<table>
<thead>
<tr>
<th>AMERICA'S NEEDS</th>
<th>INPUTS</th>
<th>PROGRAM ACTIVITIES</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Needs thru 2030</td>
<td>Adults: 1st Year Cadets Youth aged 12 thru 18 25,000 total cadets 12,000 newcomers annually, each joining one of 1,000 hometown squadrons operating in a community-based setting or as a school-sponsored club</td>
<td>Human Capital Caring, trusted adult volunteers, screened and trained as instructors, supervisors, and mentors (#1 critical factor)</td>
<td>Air Force Themes Youth-Scaled AF Environment Air Force-style uniforms Cadet grade Military customs &amp; courtesies Service ribbons, badges, &amp; various awards Interactions with “blue suit” AF role models Support Program Curry Blues Voucher</td>
</tr>
<tr>
<td>Enduring Need: Responsible Citizenship Grounded by: Commitment to a personal code of honor Leadership skills for a diverse democratic society Habit of lifelong exercise</td>
<td>Professional Development CAP Level I Cadet Protection Training CP Officer Handbook &amp; Specialty Track Program Training Leaders of Cadets Courses Parents' Guide Youth Development Conference Support Program Confidential screening with FBI</td>
<td>Thematic Areas Leadership Aerospace Fitness Character Curricula resources for students &amp; instructors Support Programs Cadet Packet Program STEM Kits Cadet Wingman Online academic tests &amp; eServices recordkeeping</td>
<td>Orientation Flights CAP powered CAP glider CAP balloon Military Encampment 1-week, overnight immersion for STEM &amp; character AF / military role models STEM / military career exploration Support Program Cadet Invest (Financial Aid) Cadet Encampment Assistance Program Enrichment Activities Beyond the Core Curriculum STEM Kits Red Ribbon Leadership Academy Cyber Patriot Wreaths Across America Cadet Honor Academy &amp; several more national and home-built programs</td>
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<tr>
<td>2nd Year Cadets &amp; Beyond Youth aged 12 to 20</td>
<td>Leadership Laboratory Service learning as a member of the squadron staff and/or cadet cadre of a special activity</td>
<td></td>
<td>Career Explorations (NCSAs) 1-week, overnight immersion into an AF or STEM-related career field Support Programs Cadet Invest (Financial Aid) Support Programs Cadet Invest (Financial Aid) Support Programs Cadet Encampment Assistance Program Cadet Lift</td>
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<tr>
<td></td>
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<td>Flight Instruction Flight Academies Solo flight Private Pilot License</td>
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<td></td>
<td></td>
<td>Support Programs Cadet Invest (Financial Aid) Take-Off Program Cadet Wings Other endowed scholarships</td>
<td></td>
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"Today's Cadets . . . Tomorrow's Aerospace Leaders" 

1. Commitment to a personal code of honor 
2. Affinity for volunteerism and public service 
3. Leadership skills for a diverse democratic society 
4. Habit of regular exercise 
5. Pre-accession graduates who are motivated to pursue and are familiar with introductory subject matter of STEM, aviation, or military careers
<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
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<tbody>
<tr>
<td>Positive youth development practices occurring in a safe environment</td>
<td>Fun weekly squadron meetings with meaningful learning across all four thematic areas</td>
</tr>
<tr>
<td>Positive self-image to fuel success and protect against destructive behaviors</td>
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</tr>
<tr>
<td>Increase or sustain an interest in AF or STEM career opportunities</td>
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</tr>
<tr>
<td>Increase or sustaining the mission and enthusiasm in CP's four thematic areas</td>
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</tr>
</tbody>
</table>

### Strategic Resources

- **$6.7 M**: zero-based requirement (currently $4.9M)
- **10.5K full-time professional staff, zero-based requirement (currently 5)**
- **38 national-level volunteer staff**
- **8,200 rated Cadet Programs Officers (adult volunteers, 7K minimum requirement)**

Strong, on-going USAF advocacy & in-kind support

### Key Performance Indicators

Selected metrics of Outputs

1. **# squadrons earning the Quality Cadet Unit Award**
2. **# cadets enrolled**
3. **# Specialty Track ratings**
4. **% cadets ranking-up**
5. **% cadets graduating**
6. **% cadets participating in encampments**
7. **% parents professing improved or sustained positive attitude, self-discipline & confidence**
8. **% cadets achieving Pre-Solo, Solo, and Private Pilot**
9. **% cadets earning cyber badges, Cyber Patriot teams, CDTA attendance**
10. **% cadets professing an increased or sustained interest in AF or STEM careers**

### Explanations

The cadet logic model visually depicts how the Cadet Program achieves value for America. It shows the relationship between some pressing social needs facing the nation, the resources available to CAP, the program’s activities, and the results CAP aims to achieve, which map back to the social needs. Ultimately, logic models are tools for learning, helping the organization get better at fulfilling its mission.

**References:**


**Inputs**

- The human, financial, organizational, and strategic resources necessary to the Cadet Program. Here, the strategic resources reference current (FY19) and zero-based requirements that were validated in 2018.

**Program Activities**

- The work the Cadet Program does with its resources. These include curricula, support services, and fun activities representing the full breadth of cadet life, all thoughtfully organized and deployed to fulfill the Cadet Program’s mission. Here, the program’s activities are organized into six groups. Together, the inputs and outcomes represent the work that CAP plans to do for America and participating youth.

**Outputs**

- The direct products of program activities. Here, the outputs are arranged by program activity group. Every output is measured against a few indicators.

**Key Performance Indicators**

- Selected metrics of Outputs
  1. **# squadrons earning the Quality Cadet Unit Award**
  2. **# cadets enrolled**
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Accordingly, top Key Performance Indicators are identified to assist management in gauging CAP’s success in achieving its outcomes. If the KPIs are strong, CAP can be reasonably confident that it is achieving its desired outcomes. For more on the drawbacks of impact measurements and the need to focus on outcomes, see Ibrahim and Rangan.

**Local Monitoring:**

Efforts are underway to make it easy for local leaders to track KPIs 1 through 6 on an annual basis. If squadrons and wings pay attention to these measures and try to increase performance in these areas, the Cadet Program will become even more successful.

**Feedback Welcome:** Questions and comments will gratefully be received at cadets@caphq.gov.