



# CAP CADET PROGRAM LOGIC MODEL

AMERICA'S NEEDS	INPUTS	PROGRAM ACTIVITIES						OUTCOMES
		Adult Leaders	Core Curriculum	Air Force Themes	Flying	Immersions	Electives	
<p><b>Acute Needs thru 2030</b></p> <p>Develop tomorrow's professional pilots in response to a worldwide pilot shortage</p> <p>Develop tomorrow's cyber defense professionals in response to cyber attacks against Democracy</p> <p>Develop tomorrow's STEM professionals</p> <p>Increase number of youth who meet health and character eligibility requirements for military service</p> <p><b>Enduring Need:</b></p> <p><b>Responsible Citizenship Grounded by:</b></p> <p>Commitment to a personal code of honor</p> <p>Leadership skills for a diverse democratic society</p> <p>Habit of lifelong exercise</p>	<p><b>1st Year Cadets</b></p> <p>Youth aged 12 thru 18</p> <p>25,000 total cadets</p> <p>12,000 newcomers annually, each joining one of 1,000 hometown squadrons operating in a community-based setting or as a school-sponsored club</p>	<p>Human Capital</p> <p>Caring, trusted adult volunteers, screened and trained as instructors, supervisors, and mentors (#1 critical factor)</p> <p><b>Professional Development</b></p> <p>CAP Level I</p> <p>Cadet Protection Training</p> <p>CP Officer Handbook &amp; Specialty Track Program</p> <p>Training Leaders of Cadets Courses</p> <p>Parents' Guide</p> <p>Youth Development Conference</p> <p><b>Support Program</b></p> <p>Confidential screening with FBI</p>	<p>Squadron Meetings</p> <p>2½ hours weekly</p> <p><b>Onboarding</b></p> <p>Cadet Great Start</p> <p><b>Thematic Areas</b></p> <p>Leadership</p> <p>Aerospace</p> <p>Fitness</p> <p>Character</p> <p>Curricula resources for students &amp; instructors</p> <p><b>Support Programs</b></p> <p>Cadet Packet Program</p> <p>STEM Kits</p> <p>Cadet Wingman</p> <p>Online academic tests &amp; eServices recordkeeping</p>	<p>Youth-Scaled AF Environment</p> <p>Air Force-style uniforms</p> <p>Cadet grade</p> <p>Military customs &amp; courtesies</p> <p>Service ribbons, badges, &amp; various awards</p> <p>Interactions with "blue suit" AF role models</p> <p><b>Support Program</b></p> <p>Curry Blues Voucher</p>	<p>Orientation Flights</p> <p>CAP powered</p> <p>CAP glider</p> <p>CAP balloon</p> <p>Military</p> <p><b>Flight Instruction</b></p> <p>Flight Academies</p> <p>Solo flight</p> <p>Private Pilot License</p> <p><b>Support Programs</b></p> <p>Cadet Invest (Financial Aid)</p> <p>Take-Off Program</p> <p>Cadet Wings</p> <p>Other endowed scholarships</p>	<p>Encampment</p> <p>1-week, overnight immersion for STEM &amp; character</p> <p>AF / military role models</p> <p>STEM / military career exploration</p> <p><b>Support Program</b></p> <p>Cadet Invest (Financial Aid)</p> <p>Cadet Encampment Assistance Program</p> <p><b>Career Explorations (NCSAs)</b></p> <p>1-week, overnight immersion into an AF or STEM-related career field</p> <p><b>Support Programs</b></p> <p>Cadet Invest (Financial Aid)</p> <p>Cadet Encampment Assistance Program</p> <p>Cadet Lift</p>	<p>Enrichment Activities Beyond the Core Curriculum</p> <p>STEM Kits</p> <p>Red Ribbon Leadership Academy</p> <p>Cyber Patriot</p> <p>Wreaths Across America</p> <p>Cadet Honor Academy &amp; several more national and home-built programs</p> <p><b>Support Programs</b></p> <p>Cadet Invest (Financial Aid)</p> <p>College scholarships</p>	<p><b>" Today's Cadets . . . Tomorrow's Aerospace Leaders"</b></p> <p><b>Responsible Citizenship Grounded in:</b></p> <ol style="list-style-type: none"> <li>1. Commitment to a personal code of honor</li> <li>2. Leadership skills for a diverse democratic society</li> <li>3. Habit of regular exercise</li> <li>4. Pre-accession readiness for STEM, aviation, or military careers</li> </ol>
	<p><b>2nd Year Cadets &amp; Beyond</b></p> <p>Youth aged 12 to 20</p>	<p><b>Leadership Laboratory</b></p> <p>Service learning as a member of the squadron staff and/or cadet cadre of a special activity</p>						

