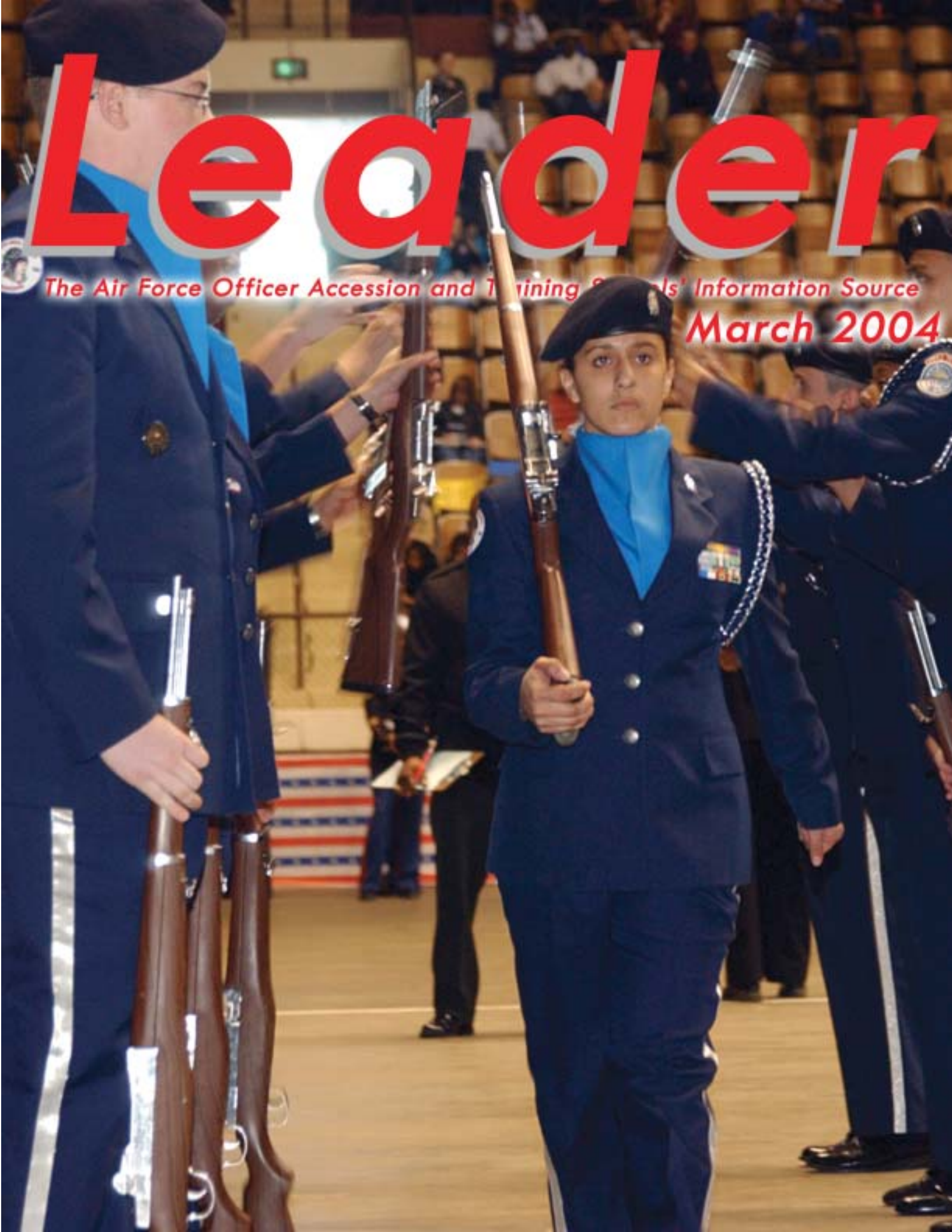
Leader

The Air Force Officer Accession and Training Schools' Information Source

March 2004



Riverdale High School's Air Force Junior ROTC, Riverdale, Ga., stand at attention awaiting to be granted permission to exit the drill pad during an armed exhibition at the national drill championships Feb. 7 at Garett Coliseum, Montgomery, Ala.

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Cadet Melissa Lopez competes in the Armed Exhibition Drill during the 12th Annual American Legion/Coca-Cola National Drill Championship in Montgomery, Ala., in February. Cadet Lopez is a student at Biloxi High School in Biloxi, Miss. (Photo by Airman 1st Class Jonathan Ortiz-Torres)

Cover and layout of pages 12-13 designed by Airman 1st Class Jonathan Ortiz-Torres.

Leader

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Chief's Sight Picture
Shaping The Force

By Gen. John P. Jumper
Air Force chief of staff

Over the last decade, we've seen a dramatic change in our security environment. We reduced our active duty force by nearly 40 percent — from 608,000 to 375,000 — while remaining engaged around the world at levels higher than at any time during the Cold War. To accommodate the changing world, we have completely transformed our Air Force, from one that dealt with the Soviet and North Korean threats into an agile Air Expeditionary Force, capable of rapidly responding anywhere, with tailored forces ready to deal with any contingency. Our transformation has yielded outstanding results. But, for the past two years, we have exceeded our mandated active duty end strength of 359,000. Under the President's declaration of a national emergency, our excess numbers are appropriate. While this is a temporary situation fueled by the Global War on Terrorism, we now need a plan to return to the authorized levels. By the end of 2005, we should reduce the size of our active force by 16,000 people, and we must reshape the force to correct existing skill imbalances and account for a new range of missions in the GWOT.

I know it may not be clear why our active duty end strength needs to decrease while we are still heavily engaged around the world. Let me explain how we got to this point and what we are doing to fix it.

As a result of several years of high operations tempo, we were given some latitude on how quickly we came down to the legal end strength limit of 359,000. We also suffered an unprecedented recruiting problem during the 1990s. Recruiting has traditionally not been a problem for the Air Force, but a robust economy late in the 1990s had us falling short of recruiting goals for the first time since 1979. As a result, we took in thousands of people using skill mix assumptions that are no longer applicable to the demands of the GWOT. We now have several career fields over-manned, while suffering shortages in others. Our task now is to reduce the force while also fixing this skill mix imbalance.

One area that has affected our end strength is Stop Loss — a program we used in 2002 and 2003 to stop people from separating. When Stop Loss was lifted, many of those airmen who intended to separate elected to stay. Other policies associated with the GWOT also influenced our end strength. We swelled the force by implementing programs that brought prior-service members and ARC volunteers on active duty to fill known critical skill shortages. Perhaps the most significant factor affecting our strength was, and still is, retention. Our goal for first term-enlisted retention is 50 percent, but, at the end of FY03, it was 61 percent. Across the board our retention is up, and for good reason! In addition to an increased sense of patriotism, the tax and pay changes — some implemented for GWOT — really work. Imminent Danger Pay, Hardship Duty Pay, Combat Zone Tax Exclusion, Family Separation Allowance and a host of others, plus bonuses we pay to ensure we can retain critical skills, all add up to a very attractive compensation package that turned the tide toward staying in uniform. We are proud of our retention rates and that our people are electing to continue to serve.

To start our reshaping effort, we have set new targets for recruiting, from 37,000 this year to 35,600 in FY05 and 34,500 in FY06. We are also working on fixing our stressed career fields. Where we are short of people for the rotational requirement, we've taken action to direct more of our recruits into the stressed career fields. However, we know we can't replace 5 and 7-levels with people right out of technical school. Part of our force shaping will have to be done by retraining and shifting experienced people from over-staffed career fields. Many of our airmen are willing to make the shift, and we will encourage retesting and support for waivers to qualify for retraining into critical skills. But in some career fields, our ability to absorb more people is often limited by training facilities and capacity. We will work to unclog any training backlogs. I am dedicated to reducing our stressed career fields and putting in place the right incentives to retain the people we task the most.

In addition to looking at retention, recruiting, and retraining, we are also looking at where our people are — we have airmen serving in jobs outside the Air Force who don't deploy as part of our AEF. Some of these, such as joint positions and some defense agency positions, require uniformed people, and we benefit by having an airman's perspective in those jobs. Others, however, may not require a uniformed person, or a military person at all. These are positions that we are working to legitimately reclaim into our ranks. Until

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SUCCESS STORY

Col. Floyd L. Carpenter

Commissioned through AFROTC at Texas A&M

By Master Sgt. Ralph Bitter / Leader Editor

Col. Floyd L. Carpenter had always dreamed of being a pilot someday, like his father. He did not intend to join ROTC when he arrived at Texas A&M... But after he saw the Corps of Cadets seemingly having more fun than anyone else, he joined ROTC six weeks later. "I envied the camaraderie they displayed," he said.

