will be obtained. Cadre will instruct cadets on the proper use of the laundry machines.

O. Mail Call

Mail will be distributed daily, Monday through Friday, after the evening meal. Mail is not delivered to JB MDL on the weekends, so there is no mail call on Saturday or Sunday. Mail is the lifeline of many cadets as it keeps them in touch with family and friends back home. All cadets are encouraged to write letters as much as possible. The rule of thumb to remember is "If you want letters, you need to write letters." Postage is at the expense of the cadet.

Your mailing address is as follows:

Cadet _(First Name, Last Name), (Alpha, Bravo or Charlie)_ Platoon
NJ Youth Challe**N**Ge Academy
5910, West 16th Street
Joint Base MDL, NJ 08640

Frequently mail is returned as "undeliverable." Use your academy return address (above,) INCLUDING YOUR NAME, in the upper left corner of the envelope to receive any returned mail. Encourage your family and friends to also use a return address.

Classrooms and Computer Lab: Before you leave the classroom or computer lab, you will clean up and organize the room.

- Desks will be neat and orderly, take all personal equipment with you and dispose of all trash. Chairs will be pushed up against all computer workstations and desks. Computer stations will be straight before leaving and the room will be clean.
- Unauthorized internet access, including unauthorized websites, and unauthorized computer use is prohibited. Your computer account will be disabled. ***All social media websites are forbidden.**
- Do not play with the computers or modify them in any manner. Your computer account will be disabled.
- Remember your username and password. Log off when finished. ***Never allow another cadet to use your logon.**
- Computer Usage Policy: you will receive a briefing on the Acceptable Computer Usage Policy. **Violating the Computer Usage Policy will result in swift disciplinary action. "I didn't know" will not be accepted as an excuse for violating the policy.**

5. Between Classes

- a. Cadets form up in their group formation as directed by cadre.
- b. Cadets will be authorized to use the latrine once they have checked in with their cadre and group leader.
- c. Cadets must wash hands with hand sanitizer after using the latrine.
- d. Cadets will remain quiet when moving from class to class. The 1st floor is a QUIET ZONE. Cadets are not authorized to speak on the first floor unless speaking to a staff member, or directed to speak by a staff member.
- e. Cadets are not authorized to walk down the first floor class hallway unless in group formation or they are being escorted by a staff member.
- f. There is no running inside the Academy.

6. Homework and Studying

- a. Teachers give homework almost every day.
- b. There will be study time assigned to each group rotation. **During this period cadets are expected to study and complete assigned school work.** Talking is limited to school related discussions.
- c. Cadets must always do their own work. While the Academy firmly believes in peer tutoring and cooperative learning, the purpose is not to give you the answers, it is to help you better understand the material.

7. GED Testing

- a. Testing is a privilege, not a right. **Therefore, if a cadet engages in behavior that is not in accordance with academy standards, they may not earn the privilege of sitting for the GED test while they are enrolled in the academy.**
- b. Cadets who successfully pass the GED exam are awarded a NJ State High School diploma, not a GED certificate.
- c. **Cadets will need to maintain a certain academic standing in order to take the GED test.**

8. Academic Honors

- a. Honor Roll & Citizenship are selected every week that there is a full week of classes, beginning in week 5 of the Residential Phase.
- b. Cadets selected for Honor Roll & Citizenship will receive a certificate.
- c. Selection of Honor Roll awardees is at the sole discretion of each subject specific teacher.
- d. Cadets are awarded Honor Roll for excellent performance, not necessarily their averages, or grades. Teachers look at the total cadet when making their selections.
- e. A cadet may earn Honor Roll more than once and for more than one subject.
- f. Graduation Awards:
 - 1.) Distinguished Honor Graduate
 - 2.) Directors Leadership Award
 - 3.) Directors Academic Award
 - 4.) Superior Performance Award (in each academic area)
 - 5.) Leadership Awards
 - 6.) Citizenship Award
 - 7.) Service to Community Award

K. Formations, Movement, and Drill and Ceremonies

1. Cadets attend all scheduled formations unless formally excused.
2. Cadets are in several types of formations each day. Sitting in class is a type of formation. Standing in line is also a formation. Cadets execute all formations using the following:
 - a. Speak only when granted permission by the person in charge of the formation.
 - b. Maintain the proper position at all times.
3. Cadets drill every day. Cadre conduct all drill in accordance with FM 3-21.5.
4. When moving in groups of three or more, cadets march in formation. When moving in a group of less than 3, cadets will double time.
5. All company and platoon formations are executed in accordance with (IAW) FM 3-21.5

L. Building Maintenance Responsibilities

The responsibility of building maintenance and cleanliness falls on the cadets. Cadets are responsible for cleaning and maintaining the entire company area on a daily basis, to include but not limited to:

- a. Personal rooms
- b. Classrooms when staff member is present
- c. All latrines
- d. Common passageways and stairwells
- e. All common areas, i.e....cadet dayroom, laundry rooms
- f. Outside grounds maintenance; to include a twice daily and as needed police call

Cadet leadership is responsible for ensuring that these tasks are completed with oversight by Cadre.