

Cadet News & Innovations

National Board • San Antonio

Curt LaFond
NHQ Cadet Team
clafond@capnhq.gov

Lt Col Ned Lee, CAP
National Commander's
Cadet Program Advisor
elee@scscourt.org

Our Mantra: "Tuesday Night"

We're focused on the typical weekly squadron meeting. If Tuesday night is a success, Cadet Curry will remain active and will recruit his or her friends. Encampment, IACE, and Cadet Officer School are outstanding activities, but in the final assessment they have a much lesser effect on cadet morale and retention than what happens on Tuesday night. We want to support the weekly squadron meeting.

Recently Announced

Spring Mailing. New tools are available to support cadets and their adult leaders. In early June, we mailed every squadron a box containing the following items:

Cadet Program Resource Guide: A catalog of curriculum and support programs, with info on how to obtain those materials.

Learn to Lead Activity Guide: Hands-on leadership games, lesson plans for using movies to teach leadership, and guides for group discussion.

Essentials of Teambuilding: An in-depth guide to using leadership games to teach teamwork. Includes lesson plans for dozens of hands-on activities, plus a DVD.

CAPP 52-7 O-Flight Syllabus: Explains the goals of the cadet flying program and outlines the objectives of powered and glider orientation flights. Newly revised to include a recipe-like plan for conducting a successful O-Flight day.

CAPVA 52-100 Cadet Super Chart: Everything you could ever want to know about the Cadet Program, neatly organized as one very large chart.

CAPP 151 Respect on Display: A user-friendly tutorial and quick reference to military customs and courtesies, geared for new cadets and seniors alike.

CAPP 216 Cadet Program Officer Handbook: A self-paced training program for CP officers that includes a quick-start guide, detailed job descriptions, hallmarks of great cadet units, and a guide to the CP specialty track.

FOR MORE INFORMATION: capmembers.com/library

Website. More tools are available on our website than you might realize. First, the Cadet Blog is your #1 source for news and perspectives. Second, at "Stripes to Diamonds" each cadet grade has its own home page that explains what cadets must

do to earn promotions. Third, the New Cadet Help page guides newcomers through the membership process. And finally, the Cadet Library offers nearly every cadet-related resource.

FOR MORE INFORMATION: capmembers.com/cadets

Cyber Patriot. This new cadet activity helps the Air Force develop tomorrow's cyber warriors. Cyber Patriot is a competition that tests cadets' ability to defend computer networks against simulated attacks. The training materials enable cadets and adult instructors to participate regardless of their level of computer experience.

FOR MORE INFORMATION: capmembers.com/cyber

AFA Aerospace Grants. If you have an idea for an exciting cadet aerospace activity but lack funding, the Air Force Association's grant program is available to assist. AFA grant money may be used to purchase rockets and engines, model aircraft supplies, telescopes, books, videos, and the like.

FOR MORE INFORMATION: capmembers.com/aegrants

Civic Leadership Academy. Apply through **1 October** for this exciting 1-week trip to Washington DC, where cadets study their government and explore public service careers. Must have earned the Mitchell by 1 October and be at least 16 by 20 February.

FOR MORE INFORMATION: capmembers.com/civics

In Development

Overview of Leadership Curriculum. We have been updating the leadership curriculum over the past several months. Before we discuss the *Learn to Lead* textbook that will be the centerpiece of the curriculum, it may help to examine the chart below to understand the leadership curriculum in its totality.

Index of Cadet Leadership Curriculum

ADULT SUPPORT	<ul style="list-style-type: none"> Lesson Plans & Pacing Guide { Jan '10 } ✓ CP Officer Handbook ✓ Cadet Blog ✓ Training Leaders of Cadets
ACADEMICS	<ul style="list-style-type: none"> L2L Vol 1: Personal Leadership { Apr '10 } L2L Vol 2: Small Team Leadership { Apr '10 } L2L Vol 3: Indirect Leadership { 2011 } L2L Vol 4: Strategic Perspectives { 2011 } ✓ Learn to Lead Activity Guide ✓ Achievement Tests & Milestone Exams
AF TRADITION	<ul style="list-style-type: none"> ✓ AF Drill & Ceremonies Manual ✓ AF Drill & Ceremonies DVD ✓ AFJROTC Drill Instructor Guide ✓ AFJROTC Drill Student Guide ✓ Respect on Display ✓ CAP Uniform Manual ✓ Cadet Uniform Mini-Poster
ACTIVITIES	<ul style="list-style-type: none"> ✓ Cadet Great Start Cadet NCO Academy { 2011 } ✓ Encampment ✓ Region Cadet Leadership School ✓ Cadet Officer School
DUTY	<ul style="list-style-type: none"> ✓ Cadet Staff Handbook
PERFORMANCE	<ul style="list-style-type: none"> ✓ Staff Duty Analysis Guide ✓ Cadet Advisory Council Guide ✓ Leadership Feedback (CAPF 50) ✓ Adult & Peer Mentoring