Upon joining ROTC he learned that it was not the same as in other schools. "My ROTC experience was slightly different than the average university because of Texas A&M's Corp of Cadets," he said. "You might call my experience 'supercharged' and more akin to a military academy than a typical ROTC unit. We wore uniforms everyday, marched to meals twice a day and had very few 'priveleges' as freshmen."

ROTC gives cadets the opportunity to develop their leadership and followership skills which "is unrivaled in any other program and will serve young men and women well throughout their lives," said Colonel Carpenter.

"Learning discipline, team skills and the leadership opportunities provided by my ROTC experience better prepared me and made me a more effective leader and commander," he said.

The military career does have its hardships and can put a great deal of stress on the military family, "especially in today's environment of terrorism and unrest around the world," he said. "Moving every few years puts stress on the family, which gets worse as children get older, develop friends and get into high school. Family separations due to deployments also add stress to the family. When those separations are for combat operations, the stress and uncertainty are worse."

"Learning discipline, team skills and the leadership opportunities provided by my ROTC experience better prepared me and made me a more effective leader and commander."

After receiving his commission in 1977 he entered undergraduate pilot training and then attended B-52 combat crew training. He is a command pilot with more than 4,000 hours in B-52s and T-38s and has commanded at the squadron, group and wing levels. He is now commander, Air Force Officer Accession and Training Schools, Maxwell Air Force Base, Ala. Before assuming command of AFOATS, Colonel Carpenter served as the commander, 2nd Bomb Wing, Barksdale Air Force Base, La., where he was responsible for maintaining the wing in a state of constant readiness to carry out bombardment operations on a global scale.

As AFOATS commander, he is the single point manager for approximately 17,000 students in the Air Force Reserve Officer Training Corps program and 2,500 students in Officer Training School. He controls nearly 80 percent of line, chaplain, judge advocate, nurse, medical service and biomedical science officer production for the

Air Force. He also oversees the Air Force Junior ROTC program at more than 744 locations with more than 103,000 students. Colonel Carpenter was recently selected for promotion to the rank of brigadier general.

Colonel Carpenter urges cadets to get involved and have a positive attitude. "Even if you don't intend to make the military a career, go in with the attitude that you are going to be the 'best' at whatever job you're assigned," he advised. "After your initial commitment, then you can decide what your future will be. You may end up like me – still here after 26 years and having fun."

Bronze Star
Meritorious Service Medal with four oak leaf clusters
Air Medal with oak leaf cluster
Air Force Commendation Medal
Air Force Achievement Medal
Combat Readiness Medal
National Defense Service Medal with bronze star device
NATO Medal
Mackay Trophy

Core Values, Test Conditions, and "Bird Noises in My Head"

Maj. Ardis G. Cecil
AFOATS Curriculum

The new Air Force Doctrine Document 1-3 weaves our core values throughout the document's leadership philosophy. A few months ago, a number of Maxwell Air Force Base folks involved in leadership curriculum met to review the new AFDD. One discussion focused on the definition for leadership. In addition to the "process of directing and influencing people to accomplish the mission," one faculty member suggested that the definition needed to include "under stressful conditions." His suggestion still echoes in my thoughts. How about considering the definition of core values with the caveat of "when under stressful conditions," too? Leadership and core values appear to be easy concepts to apply to one's life until tested under stressful conditions.

Let's look at "integrity first." We often define this core value under a stressful condition — "when no one is looking." It's like washing your hands in the restroom. Our inclination may be to hurry out of the bathroom without washing; however, if someone else is at the sink, do we buckle under peer pressure and wash our hands? The test for "integrity first," then, is whether this value has been internalized as part of our behavior or do we externalize it just for show. Can we be counted on to exemplify courage, honesty, responsibility, accountability, justice, openness, self-respect, humility, and honor every day? Any hour? The new AFDD states, "Integrity is the ability to hold together and properly regulate all the elements of one's personality...impeccable self-control without acting rashly."

"Service before self" is often described in consideration of the most extreme test condition — dying for our country's protection and defense. The AFDD addresses another test condition — expeditionary deployments and assignments that separate service members from family. *"Further, service before self does not mean service before family. You have a duty to your family as strong as that to the Service. The difference is there are times the Service and Nation will require you to be away from home. Your responsibilities to your family include preparing and providing for your family when you deploy or duty requires you to be away."* We practice service before self by performing our duty for the mission's sake; respecting and valuing others; practicing self-discipline and self-control (even though tested by our emotions); acting appropriately (even though tested by alcohol, drugs, or sexual impropriety); tolerating differences of thought, gender or ethnicity (even though tested by our comfort level); and finally, giving our loyalty — above (chain of command), below (followers), and beside (peers).

Finally, let's look at "excellence in all we do." What are some of the conditions that test this core value? Boredom due to repetitive work, lack of energy, sleepiness, tolerating mediocrity, distractions (e.g., the weekend starting), lack of training, and lack of commitment to the group are some of the ways that our "strive for excellence" can be tested. The following is a true story that shows a test of excellence in dealing with people in our daily work and the result of achieving excellence.

Lauren DeForest (fictitious name per storyteller's request) started her career in the Air Force as a nurse. During her first assignment, Lauren was working in the emergency room of the base hospital when a nearly nine-months pregnant patient arrived with a complaint of *"constantly hearing birds."* Things were hectic and the doctor on duty looked imploringly at 2nd Lt. DeForest to see the very pregnant woman.

Pregnant woman plus bird sounds do not add up very well. However, Lauren pressed forward caringly and professionally. First, she took her patient to a private room and questioned her further. "How long has this been going on? Do you think I could hear the bird sounds, too, if I got close enough to your ear?"

The pregnant patient was confident that Lauren could hear the sounds too. So Lauren started shutting off every noise-emitting device in the examination room, including the lights. When Lauren leaned in close, sure enough, she could hear something that sounded like bird sounds.

During the last few weeks or days of the woman's pregnancy, she had developed a weak spot in a blood vessel of her mid-brain. The weak spot was bulging, but not yet bleeding (an aneurysm). The bulging spot had caused the blood flow to make unusual sounds as it "chirped-chirped-chirped" its way past the bottleneck near the auditory area of the brain.

The pregnant woman was immediately sent for further tests to assess the seriousness. Within 24 hours, she would be rushed for brain surgery to alleviate the weak spot. The stress of labor would have likely caused the weak spot in the

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Sight Picture

very recently, we had not made all the manpower cuts we agreed to during the 1990s. We've now made the adjustments in our books — over 13,000 positions eliminated — but we still need to move some of the people. That means we have airmen with advanced training and professional skills filling positions that no longer exist. It's hard for me to argue to the Congress that we don't have enough people when we should be using some of our airmen in other required positions.

All of these efforts will be combined with several additional force shaping tools to get to our authorized manpower levels and to get the right skills in the right places. We will include initiatives such as restricting reenlistment in overage career fields, voluntary transfers to the ARC, shortening service commitments, limiting officer continuation for those deferred for promotion, commissioning ROTC cadets direct to the ARC, limiting reclassification of those eliminated from technical school, rolling back separation dates, and officer and enlisted retraining.

We are out of balance for the contingency world in which we live. I recently returned from the AOR where I met people who had been deployed for more than 200 days. They take great pride in the job they are doing, but we are being unfair to them and their families. If at all possible, our goal is to give every qualified airman who wants to stay in the Air Force the opportunity to do so. In addition, we will use every tool to shape the force we have available to avoid the extreme measures that were used in the early 1990s.

Saddam Hussein buried his airplanes in the sand rather than face your Air Force. That's respect, and you continue to earn it every day. Secretary Roche and I are proud of you, and are honored to serve with you. We will continue to remain closely engaged on these issues to ensure that we reshape the force into one that is suited for the 21st century while sustaining the standards of excellence and morale that are emblematic of the world's greatest Air Force.

(This article is the latest Chief of Staff of the Air Force Sight Picture and may be accessed from the Air Force issues Web page at www.issues.af.mil.)■

Core Values

blood vessel to rupture. As a result of Lieutenant DeForest's intervention, she saved the life of the mother and the baby.

While the thought of a very pregnant woman hearing birds had some other medical folks shaking their heads, "We've got a live one here," Lauren did not shake hers. In spite of being tested by a bizarre situation, Lauren still treated her patient with excellent care, utmost respect, and her best troubleshooting skills.

Lieutenant DeForest treated the person seriously and competently. I can picture her looking at her pregnant patient—intent and focused. I can see her face and hands moving in various positions of thought and analysis. I can see the lieutenant interacting with the woman to gather as much objective data as possible — temperature, heart rate, breathing rate, skin color, coherence, ease in movement, etc. If she was going to spend any time on a task, the task had her full attention.