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		OUTPUTS						Key Performance Indicators
Inputs	Adult Leaders	Core Curriculum	Air Force Themes	Flying	Immersion	Electives	Selected metrics of Outputs	
	Positive youth development practices occurring in a safe environment	Fun weekly squadron meetings with meaningful learning across all four thematic areas	Positive self-image to fuel success and protect against destructive behaviors	Increase or sustain an interest in AF or STEM career opportunities	Increase or sustain an interest in AF or STEM career opportunities	Increase or sustain learning and enthusiasm in CP's four thematic areas	<ol style="list-style-type: none"> <li># squadrons earning the Quality Cadet Unit Award</li> <li>% cadets, parents, CP officers reporting two-deep leadership is "almost always" abided</li> <li># cadets enrolled</li> <li># adults in CP specialty track</li> <li># promotions per month</li> <li># cadets receiving O-flights</li> <li># cadets participating in encampment</li> <li>% parents professing improved or sustained positive attitude, self-discipline &amp; confidence in their cadets</li> <li># Cyber Patriot teams</li> <li>% cadets professing an increased or sustained interest in AF or STEM careers</li> </ol>	
Indicators	Indicators	Indicators	Indicators	Indicators	Indicators	Indicators		
# cadets enrolled # hometown squadrons cadet demographic info (racial & gender diversity)	<ol style="list-style-type: none"> <li># squadrons earning the Quality Cadet Unit Award: year-to-year, above 40% BGCA benchmark (<b>#1 KPI</b>)</li> <li># Specialty Track ratings: year-to-year, above baseline of 7k program-wide (includes TLC metrics)</li> <li>% cadets professing that CAP adults are trusted &amp; caring: year-to-year above 85% baseline</li> <li>% cadets, parents, and CP officers professing that they "almost always" see two-deep leadership practices abided</li> </ol>	<ol style="list-style-type: none"> <li>% cadets ranking-up (Curry, WB, Mitchell rates): year-to-year above historic averages as baseline</li> <li>% squadrons using STEM kits: year-to-year above 85% as baseline</li> <li>% cadets professing use of Cadet Wingman concept: year-to-year, above 85% baseline</li> <li>% cadets attaining HFZ fitness standard: year-to-year above PYFP benchmark</li> </ol>	<ol style="list-style-type: none"> <li>% cadets with GPA &gt;3.0, as proxy for self-discipline: year-to-year above National PTA benchmark</li> <li>% parents professing improved or sustained positive attitude, self-discipline &amp; confidence: year-to-year above 85% baseline</li> <li>% CAP adults professing belief that cadets are positive, respectful young people: year-to-year above 85% baseline</li> </ol>	<ol style="list-style-type: none"> <li>% cadets receiving O-Flights: year-to-year above 60% baseline</li> <li># total O-flight hours &amp; % budget execution: year-to-year</li> <li># average days between joining and first flight: year-to-year below 180-day baseline</li> <li># Pre-solo, Solo, and PPL achievements: year-to-year</li> <li>YAI demographics vs. GA benchmarks</li> <li>Cadet Wings v. GA benchmarks on hours to PPL &amp; average costs</li> </ol>	<ol style="list-style-type: none"> <li># cadets participating in encampments, NCSAs, CSAs: year-to-year and % capacity</li> <li>% cadets expressing satisfaction with activity: year-to-year above 4.0/5 baseline</li> <li>Pre- and post-activity learning and affective measures</li> </ol>	<ol style="list-style-type: none"> <li>% squadrons offering each elective program: year-to-year</li> <li># cadets earning the Cyber Badge; # squadrons scoring points in Cyber Patriot</li> <li>Pre- and post-activity learning and affective measures</li> </ol>		
<b>Strategic Resources</b>	<b>\$6.7 M</b> zero-based requirement (currently \$4.9M) <b>10.5</b> 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) <b>560</b> single-engine aircraft zero-based requirement (currently 560 single-engine aircraft, 47 gliders, & 2 balloons)    Strong, on-going USAF advocacy & in-kind support							

## EXPLANATION

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

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Ebrahim, A. & Rangan, V.K. (2014). What impact? A framework for measuring the scale & scope of social performance. *California Management Review*, 56(3).

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

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

**Outcomes** are the specific changes CAP produces in the cadets. They are what cadets know, believe, and can do as a result of their cadet experiences. Individual cadets' ability to fulfill the desired outcomes depends on several factors, most notably their quality of their local program and their level of participation (dosage). In logic models, outcomes are typically short- and medium-range achievements over a 2 to 4 year period, as is the case here.

Some logic models identify the impact or society-level changes the program achieves over a 7 to 10 year period. This model declines to identify and measure program impacts, choosing instead to focus on mid-range outcomes of 2 to 3 years, as suggested by Ebrahim and Rangan (2014).

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 Ebrahim 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 those measures and try to increase performance in those areas, the Cadet Program will become even more successful.

**Feedback Welcome.** Questions and comments will gratefully be received at [cadets@capnhq.gov](mailto:cadets@capnhq.gov).