Learn to Lead. Phase I & II cadets may begin studying leadership using the new *Learn to Lead* textbook effective 1 April 2010. The new text will replace *Leadership For the 21st Century* (previously known as *Leadership: 2000 & Beyond*).

Phase-In. All cadets who join after 1 April 2010 will receive a copy of *Learn to Lead*, Modules 1 and 2 in their New Cadet Kit. Phase I and II cadets who joined prior to that date may remain in *Leadership for the 21st Century* or opt to switch to *Learn to Lead*. Cadet officers will not be immediately affected as Modules 3 and 4 (serving Phases III and IV respectively) will not be published until 2011.

Written & Drill Tests. New tests will serve the *Learn to Lead* cadets, via the new online testing system (see below). Cadets who remain in the *Leadership for the 21st Century* text will continue to use the same tests they've been using (CAPT 68, 60, and 64-1). *Learn to Lead* cadets will demonstrate their proficiency in drill through a performance test during **every** achievement in Phases I and II.

Curriculum Design. *Learn to Lead* will be a textbook of four modules (one for each phase in the Cadet Program). Each module consists of a number of chapters, with cadets studying one chapter per achievement (as they do now with the current textbook). Module 1, "Personal Leadership" emphasizes followership. Module 2, "Small Team Leadership" emphasizes the role of the NCO. Cadet officers will study "Indirect Leadership" and "Strategic Perspectives" in modules 3 and 4.

Lesson Plans. To support *Learn to Lead* instruction, we are creating recipe-like lesson plans that seniors and ranking cadets can use to teach the main topics of each chapter.

Drafts & Field Tests. All members are welcome to review and try out the *Learn to Lead* drafts at the link below.

FOR MORE INFORMATION: capmembers.com/provinggrounds

Online Achievement Testing. As approved by the National Board, cadet achievement tests (both leadership and aerospace) will become available online in April 2010, concurrent with the release of the new *Learn to Lead* textbook. Here's an outline of the key facts:

Question Bank: 25 questions per test, selected from a bank of 100 questions from each chapter or module.

Time Limit: 30 minutes

Format: Multiple-choice, open book. Passing score is **raised** to 80%.

Feedback: Cadets see results instantly. Scores are automatically fed into the Cadet Promotions Application in E-Services. In case of failure, the cadet is locked out for 7 days. In case of failing the same test twice, the cadet is locked out until meeting with a senior member.

Special Accommodations: Squadrons may support cadets who lack Internet access or have special educational needs by administering the tests via hard copy at the unit.

Performance Tests: Of course, drill and ceremonies will still be tested the "old fashioned way."

Milestone Award Exams: As a safety valve protecting the integrity of cadet awards, milestone award exams will remain closed-book and controlled by the squadron.

Test Integrity: An honor statement will buttress the integrity of the testing program in an open-book environment. Before beginning an online test, cadets must agree to the following:

I certify that I am Cadet (Name). I will complete the following Cadet Achievement Test on my own, without help from another person. My only resource for this open-book test will be my cadet textbooks and class notes. [By clicking below,] I reaffirm my commitment to our Core Value of Integrity.

A Cultural Change. Academic knowledge will continue to be an important facet of cadet life. However, the move to online tests will deemphasize the notion that tests are the keys to promotions. Instead, achievement tests will be but one step along the promotion journey; demonstrating leadership skill and maturity in light of CAPR 52-16's "Leadership Expectations" chart will become the true test for promotion readiness.