And most importantly on striving for excellence, Lauren worked with a sense of urgency. Again, I can envision her writing notes, shutting down equipment, moving around the person to assess her condition, and quickly moving to consult with the doctor and to request tests. And no matter the time needed, Lieutenant Lauren DeForest would never consider going home until the situation was satisfactorily resolved.

Striving for excellence in all we do does make a difference in the Air Force mission — and a difference in whether people live or die. Be watchful of "roadblocks" that threaten or sabotage our core values, but don't be afraid. Stressful conditions are really opportunities to transform our Air Force core values from lofty ideals into internal beacons that light our way along the path of everyday life.■

Feature:
University of Arizona cadet to be United Nations secretary-general

By Lori Harwood
College of Social and Behavioral Sciences

Cadet Ben Zuniga, a senior at the University of Arizona, has been selected as the secretary-general for the 2004 United Nations Association of the United States of America Model United Nations Conference, taking place in New York City, May 21-22, 2004.

Zuniga will supervise eight Senior Secretariat members, along with 78 other staff members (the Secretariat). The Secretariat will chair and serve as dais staff for the various committees, all simulating real UN councils/committees. The event will draw 1,500 student delegates from around the world. Those who attend the conference are expected to research agenda topics and the countries they represent.

Zuniga will speak at the opening and closing ceremonies before approximately 6,000 people. One of his speeches will be on the AIDS program in Africa; a second speech topic is still being planned.

As part of his involvement in the UNA-USA, Zuniga attended the Global Leadership Award Dinner in New York City on Oct. 8, sponsored by the UNA-USA and the Business Council for the United Nations. Zuniga met U.N. Secretary-General Kofi Annan, to whom he presented a copy of the book, "World Regions in Global Context: People, Places and Environments" written by Sallie Marston, University of Arizona geography professor, Diana Liverman, former University of Arizona geography professor and Latin American Studies Head and Paul Knox, dean of architecture at the Virginia Polytechnic Institute. Zuniga met ambassadors from several countries, as well as rock star and political activist, Bono.

Marston, a mentor to Zuniga, said, "We are all extremely proud of the honor this accomplishment brings to Ben, the department of geography and regional development and the University of Arizona. As a young man with a lively intelligence and a conscientious nature, Ben has the remarkable opportunity to translate the fruits of his academic labors into something exciting and significant."

Zuniga became involved in the Arizona Model United Nations program, organized by the University of Arizona political science department, while still in high school in Houston. When he became a student at the University of Arizona, he went on to help organize the event. Two years ago, a representative from the UN-USA visited the Arizona conference, and invited Zuniga to participate in the national conference. After two years of increasing responsibility, this year he has the honor of being chosen as secretary-general of the conference, the highest responsibility available to a student.

Zuniga has a double major in geography and Italian. He also has a double minor in geographic information systems and molecular/cellular biology. When asked why he studies geography instead of political science like many of his colleagues in the Model UN, Zuniga said, "Geography has a very interdisciplinary look at the world. I like taking a specific region and examining it from a variety of perspectives, including its climate, culture and politics. There are even medical geographers who look at such things as the spread of viruses. I'm particularly interested in studying the Balkans."

Zuniga said he eventually plans to attend graduate school in the United Kingdom and pursue either regional geography or international relations, and then enter the diplomatic world of the European Union. His Air Force career aspiration is to be an intelligence officer.

"One of my main goals is to become a FAO (Foreign Area Officer), particularly concentrated on southern Europe or the Balkans. Other options I would like to pursue include becoming an Air Attache officer and going to graduate school in the United Kingdom (Cambridge or Edinburgh)," Zuniga said.■

(Additional information by Capt. Stacy Vaughn)

Feature:
Uniform collection spans 90 years of Air Force history

By Trevor Cichowski
Det. 810 – Baylor University

Oftentimes, Air Force history is relegated to classrooms and textbooks, as ROTC cadets strive to memorize facts, statistics, and dates. But step into the closet of Cadet Marc Bradle, and the history of the Air Force comes alive. Cadet Bradle has taken his interest in Air Force history and transformed it into a rather unique hobby — collecting various styles of uniforms worn by Air Force officers over the past century.

Bradle first became interested in collecting Air Force uniforms when he began putting together two replica uniforms to display at Det. 810. The replica uniforms were supposed to represent the uniforms worn by Jack Lummus and John "Killer" Kane, two Baylor graduates who have been awarded the Congressional Medal of Honor. "I have always been interested in the military," Cadet Bradle said, "and the reason I got into collecting them is Baylor's two Medal of Honor recipients. We had done some briefings on them, but there was no tangible memorial on campus to remember them. To have two officers from the same university receive the Medal of Honor is pretty rare."

"So I decided to recreate their old uniforms and give the detachment something they could display," he said. "While I was searching for their uniforms, I stumbled upon these random Air Force uniforms that I had never seen before, and my interest just kept growing." Through the wonders of online auctions and uniform replication services, he now owns six Air Force uniforms, the oldest dating back to 1912. This uniform is the Army service uniform used by both the Army and the Army Air Corps from 1912 to 1926. The uniform includes an officer-style Sam Browne belt and cavalry style breeches and boots, and is the only replica of the six uniforms Cadet Bradle owns.

His collection also boasts a set of the "Pinks and Greens," the uniforms worn by WWII Army Air Forces. Cadet Bradle purchased his uniform from a colonel who flew a B-17 for the 8th Air Force in England.

Also included in Cadet Bradle's collection is a set of the "Midnight Blues" uniform, which the Air Force used from 1950 until the 1980s, and which Bradle purchased from a lieutenant colonel who flew in the Korean War.

A set of the "Silver Tans" hangs nearby, a set of uniforms worn from 1950 to 1970, and characterized by the khaki short sleeve shirt and pants that were worn from 1965 until 1970.

The final two uniforms in Cadet Bradle's collection are a Ceremonial White Dress uniform and a Ceremonial Blue Dress uniform. Both were worn during the 1950s to 1970s, and made a brief reappearance in the 1980s until phased out in 1993. According to Cadet Bradle, these uniforms would have been primarily used for formal events, such as a pass-in-review, with the White Dress uniforms being worn in the summer, and the Blue Dress uniform as the winter equivalent.

Cadet Bradle hopes to continue his interest in collecting uniforms once he begins his active duty career. "Ever since I bought these, I have found some more uniforms I would like to collect. There is always something else for me to look for," said Cadet Bradle. "WWII uniforms, even German uniforms or replicas, have always fascinated me. They had the sharpest looking uniforms, very ornate uniforms, and I will definitely keep adding to my collection, maybe branch out into some other services."■

Cadet Marc Bradle and five fellow Air Force ROTC cadets model uniforms that spanned from the gear of a World War I Army Air Corps pilot to an Air Force uniform in the 1990s. From left to right are cadets Bradle, Matthew Mansell, Keith Pozza, Tyler Creasemen, Jeremy Bunge and Daryl Crosby. (Courtesy photo)

Feature:

Samford cadets present colors at SEC championship game

By Cadet Scott Stepko
Det. 012 - Samford University

Det. 012 – Samford University. Every December cadets from Det. 012 are tasked with the planning and execution of the color guard presentation at one of the most heavily covered college sporting events in the United States. For the past 11 years, the so-called "Dirty Dozen" has been responsible for presenting the colors at the NCAA SEC Championship football game.

Det. 012 is comprised of college students from several colleges and universities around the Birmingham, Ala. area. While the detachment is considered "small" with respect to other college's AFROTC programs, it was responsible for presenting the United States flag in pre-game ceremonies when the first SEC Championship game was played at Legion Field in Birmingham in 1992. The game has since moved to Atlanta's Georgia Dome, but the detachment is still asked to participate in the pre-game flag presentation. Every year the cadets of Samford University are in charge of the main Honor Guard while cadets from Auburn University and the University of Georgia, are on hand to provide assistance with the State and school flags.

For the cadets involved, participation means opportunity. This privilege serves as both a vehicle where future leaders participate in the real-world execution of the five functions of management, and as an opportunity to hone their leadership skills. From planning, organizing, directing, controlling, and evaluating, this program presents numerous opportunities for leadership development. From planning to execution on the field, the cadets are in control. "We are pretty much given a place and a time, and the rest is for us to figure out," said Cadet Jon Miller, Det. 012's Color Guard commander. "It really is leadership in action. We look at the mission, formulate a plan, allocate our resources, assign duties, practice a bit, and execute." It is the essence of the AFROTC leadership program in practice. Cadets are given the training and tools they need and then allowed to put into practice the things they have learned. Whether a five-year participant, like Cadet Brian Mead, or a one-year participant, there is no doubt that this opportunity is a highlight of his or her AFROTC career.

For these cadets, presenting the colors is more than just another military detail; they recognize the importance of what they are doing. When asked what the American flag and being in the Air Force meant to him, freshman Cadet Scott Stepko responded, "It's about being a part of something that is bigger and more important than any one person. I consider it a great honor to be able to present the American flag." "It's a humbling experience," says Cadet Michael Hipp. "You're standing at attention, the national anthem is playing, and you're surrounded by more than 70,000 people... That's when it hits you; this is what we stand for. This is what being in the military and fighting for freedom is all about."

The cadets recognize that AFROTC presents them with opportunities to learn and lead. "The experience as a whole is like a giant leadership laboratory," says Cadet Stasha Duck. "It grooms future leaders for more important leadership roles in the future." And therein lays the fundamental nature and mission of the Air Force Reserve Officer Training Corps; to produce leaders for the Air Force and build better citizens for America.■

Cadets Grant Harwell, Brian Tripp, Brian Mead, James Hipp, Jonathan Miller, Chris Thomas, Det. 012, present the colors at the NCAA SEC Championship football game in December at Atlanta's Georgia Dome. (Courtesy photo)

Feature:
High Flight: Building the leaders of tomorrow through teamwork today

By 2nd Lt. Greg Cordova
Det. 040 - Loyola Marymount University

Each AFROTC detachment has its unique emphasis on different aspects of training. Det. 040 incorporates a challenging training program built around the lead lab curriculum that includes everything from physical conditioning to wing camaraderie. Central to our approach is a semester-long competition between six geographically-centered flights. Seventy percent of the cadets attend cross-town universities. Competition accelerates the learning process for new cadets and provides weekly leadership challenges for Professional Officer Course cadets. Success bolsters individual confidence and creates a spirit of teamwork. At semester's end the flight with the most cumulative points wins a High Flight trophy with the winning flight commander's name engraved on the base.

Currently, there are more than 37 cross-town schools and over 160 cadets who attend AFROTC at LMU. Flights earn points by excelling in the annual cadet talent show, PFT, competitive sports, knowledge bowl, crud, special drill, and a model-building competition. The winners of the past two year's model-building competition were a B-17 and B-25 diorama.

Cadet Derek Anderson led his flight in recreating the B-17 Flying Fortress. It is a replica of the World War II bomber that helped liberate Europe and defeat Nazi Germany. The history of the B-17 starts several years before WWII when the U.S. Army saw a need for long-range bombers and asked for bids from a growing American aviation industry. From that competition came the Flying Fortress, the greatest bomber of its time. There were 12,000 eventually built, and about 4,800 shot down during World War II.

Cadets Robert Austin Smith and Derek Anderson, Biola University, show the B-17 display their flight created. (Courtesy photo)

Cadet Boyd Smith,Cal State Long Beach, shows off the B-25 display that Delta Flight built. Their hard work and the realism of the model won the Fall 2003 model building contest. (Courtesy photo)

Cadet Carl Reyes and Delta flight won the Fall 2003 model building contest by bringing the B-25 back to life with remarkable realism. The B-25 was a twin-engine bomber named after the legendary Brig. Gen. Billy Mitchell. The Allies used the B-25 during World War II as a medium range bomber. Though it was used for a variety of purposes throughout the war, the B-25 is best known for its role in the Doolittle Raid. This raid was America's immediate response to the attack on Pearl Harbor.

The detail and realism of each of the two models reflects the competitiveness of the High Flight program and the skill and determination of each cadet. They also provide invaluable teaching aids for the AS200 curriculum and are kept on display in the cadet classroom.■

CSAF Professional Reading Program

General Ronald Fogleman created the CSAF Professional Reading Program in 1996 to develop a common frame of reference among Air Force members — officers, enlisted, and civilians — to help each of us become better, more effective advocates of air and space power. General Michael Ryan and now General John Jumper have wholeheartedly embraced and continued the Professional Reading Program.

The CSAF's Professional Reading Program can help you launch a career-long reading program or be used to supplement your previous readings. The books cover an expanse of topics. The majority of books detail air and space power from its genesis to recent times. Other books provide great examples of leadership to illustrate qualities airmen should emulate. The more books you read, the better you will understand the background behind the Air Force's core competencies, and the better equipped you will be to form and express your own opinions.

Most of these books were chosen because of their readability. Their selection does not reflect the CSAF's or the U.S. Air Force's endorsement of the authors' views or interpretations.

History of the Air Force from its beginning through its major transformations as an Institution.

- Frank M. Andrews: Marshall's Airman - DeWitt S. Copp and the Air Force History and Museums Program
- Beyond the Wild Blue: A History of the United States Air Force, 1947-1997 - Walter J. Boyne
- The Transformation of American Air Power - Benjamin S. Lambeth
- Winged Victory: The Army Air Forces in World War II - Geoffrey Perret

Insight into ongoing conflicts and the frictions that can produce conflicts in the future.

- The Crisis of Islam: Holy War and Unholy Terror - Bernard Lewis
- The Clash of Civilizations and the Remaking of World Order - Samuel P. Huntington
- War at the Top of the World: The Struggle for Afghanistan, Kashmir, and Tibet - Eric S. Margolis
- Tournament of Shadows: The Great Game and the Race for Empire in Central Asia - Karl E. Meyer and Shareen Blair Brysac
- The Prize: The Epic Quest for Oil, Money & Power - Daniel Yergin

Organization, leadership and success stories holding lessons for the present and future.

- The Five Pillars of TQM (Guidelines for Organizational Greatness) - Bill Creech
- American Generalship: Character is Everything: The Art of Command - Edgar F. Puryear

Lessons emerging from recent conflicts - and the preparation for them.

- Supreme Command: Soldiers, Statesmen, and Leadership in Wartime - Eliot Cohen
- Every Man A Tiger - Tom Clancy with Chuck Horner
- Prodigal Soldiers - James Kitfield

JROTC:
JROTC face off in national drill meet

By Airman 1st Class Jonathan Ortiz-Torres
Leader Assistant Editor

More than 2,500 cadets from across the United States met Feb. 14 to display their moves in a drill competition at Garrett Coliseum, Montgomery, Ala.

The event was the 12th Annual American Legion/Coca-Cola National Drill Championship with more than 85 Air Force, Army, Marine Corps, and Navy Junior ROTC detachments, more than half were Air Force.

The drill maneuvers are the same as those practiced during basic training and professional military instruction drills. Cadets performed drills with and without weapons, as well as traditional color guard drills. During the exhibitions, they put their creativity to the test by adding their own flare and styles to the drill movements.

Events like armed/unarmed color guards, single and dual exhibits and full-scale rifle drill teams went without a stop far into the evening.

For many this was not their first competition. Cadet Jessica Gilstrap, GA-952 Sequoyah High School, has been to 12 competitions over the past three years. The all-girl drill team has 15 members and practices every weekday morning from 7:00 to 8:00 a.m.

"I enjoy being part of the drill team," she said. "ROTC also gives me opportunities to participate in community service projects."

"This is a great time and probably one of the few times that students can intermingle and check out cadets from different services," said retired Air Force Chief Master Sgt. Zack Buckner, JROTC instructor at Robert E. Lee High School, Montgomery.

Chief Buckner, who was also the drill meet coordinator for the event, said, "The drill teams spend hours dedicated to perfecting those routines, which require a lot of discipline and teamwork."

In the final competition, cadets from each detachment faced off in a "knock-out" competition where cadets tried to keep up with commands until they fell out. The three finalists received trophies; two were from Bainbridge High School, Ga.'s Air Force JROTC detachment.

Top detachments received trophies for each category, but it was the best of service and the overall winner awards that had cadets with their fingers crossed. The National Air Force Championship award (known as the Dr. Ken Daly award) was presented to TX-20014, Klein Collins High School, Spring, Texas, by Dr. Daly himself.

For Cadet James Watson, 4th element leader of TX-20014's drill team, this was his first trip to the nationals. He admitted that as it gets close to performance time he gets more nervous.

The leadership training he received in JROTC is what benefitted him the most. "I can tell how much I've developed from freshman to senior," he said. He plans on joining ROTC in college.

Cadet Brian Goss, drill team commander, has been a member of the team for three years and commander for two. He has received a congressional appointment to the U.S. Air Force Academy.

It took the help of Maxwell/Gunter base members as well as a handful of cadets to help tally up points for more than 1,000 judged events as well as ensure the smooth transitions between events.

"If it wasn't for volunteers, the event wouldn't have been the success that it was," said Chief Buckner.■

See pages 12-13 for more photos

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Cadets from Fontainbleau High School's Air Force Junior ROTC, La.,(above) perform flanking movements during an armed exhibition at the national drill championships Feb. 7 at Garrett Coliseum, Montgomery, Ala. On the right, ladies from Klein Forest High School, Texas, JROTC, hold the rifle pose at the end of their drill and on the bottom, cadets from C.E. King High School, Houston, Texas, practice their routine on the coliseum's parking lot before showtime. (Photos by Airman 1st Class Jonathan Ortiz-Torres)

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JROTC cadets from Lake Worth Community High School, Lake Worth, Fla.,(above) salute as their flight commander (center) asks permission from their drill evaluator to exit the drill pad. On the bottom center, Southeast High School, Oklahoma City, cadets toss rifles in the air while others maintain their spinning during an armed exhibition. On the bottom right, Klein Collins High School, Houston, Texas, rifle drill team perform a “domino” effect with their rifles during their exhibition.