FOR MORE INFORMATION WATCH: capmembers.com/cadets

Cadets After School. We are developing a new guide for educators who are interested in making the Cadet Program part of their school community. "Cadets After School" will outline CAP's goals and benefits, describe the curriculum, and explain how the program is managed. The guide will also include a detailed agenda of topics that CAP and school leaders should discuss during the school's period of discernment. "Cadets After School" assumes that most schools will choose to offer CAP as an after-school elective. Our SEP squadron data shows that greater than 80% of participating schools follow this model. However, schools will still be welcome to offer the Cadet Program as an in-school, for-credit elective.

FOR MORE INFORMATION: capmembers.com/school

College & Flight Scholarships. For the 2010-11 scholarship year, we are moving the college and flight scholarship application process online. The new system will resemble how we manage NCSA applications, via E-Services. As a result, cadets won't need to coordinate directly with their unit and wing commanders. And in turn, those commanders will have a one-stop venue for approving applications. Most applications are due 31 December.

FOR MORE INFORMATION: capmembers.com/scholarships

CAPR 52-10 Implementation Guide. We have been examining how USAFA, AFJROTC, OTS and others define hazing and manage the intensity level of cadet training activities. Our goal is to provide local leaders more specific guidelines on how to provide a challenging, regimented program that is

mindful of cadet age, maturity, and the training goals of a given activity. Cadets are not Sunflower Girls, nor are they Marine Corps DI's. How do we help cadets and their leaders find our appropriate place on that continuum? We envision producing a handbook and short video series to communicate principles for controlling the stress levels of cadet training environments.

FOR MORE INFORMATION WATCH: capmembers.com/cadets

New Ideas for Discussion

Using Policy to Boost Cadet Retention

Situation: Thirty years' data shows that CAP's cadet retention rate has consistently been a lackluster 45% to 50%. Leaders at every level have experimented with ways to improve this statistic. Most recently, we have made improvements to three main areas affecting cadet life: curriculum, awards, and technology, yet retention remains unchanged. Perhaps it is time to attack retention from the policy angle.

Key Question: Should we enact policies or regulatory guidelines that define the level of support squadrons and wings are expected to provide to cadets?

Making Cadet Competition Squadron Friendly

Situation: Statistically speaking, it is more likely to earn the Earhart than to have an opportunity to participate in the National Cadet Competition at any echelon. With 42 wings reporting in a recent survey, we learned that this year only 795 cadets participated in a drill team or color guard competition at the wing, region, or national level. Those who have participated in cadet competition know it is an outstanding program. How can we make drill team and color guard available to more cadets?

Key Question: Are there systematic problems with NCC (including NCC at the lowest echelons) that make the program unfriendly to the typical squadron?

Quality Cadet Unit Award

Situation: The Squadron of Merit and Squadron of Distinction Awards recognize the top cadet units in each wing and region, respectively. These are normative awards – one, but only one unit will win each year. Normative awards do not always motivate people to excel because whether they win is not within the unit's control. In contrast, a criteria-based award (like the Spaatz) is presented to everyone who meets the award requirements.

Key Question: Would a criteria-based award be a better motivator? What criteria and award elements should be used?

Learn to Lead - Module 1 & 2 Outline

CHAPTER 1 CHARACTER & THE AIR FORCE TRADITION

Synopsis: This chapter introduces newcomers to those aspects of cadet life that distinguish cadets from ordinary youth. The emphasis is on developing an understanding of why character is a pre-requisite for leadership, and why Air Force traditions like the salute, the uniform, and the chain of command are staples of cadet life.

1. Welcome to Leadership
2. Leadership Begins With Character
 - a. The Warrior Spirit
 - b. The Core Values
 - c. The Cadet Oath
3. The Air Force Tradition
 - a. Foundations for Military Customs & Courtesies
 - b. Basic Rules for Rendering Customs & Courtesies
 - c. The Uniform's Role in the Cadet Program
 - d. Drill & Ceremonies as Leadership Development Tool
 - e. Concept and Use of the Chain of Command
4. Drill & Ceremonies Training
 - a. Basic Individual In-Place Movements
 - b. Assembling in Formation

CHAPTER 5 THINKING, LEARNING, & TEACHING

In development

CHAPTER 2 CADETS: LEADERS IN TRAINING

Synopsis: Only by taking responsibility for one's self can a cadet fulfill their mission, which is to develop their leadership potential. This chapter focuses on followership, or personal leadership – the idea that CAP expects each cadet to be a leader who directs their own actions toward a goal.