Best of Service JROTC Awards

- Air Force – Klein Collins High School, Spring, Texas
- Army – Enterprise High School, Enterprise, Ala.
- Marines – Irving High School, Irving, Texas
- Navy – Oxford High School, Oxford, Mass.

OTS

Changing the way we run

By OT Carmen Rea
24th Training Squadron

OTs Scott Valentine, Jr. and Mabel Hudspeth, class 04-03, practice sit-ups together in preparation for their physical fitness test. (Courtesy photo)

At Officer Training School, Maxwell Air Force Base, Ala., what motivates officer trainees to run that extra mile? What makes OTs strive even harder to squeeze out just one more push-up in those early morning physical conditioning periods? Simply put, they strive to pass the required physical fitness test. When OTs meet a certain level on the physical fitness test, they have passed one of the requirements for graduation into the world's finest…the United States Air Force.

For many years, the Air Force's physical fitness test consisted of the bike assessment, which is a medical indicator of the airman's overall health. Under the guidelines of this old testing standard, a laboratory environment housed the clinical heart rate test. The USAF has put in place a new way of measuring the physical aptitude and endurance of every OT and eventually, every member of the Air Force.

This change focuses on the "whole-person concept." OTs completing the test should score high enough in every area in order to prove an overall fitness level. The four components are aerobic, body composition, push-ups and crunches. A person may be a quicker runner or tougher in muscular endurance and the score would place the participant in the appropriate light. The new system is more flexible to an individual's body type and compensates for everyone's strengths and weaknesses.

OT Robert G. Montgomery stretches out in preparation for the physical fitness test. OT Montgomery is in class 04-04. (Courtesy photo)

The new standard also provides an indicator of military preparedness in time of war. War is not conducted in a fabricated environment, but is rather a chaotic and unpredictable series of events. Mission effectiveness is paramount, and in support, military readiness is the key to a swift execution of the plan. The physical fitness of every U.S. Air Force officer should accurately reflect competence during an actual combat situation.

"As an Air Force officer, we should always strive for the highest standard. Both the old and new physical fitness tests meet the demands of the Air Force," said OT Ryan Clark. "With the addition of the waist measurement, the new physical fitness test embodies the 'whole-person concept'."

The physical standards changed in January 2004 and were introduced to OTS on January 12th, during our 2nd physical indicator. "It maintains standards of the old fitness test with the addition of ensuring proper dress and appearance by sustaining a trim waistline," said OT Zachary Zischang.

Having run and completed our final physical fitness test with the new guidelines, many OTs know that they were purposefully challenged and are now prepared to deploy into combat around the globe. As future leaders, we have met the new standard and feel confident in our mission of guiding our airmen in tomorrow's Air Force.■

ROTC air force

Around the Nation

Visiting Generals

Det. 270 — Kansas State University. Retired Lt. Gen. John B. Sams Jr, attended a dining-in held by Det. 270 on Oct. 16. The dining-in took place in an aircraft hangar at one of Kansas State's cross-town schools, Kansas State-Salina. Kansas State-Salina provides an aviation program. General Sams retired in January 2000 as the commander of 15th Air Force. He addressed the cadets about his personal experiences as an officer and described some traits that make a person a good officer.

Gen. Richard Myers, the chairman of the Joint Chiefs of Staff, visited the Kansas State Alumni Center on Oct. 17 for a short meeting with cadets of Det. 270. The general graduated from Kansas-State in 1965 with a degree in mechanical engineering. During his visit he spoke with Air Force and Army ROTC cadets about being a former cadet at Kansas State. General Myers stated that the leadership and management skills he developed while being a Kansas State cadet provided him the tools necessary to be successful, culminating in his position on the Joint Chiefs of Staff.■

General Richard Myers receives an autographed football from Cadet Daniel Hewes on behalf of Det. 270, Kansas State University. General Myers is a graduate of Kansas State. (Courtesy photo)

Arnold Air Society

Det. 128 – University of Delaware. Executive Director of Arnold Air Society, retired Brig. Gen. Richard B. Bundy, and the leadership of the two Delaware Air Force Association chapters met with Lt. Col. Jeff Wandrey, Det. 128 commander, and the Arnold Air Society squadron members at the University of Delaware in December.

The meeting was held to present the squadron with a donation from the local AFA chapters to support members' attendance at the National Conclave in the spring. Cadet Elizabeth Evans, commander of the Major General T. Alan Bennett Squadron, accepted the donation on behalf of the squadron.

Mr. Harry Van Den Heuval of the Diamond State Chapter and Mr. Jack Robertson of the Galaxy Chapter spoke of how the relations between the AFA, AFROTC, and AAS benefit the community and the young Americans throughout the nation. General Bundy shared his views on how important AAS and Silver Wings are to building professional and business skills. The main focus for AAS and SW is providing opportunities to learn, grow and build upon the foundation provided by AFROTC and college organizations. Involvement with organizations like Civil Air Patrol and Junior ROTC were highly encouraged.

The meeting with General Bundy

Cadet Elizabeth Evans accepts a donation from retired Brig. Gen. Richard D. Bundy, executive director of Arnold Air Society. (Courtesy photo)

and the AFA presidents reminded all those present how important it is to continue to grow as a leader, and to help those interested in the military or government professions obtain the best possible training, and to seek out all opportunities to improve themselves.

Water Survival

Det. 860 — Utah State University. Last fall AFROTC cadets learned the basics of water survival from three of Hill Air Force Base's NCOs. The corps was divided into three groups which rotated through three different stations. Station one familiarized cadets with life rafts. This station involved cadets flipping over upside-down life rafts, climbing aboard, and pulling survival gear on board.

The next station was parachute orientation. This station simulated a parachute landing into water. Such landings are dangerous due to the potential of being trapped under the parachute. Cadets were taught how to safely and successfully escape when caught underneath the parachute. The keys to success are to remain calm and follow a seam of the parachute out.

The final and most popular station was the harness drag. After ejecting from an airplane the parachute may continue to drag crew members through the water at high speeds. To create this experience a cadet stood at the edge of the pool in a harness connected to two ropes. At the end of the ropes were six cadets who simulated the parachute drag. At the instructor's signal the six cadets pulled on the ropes and launched the harnessed cadet into the water. The cadet then released himself/herself from the harness as quickly as possible.

At all of the stations the main emphasis was to remain calm in a stressful situation and to trust your gear. This water survival orientation gave Det. 860 a chance to see how to survive in an emergency water situation. It also gave them necessary tools that will help in any high-stress situation.■

Cadet Mark Hodges is pulled into the water at the harness drag station while (l to r) Cadets Timothy Dennis and Devin Welch look on. The harness drag simulates a pilot being dragged through the water by his parachute. After being pulled into the water the cadets had to release themselves from the harness as quickly as possible. (Courtesy photo)

Combat Dining-In

Det. 475 — University of New Hampshire. On November 20 the cadets of Det. 475 gathered at the Memorial Union Building for their weekly Leadership Laboratory class. However, this Lead Lab was different. Returning cadets walked eagerly to class knowing what kind of event was about to take place. Freshmen followed closely behind ready to experience an old military tradition that was brand new to them. Awaiting the cadets of Det. 475 was a traditional Combat Dining-In that included the grog bowl, flight competitions, dinner, a slide show, and a very honored guest.

Cadets gathered in the large hall, dressed in their Battle Dress Uniform, some with face paint to match their pants. Our cadre and wing staff were seated at the head table as honored guests. But there was another. In the middle of the table sat retired Navy Captain Thomas Hudner, one of only a handful of living Medal of Honor recipients. Around his neck he wore something every military man and American should salute: the Medal of Honor. Captain Hudner was the guest of honor and he more then filled the role.

Following dinner there was a short slide show presentation put together by one of the cadets. It contained pictures from the various detachment events over the course of the semester. There were pictures of our base trip to Washington, D.C., our Veterans Day ceremony, and many others. However, it was a speech by a living hero that everybody was anticipating.

Captain Hudner received the Medal of Honor for his courageous acts on December 4th, 1950, in Korea. On that day his wingman, Ensign Jesse Brown (the first African-American pilot) was hit and crashed into a large mountainside. Brown was trapped under his plane and could not free himself. Disregarding his own safety Captain Hudner crash-landed his plane next to Brown's and

attempted to free Ensign Brown. Even with the help of a Marine lieutenant they were unable to do so. Captain Hudner and the lieutenant had to leave without Ensign Brown early that evening.

The next year, Captain Hudner was awarded the Medal of Honor by President Harry Truman for his valiant effort and devotion to his wingman. After receiving the medal, he continued his career in the U.S. Navy until his retirement in 1973.

Standing before the cadets, wearing the Medal his bravery and devotion earned, Captain Hudner began by addressing the cadets and commending them for their desire to serve in the military. "I respect you all for making the decision to make the Air Force your life, if even for a short time," he said. "Serving your country is a career of the highest calling, and I hope many of you will stay in and be a part of one of the finest and most respected organizations in the world".

Captain Hudner closed his speech with a brief history of the Medal of Honor. He spoke of its humbling effect on him and its representation of those who served valiantly, who fought and died but were unknown.

Captain Hudner received a standing ovation from the cadets and Cadre of Det. 475. He was presented with a detachment coin and a custom UNH Wildcat hockey jersey with his name sewn on the back.■

Astronaut Visit

Det. 218 — Indiana State University. Cadets from Det. 218 had the privilege of meeting retired Navy Capt. Jim Lovell, commander of the well-documented Apollo 13 mission in November. Apollo 13 is best remembered as a "successful failure" in that the crew wasn't able to land on the moon due to a massive equipment failure, but they were able to overcome numerous obstacles to return to earth safely. Actor Tom Hanks portrayed Captain Lovell in the movie version of the book, "Lost Moon."

Captain Lovell visited the campus as part of the university's Guest Speaker Series. Lt. Col. Dave Allen, detachment commander, acted as an escort for the visit and spent the day with Commander Lovell.

Cadets were given a special opportunity to meet with the astronaut before his other engagements. When Captain Lovell arrived, he looked at the mass of cadets and jokingly remarked, "I bet you thought you were going to see Tom Hanks!" This was followed by picture taking, book signings, and a discussion.

For a couple of our cadets, the day didn't end with this well-attended event. Along with Colonel Allen, Cadets Jonathan Wright and Nick Edds had dinner that evening with the distinguished visitor and were able to talk with him one-on-one. The detachment presented our honored guest with a detachment coin, hat, and sweatshirt. Upon receipt of these prized possessions, Captain Lovell, a graduate of the Naval Academy, commented, "Great! I'll wear these the next time I see some of my Air Force friends from the space program."■

Det. 218 cadets met with retired Navy Capt. Jim Lovell in November when he visited the campus as part of the university's Guest Speaker series. Pictured with Captain Lovell are (first row) Cadets Erick Miles, Michael Wolf, and Hannah Pauley, (second row) Cadets Nick Edds and Andrew Eckert, (third row) Cadets Dennis Bone, Casey Cochran, and Brian Knaup. (Photo by Joseph P. Garza, Tribune Star, used with permission)

USC AFROTC Boosters

Det. 060 — University of Southern California. While everyone knows that the University of Southern California has the number one football team in the nation (at least a split of the national title), few know that we also have the number one women's volleyball team. The team successfully defended its title this past year and currently holds a NCAA winning streak of forty-seven consecutive victories. Cadets from USC, Harvey Mudd College and numerous cross-town universities that make up Det. 060 did their part to help make this happen.

For the past three seasons, a score of cadets have been setting up and breaking down the sport court that the Women of Troy use to play their home games. The sport court is a composite tile floor, similar to those found in weight rooms, laid out over the existing hardwood gym court. As members of the USC AFROTC Boosters, students were more than anxious to support such

a sports program while raising funds for their club at the same time. This student-run club works to promote the Air Force and AFROTC awareness, as well as supporting local community interests. Profits from our effort helped students travel to an Edwards Air Force Base, Calif., open house and air show this past October, and funded a charitable contribution to the victims of the recent southern California fires.■

Lieutenants Commissioned

Det. 220 — Purdue University. Det. 220 commissioned 11 cadets this past December. The Air Force and Tri-Service ceremonies were held in the Purdue Memorial Union with many people in attendance, including friends and family members of the new 2nd Lts. and many current cadets. The president of Purdue, Martin Jischke, attended and gave a speech. Of the new lieutenants, there were two Distinguished Graduates of AFROTC, Lieutenants Justin Mock and Timothy Grebs. There were also three recipients of the Bluechip Award, Lieutenants Jeffrey Komives, Justin Mock, and Timothy Grebs.■

Army Chief of Staff Visit

Det. 940 — University of Wyoming. "America's Moms and Dads will entrust their sons and daughters to you and you will be expected to lead them," was one of the many messages Gen. Schoomaker conveyed to cadets at this year's joint Army-Air Force ROTC Military Ball. General Schoomaker, Chief of Staff of the Army, took time from his busy schedule to address an eager audience of future officers at the University of Wyoming in October. In his speech, he expressed his enthusiasm about the role cadets will soon take on as officers and the experiences and responsibilities that lie ahead. He explained the importance of the ROTC program and a college education. He "challenged cadets to apply themselves wholeheartedly to get the most out of this training and education."

General Schoomaker graduated from the University of Wyoming in 1969 with a Bachelor of Science degree and holds a Master of Arts Degree in Management from Central Michigan University.

General Schoomaker offered some words of wisdom on what to expect when cadets enter into active duty. He warned that "your soldiers and airmen will take measure of you" and "will not care what school you came from or what degree you have," only whether or not an individual can lead and take care of them. He explained that these are questions that are answered through "tough disciplined training that you lead your soldiers and airmen through." However, he advised this would not be easy, and that it means, "one must give more than one gets."

General Schoomaker strongly urged that upon entering active duty, new lieutenants should, "listen to (your) non-commisioned officers and they will share their experience with you." He stressed a number of points, but none as much as the role soon-to-be officers will take on. He said that our nation is at war and cadets will begin their careers at a very critical time in the history of our nation. He urged cadets to take full advantage of their education and training so that they can assume the responsibilities that await them.■

Det. 940 Cadets (l to r) Corey Fraas, Griffin Casey, Leo Gracik, Matt Konowicz met with General Schoomaker (center) during his visit to the University of Wyoming to speak at the joint Army-Air Force ROTC Military Ball. (Photo by Cadet Matt Konowicz)

Veterans Day

Det. 860 — Utah State University. In an act to show their respect and to honor the military veterans of Cache Valley, Utah, AFROTC Cadets raised and dedicated a $30,000 veteran's memorial on the campus of Utah State University.

Preparation for this day started over a year ago when a group of cadets felt the need to memorialize those who served in previous wars and conflicts. As momentum for the project grew, other groups, including the USU American Legion Post 12, joined in the endeavor. The cadets helped raise more than enough funds to erect such a memorial.

The day of dedication started as ROTC cadets in service dress escorted each veteran to the site. Distinguished guests included former Senator Jim Hansen, USU Provost Stan Albrecht, Col. Bruce Ballif, Lt. Col. Paul Huber, and numerous other veterans from the valley. Many from the community attended including several classes of elementary students.

The ceremony was conducted by retired Maj. Gen. Barney Rawlings, who also sang the national anthem. General Rawlings spoke of passing the torch

from the veterans to the cadets and then onto the elementary classes in attendance, all of whom he reminded must take a turn defending this country.Five distinguished guests, all local veterans with outstanding military histories, were chosen to unveil the memorial. After this Air Force ROTC Cadet Dustin Torbenson and Army ROTC Cadet Benjamin Pedersen, laid a wreath in front of the memorial to formally dedicate the site.

The ceremony was concluded with the Army ROTC cadets firing a cannon shot for each of the major conflicts in United States history. The Air Force finished by providing a flyover of four F-16's from Hill Air Force Base, Utah.■

Terry Nielsen (representing his father Chase J. Nielsen), Dell Tripp, Blair Hale, and John Watterson unveiled the new memorial. The inscription reads "Honoring and remembering all veterans of American wars for their loyalty, dedication, and courageous service beyond the call. " (Courtesy photo)

Det. 218 —Indiana State University. Forty-eight cadets from Det. 218 and the Air Force JROTC program at Terre Haute North High School gathered at the Vigo County Courthouse the evening before Veterans Day to pay homage to those who have served our country. Pairs of cadets marching in 30-minute shifts maintained a constant vigil at the flagpoles outside the courthouse from 7:00 p.m. Monday evening to 7:00 a.m. Veterans Day. Cadets took 21 steps with each step covering the same number of inches. At the conclusion of each shift, the rifles were transferred to the oncoming team.