1. History of the Cadet
2. Self Management Skills Needed for Success
 - a. Personal Goal Setting
 - b. Ethical Decision Making
 - c. Effective Time Management
 - d. Healthy Stress Management
3. Teamwork
 - a. Characteristics of Teams
 - b. Qualities of Team Players
 - c. Mentoring & Teams
4. Communications
 - a. Active Listening
 - b. Questions & The Importance of Feedback
 - c. Reading Critically
5. Drill & Ceremonies Training
 - a. Facings, Forward & Flanks
 - b. Opening & Closing Ranks

CHAPTER 6 THE HUMAN ELEMENT

Synopsis: How can we understand leadership when we can hardly understand people? This chapter examines how personality, motivation, conflict, and diversity affect the job of leading.

1. Personality
 - a. Nature vs. Nurture
 - b. Birth Order Theory
 - c. Charisma
 - d. Johari Window
 - e. Myers-Briggs Type Indicator
2. Motivation & Behavior
 - a. Maslow's Hierarchy of Needs
 - b. Hawthorne Studies
 - c. Classical Conditioning
 - d. Milgram experiment
3. Conflict
 - a. Defense Mechanisms
 - b. The Inevitability of Conflict
 - c. Managing Conflict
4. Leading in a Diverse Society
 - a. Diversity in the Military & CAP
 - b. Generational Differences
 - c. America's Increasing Diversity
 - d. Prejudice & Hatred
 - e. Five Ways to Fight Hate

CHAPTER 3: THE CHARACTER OF A LEADER

Synopsis: Here, cadets start to see leadership as an academic subject. They begin by trying to define the term, then consider two introductory leadership theories, exploring the pros and cons of each. Although the chapter raises as many questions as it answers, cadets will have made important first steps simply by seeing that leadership is complex.

1. What is Leadership?
 - a. Air Force Definition
 - b. Comparative Definitions
 - c. Leadership in America
2. Roles of the Leader
 - a. Visionary (Mitchell)
 - b. Motivator (Kennedy)
 - c. Communicator (King)
 - d. Expert (Doolittle)
 - e. Teacher (Sullivan)
3. Two Introductory Theories
 - a. Great Man Theory
 - b. Trait Theory
4. Symbol of America: The Flag
 - a. History of the U.S. Flag
 - b. Flag Etiquette
5. Drill & Ceremonies Training
 - a. Column Movements
 - b. Column of Files

CHAPTER 7 CONTINGENCY MODELS

In development

CHAPTER 4 PROFESSIONALISM AND THE NON-COMMISSIONED OFFICER

Synopsis: This chapter marks the point where cadets transition from one who is cared for to one who cares for others, from one who is learning to contribute to the team to one who is capable of leading the team.

1. Introduction
 - a. Professionalism
 - b. Standards
2. The Non-Commissioned Officer
 - a. Responsibilities of the NCO
 - b. NCO Readiness
3. The NCO's Leadership Toolkit
 - a. Servant Leadership
 - b. Coaching & Mentoring
 - c. Supervision & Discipline
 - d. Motivation
 - e. NCO / Officer Relationship
4. Team Dynamics
 - a. The Team Environment
 - b. The Team's Life Cycle
 - c. The L.E.A.D. Model
5. Drill & Ceremonies:
Leading the Element in Drill

CHAPTER 8: EFFECTIVE COMMUNICATION

Synopsis: Why are communication skills important to leaders? This chapter helps cadets better understand how to deliver a speech and write an essay, but it also emphasizes that strong communication skills will help cadets throughout their entire lives.

1. Success as a Communicator
2. Common Ground
 - a. Purpose
 - b. Knowing Your Audience
 - c. Organization
3. Writing Excellent Essays
 - a. Brainstorming
 - b. Presenting Arguments
 - c. Anatomy of an Essay
4. Writing to Recommend Change
 - a. The Staff Study
 - b. The Position Paper
5. Giving the Speech
 - a. Battling Jitters
 - b. Outlining
 - c. Delivery Techniques
6. Essential Communication Skills
 - a. Being Clear
 - b. Pronunciation & Articulation
 - c. Using Familiar Words
 - d. Eliminating Clutter
 - e. Staying Active