Cadet William Mansard III was one of the cadets who marched a 30-minute shift during the 12-hour Veterans Day vigil at the flag poles at the Vigo County Courthouse. (Courtesy photo)

"The cadet corps put together the Veterans Day vigil to recognize those in uniform today and to pay tribute to those who served in the past," said detachment commander Lt. Col. Dave Allen. "With their dedication and abilities, I know the future of our Air Force and our country is in good hands."

Cadet Rebecca Franki, a senior at Rose-Hulman Institute of Technology organized the event and was present for the entire 12-hour endeavor. "I thought about what was given to me as I participated in the vigil. When I was scheduling it, I thought about those who died and what they gave to us, to this country, to me...our freedom," said Cadet Franki. "For me, it just rededicates why I joined the military and why I chose the Air Force." "This was an opportunity to recognize the sacrifices of people who have served our country over the years," added Cadet Hannah Pauley, also a senior at Rose-Hulman.

Residents of the Terre Haute community were invited to support the cadets and honor the men and women who fought for this country. Community members who came out to support the troops said they felt the vigil was a noble way to honor war veterans, both past and present.

Several veterans in the Wabash Valley expressed their appreciation for the vigil; some said it meant as much to them as the actual city parade.

The Veterans Day vigil was a great learning opportunity for both Senior and Junior ROTC cadets and further bolstered the detachment's relations with the local community. Despite poor weather conditions, the participants did not complain; instead, they understood the importance of their actions. The flags of the United States, Air Force, Army, Navy, and Marine Corps flew proudly overhead, while statues of soldiers of wars past cast their gaze over the courtyard. Names of those killed in battle often emerged from polished faces as headlights struck the granite blocks on which they were carved. To those cadets awaiting their turn, the words carved into the centerpiece of the courtyard constantly reminded them of why they were marching: "Lest We Forget."■

Det. 685 — Oregon State University. On November 11, a 24-hour vigil began in the Memorial Union Quad at Oregon State University. Part of the Prisoner of War/Missing in Action ceremony put on by Det. 685's Arnold Air Society, the vigil honored those who have sacrificed in the line of duty. Cadets and midshipmen from the Air Force, Army, and Navy ROTC units on campus took shifts guarding the POW/MIA table.

The guarding of the table was just one part of the POW/MIA ceremony. Another compelling element of the ceremony was the Missing Man drill sequence. Often seen as a flying formation, the Missing Man sequence consisted of four cadets who walked forward together. However, on the return trip one cadet remained behind. That last cadet represented all those service personnel lost or missing during war time.

The ceremony also included a reading of a list of names of POWs and MIAs. Following this was a 21-gun salute and the playing of Taps. During this part of the ceremony we remembered specific personnel, giving names to those lost and detained during the Vietnam War from Oregon. We honor their memories. Each part of the POW/MIA ceremony possesses significance. Remembering veterans is an important American tradition. Those who have been POWs and MIAs deserve respect and recognition of their sacrifice.

The AAS Badley Squadron planned, organized, and implemented the POW/MIA ceremony from start to finish. Different components were divided between AAS members to spread the work load. The entire cadet wing and all the officers attended the actual ceremony along with many OSU students, making the event a success. Every one involved put forth the effort needed to insure its fulfillment. They were rewarded with a moving and stirring afternoon which touched many people on campus. ■

The Det. 695 Color Guard participated in the Veterans Day vigil. The commander is Cadet Nate Jenkins. The color guard members are (front to rear) Cadets Justin Van Patten, Leslie Curry, Charles Carpenter, Sean Haskell, and Brandon Lemcke. (Courtesy photo)

Alumni Picnic

Manning the barbecue at Det. 005's Alumni Picnic are (l to r) Cadets Joseph Smajd, Brandon Baughman, Dan Horn, Clay Westberry, 2nd Lt. Johny Sherrill, and Cadet Zach Pippin. Parents, alumni and even a prospective cadet attended the event. (Courtesy photo)

Det. 005 — Auburn University. Det. 005 hosted an Alumni Picnic to coincide with homecoming in November. We had a great turnout for the event, with all former cadets from Det. 005 invited to join us, as well as the parents of our current cadets.

This picnic provided former cadets an excellent opportunity to reminisce over their times together. Old photo albums were brought out from past years so that everyone could hunt themselves, and others, down and remember "the good old days" from their time here at Auburn. Current cadets had an excellent opportunity to meet former cadets and hear stories of some of their experiences as officers in the Air Force.

Alumni, however, were not the only guests at the picnic. Parents of current cadets were invited to attend this event for a chance to meet the cadre and take tours of the detachment to see what everyday life in ROTC involves. Current cadets also got a chance to meet the parents of their fellow cadets.

We were even lucky enough to have an out-of-state high school student who is interested in joining the cadet corps here at Det. 005 drop by on one of our most eventful days. Hopefully he'll be able to join us over the next few years, not only during the picnic, but as a member of the detachment.

The picnic also marked the grand debut of our much anticipated new grill which was designed and built by Det. 005's own cadets under the supervision of 2nd Lt. Johnny Sherrill, wing administrative officer. When describing the new grill, which was built from the rear frame of a pickup truck and has all the bells and whistles, Lieutenant Sherrill stated, "Monster Garage comes to mind." Being that this was the grill's first use, some cadets cooking that day were a little apprehensive that it could become a propane propelled rocket at any time. In the end, our cadets' engineering skills prevailed and the cookout was a success.

The picnic was the first the detachment has hosted in several years, but everyone involved hopes it will become a new, long-lasting tradition. For the perfect end to an already great day, Auburn defeated Louisiana-Monroe for a homecoming victory of 73-7. War Eagle!■

Arnold Air Society

Det. 560 — Manhattan College. The William V. Holohan Squadron assigned to Det 560 hosted the Arnold Air Society/ Silver Wings Area II/Region B 2003 Conclave Banquet Dinner in October. The banquet was held in the Hotel Pennsylvania in midtown Manhattan. Approximately one hundred cadets and cadre participated in the dining-in. The guest speaker was retired Lt. Gen. John S. Fairfield.

Cadets from schools in Area II/Region B assembled to conduct business meetings involving Area II affairs. The weekend of work ended with a Saturday night of fun and excitement at the ARCON '03 dining-in. On Sunday, cadets and officers toured the city's memorable sights such as the Empire State Building and Ground Zero.

At Ground Zero the Cadets held a ceremony honoring the victims. The cadets were escorted by Port Authority personnel and engineers, and they described personal experiences of the tragic day. Upon completion of the tour, the Port Authority presented the Major William V. Holohan Squadron with the American flag and the World Trade Center flag, both of which were flown at Ground Zero.■

IOS Visits Tuskegee

Det 015 — Tuskegee University - Approximately 35 officers and cadre from International Officer School, Maxwell Air Force Base, Ala., visited historic Tuskegee University in January. They visited the George Washington Carver Museum, the university's chapel, gravesites of Carver and university founder Booker T. Washington, General Daniel "Chappie" James Museum, and traced the history of Det. 015 all the way back to the legacy of the Tuskegee Airmen as the home of the 99th Pursuit Squadron.

The cadets and officers posed for a picture at the Booker T. Washington Monument, called "Lifting the Veil," which stands at the center of campus. The inscription at its base reads, "He lifted the veil of ignorance from his people and pointed the way to progress through education and industry." ■

When you need a break from studying, try checking out the following websites:

- **LEADER Magazine:**
HTTP://WWW.AFOATS.AF.MIL/HQAFOATS/PUBLIC_AFFAIRS.HTM
- **WWW.AFOATS.AF.MIL/AFROTC.HTM**
- **WWW.AFROTC.COM**
HTTP://OTS.AFOATS.AF.MIL
- **WWW.AFOATS.AF.MIL/AFJROTC.HTM**
- **WWW.AIRFORCE.COM**
- **WWW.AF.MIL**
- **WWW.AFNEWS.AF.MIL/HISTORY/INDEX.HTM**

junior ROTC

BUILDING BETTER CITIZENS

NATIONAL MENTAL HEALTH DAY

A-011 — Robert E. Lee High School. The members of the Robert E. Lee High School AFJROTC Color Guard were honored when asked by Alabama Lt. Gov. Lucy Baxley's staff to participate in the nationwide observance of National Mental Health Day. Cadets Samantha Woodworth, Legarian Murray, Felicia Moore, Tavoris Gray, Jeremy Rimes, and Jessica Gilley proudly posted the United States flag, and later during the ceremony folded the Mental Health flag and presented it to the Lt. Gov. for her to sign.

All 50 lieutenant governors signed the flag and Lt. Gov. Baxley was the 14th to sign the flag. The cadets were also honored at the same ceremony by having the opportunity to meet Gov. Bob Riley, who was also in attendance.■

Cadets (l to r) Jeremy Rimes, Samantha Woodworth, Lt Gov Lucy Baxley, Cadets LeGarian Murray, and Tavoris Gray participated in the National Mental Health Day observance. (Courtesy photo)

ROTC DAY

TN-931 — Jackson Central-Merry High School. AFJROTC units TN-931 and TN-96l, North Side High School, and the Navy JROTC unit 3037B, South Side High School, in Jackson, Tenn., celebrated Nov. 5, 2003, as JROTC Day. The mayor and city counsel of Jackson proclaimed Nov. 5 as JROTC Day on Nov. 5, 2002 to honor all JROTC cadets who contributed more than 3,000 community service hours to Jackson. These activities included helping the Jackson Area Chapter American Red Cross during the 1999 and 2003 tornadoes that left more than $10 million in damage and several deaths. The mayor also recognized the cadets for their "Build Better Citizens" activities such as 250 color guards, 40 civic parades, 50 cadets completing summer leadership schools, and school disciplinary rate of less than 10 percent. The proclamation urged all citizens to support the JROTC programs that teach our young people the responsibilities, commitments, and discipline that will help to shape them into outstanding adults and Americans.■

DRILL MEET

CA-026 — Moreno Valley High School. CA-026's Unarmed Drill Team went to Valley View High School to compete against other high schools in a drill meet. The cadets who participated were Jonathan Jones, Michael Corpuz, Miguel Rojas, David Sanchez, Sandra Alexander, Marisol Hernandez, Joei Smith, Jonathan Zipper, Rosa Murillo, and Tony Abanilla and Jaimie Mitchell. Moreno Valley High School was inspected by Marine Drill Instructors for 28 minutes. Regulation Drill was next and the drill team won first place. Next was Exhibition and the Competitive Drill Team performed very well. Another part of the competition was Drill Out. This tests listening skills, movement skills. Four of our cadets competed, David Sanchez, Michael Corpuz, Joei Smith, and Tony Abanilla. They worked hard and you could see it in everything they did. Cadet Jonathan Jones won the Outstanding Commander award.■

HI-821 — Kailua High School. Kailua High sponsored the state's first multi-school drill meet for 2003-2004 at Hickam Air Force Base in October. Cadets of varying skill levels from 16 Hawaii JROTC units participated. Earning first, second and third place respectively in Armed Knockout Drill were Cadets

Brian Molina, Aiea High School, HI-931; Mikail Peer, Kalaheo High School NJROTC; and Daryl Delima, Moanalua High School HI-921. Moanalua High School, HI-921, took top honors in Armed Regulation Drill. Aiea High School, HI-931, placed second in Unarmed Regulation Drill. This was the second consecutive year Hickam AFB has hosted this event.■

Christmas Food Drive

AR-053 — Cabot High School. More than 150 cadets and parents collected 15,250 pounds of food and $2,800, both unit records, in early December to contribute to the Cabot Christmas Alliance's Annual Canned Food Drive. The top cadet overall was Joshua Colvin with over 2,000 pounds and the top senior cadet was Lorrie Davis with over 400 pounds.

"The money collected is used to purchase hens and other food items that assist over 400 families in the Cabot School District," said Dan Stitt, pastor of Hope Presbyterian Church.

Cadets Josh McLin, Corey Eisenhower, Jessica Smith, Lorrie Davis, Christie Smith, Jon O'Donnell, Brandon Ellis, Craig Mills and Chad McCormick came together to make this year's food drive a record-breaking success.■

MTI Visit

HI-821 — Kailua High School. Cadets recently received a visit from Military Training Instructors Tech. Sgt. Roy Massey, 323 TRS; and Staff Sgts. Michael Allelo and Lynn Barron, 737 TRSS. These MTIs briefed the cadets on what Basic Military Training is like (without giving away any 'goodies') but more importantly, shared with them why BMT is important, the role it plays and its tie-in to Air Force Core Values. Moreover, they stressed the importance of a high school education and preparation for life after high school, especially should they elect to choose America's Air Force as their post high school option.■

Best Marching Unit

MS-20005 — West Lowndes High School. MS-20005 won the "Best JROTC Marching Unit" for their performance in the 56th Annual National Veterans Day Parade November 11, 2003, in Birmingham Ala. This is the largest and oldest Veterans Day event in the United States.

The Cadet Group was recognized in January during the National Veterans Day Award Ceremony. Retired Air National Guard Cols. William Voigt and Davis Crenshaw recognized Cadets Arnetta Buckhalter, Amber Peterson and Sierra Malone and Mendez Givens for MS-20005's performance.

This is the first time that an Air Force Junior ROTC unit has won top honors since the parade's beginning in 1947.■

Cadet Mendez Givens, Colonel William Voigt, Cadets Sierra Malone, Amber Peterson, and Arnetta Buckhalter proudly display the Best JROTC Marching Unit trophy won by MS-20005 at the 56th Annual National Veterans Day Parade in Birmingham, Ala. (Courtesy photo)

Navy Training

CA-026 — Moreno Valley High School. Nine cadets from CA-026 attended Firefighting Damage Control Training at a Navy training base in San Diego. Cadets were taught how to repair a ship while water is coming in from all directions. The nine cadets also learned about the different warning signs on the ships. They had to fix pipes, hold roofs up, plug wall holes, and work as a team. When the training was finished all of the cadets were soaked from top to bottom. After the cadets changed into dry clothes they went to the bowling alley then to the dining hall . Some cadets thought it looked like a buffet. The squad leader for the wet training was Cadet Jaimie Mitchell. The other cadets who participated in this exercise were Joei Smith, Yvette Salas, Martin Guerrero, Steven Aries, Louis Reyes, David Payne, and Jose Campos.■

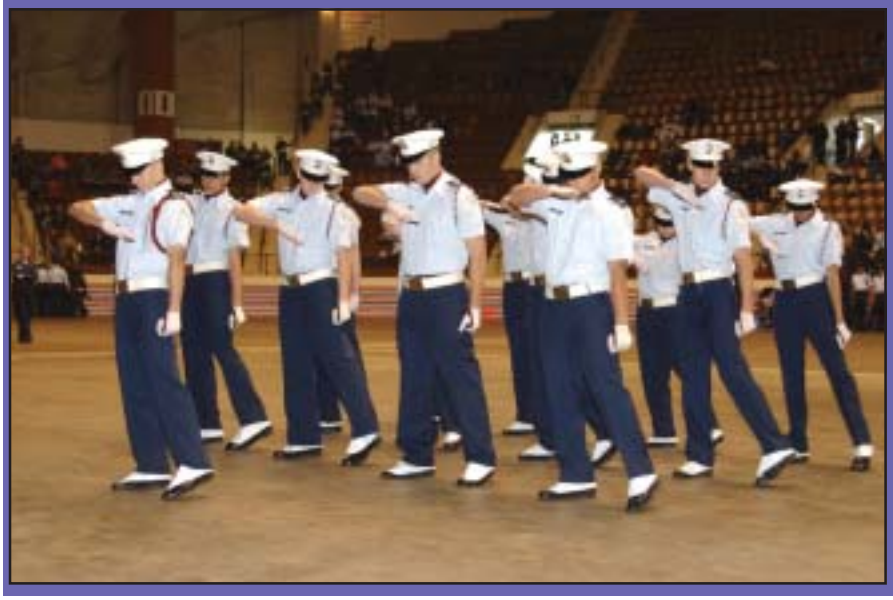
Texas cadet conquers the "Rock"

Cadet Solemar Aponte,a first year cadet at W. Charles Akins High School, TX-20025, was one of 120 cadets who participated in the "Fun, Fitness and Friendship" event in January. Army brought the simulated rock wall to the school at the request of Mary Alice Deike, principal, so that the cadets could try it out. The event worked so well that the Army will bring the wall back in a few months and the entire student body will be allowed to participate.

Cadet Aponte was recently chosen as the freshman Cadet of the Semester. The rock wall is owned by the Army and takes approximately 30 minutes to erect. In order for the cadets to participate a parental permission slip was required. (Courtesy photo)

Governor thanks Gateway color guard

Missouri Governor Bob Holden personally thanks cadets from Gateway Institute of Technology, MO-851, color guard for the outstanding presentation at a Human Development Corporation of Metropolitan St. Louis annual awards banquet. Numerous local and state officials were in attendance and complimented the cadets. Cadet Teresa Turnbull was in charge of the color guard along with Cadets Jarrell Johnson, India Latchison, Adnan Pajic, Eric Thomas, and King Westbrook. Pictured with the governor are (l to r) Cadets Keith Jennings, Teresa Turnbull, Eric Thomas, Jarrell Johnson, Missouri Governor Bob Holden, Cadets India Latchison, King Westbrook, and Adnan Pajic. (Photo by Cadet Dorian West)

More scenes from the JROTC 12th Annual American Legion/Coca-Cola National Drill Championship

Feb. 7, 2004