Check us out on AFJROTE.COM

f HQ AF Junior ROTC

From the Director...



Colonel Stephen T. Sanders
AFJROTC Director

Greetings and welcome back to a new school year, and thank you for choosing to be a part of Air Force Junior ROTC! I'm Colonel Stephen (Steve) Sanders and I'm your new Air Force Junior ROTC Director. It is an honor and a privilege to join this incredible team and be a part of such an important mission. First off, I would like to publicly thank the previous director, and my good friend, Colonel Paul Lips for everything he did for Air Force Junior ROTC. We are extremely appreciative for his 24 years of faithful service to his country and we wish him and his family all the best in retirement.

I've been on active duty for 24 years after earning my commission from the United States Air Force Academy in 1995. Over the course of my career I've been assigned to many units located across the country and the world, and I simply can't express to you how excited I am to be here and to serve as the director for an organization that invest so much in the future of our great country...YOU. I will also tell you, it's clearly evident to me we have a highly motivated staff of 31 professionals here at headquarters, and a talented team

of over 1,900 instructors around the world, that are committed to our mission to develop citizens of character dedicated to serving their nation and community. Our team works tirelessly every day to ensure you have an outstanding experience in Air Force Junior ROTC.

As an Air Force Junior ROTC cadet, you are truly part of something special! It really doesn't seem like too long ago that I was in high school trying to figure things out. What did I want to do with my life? What are my dreams? What are my goals? How do I achieve those dreams and goals? Throughout your tenure in this program you will develop skills that will help you answer these questions, and set you on a path for success

no matter what you choose to do in life. You will lead...you will follow...you will learn from failure... and you will learn how to handle success.

Once again, I am thankful for this opportunity and extremely humbled by the trust and confidence the Air Force has placed in me to carry on the legacy of this great organization. It's an honor to for me to be part of your team.

Respectfully,

Stephen T. Sanders, Colonel, USAF

Director, Air Force JROTC

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that you had a great summer and are ready for this him new school year. Over the summer, there have been the best of some new additions to the JRS team, and a couple luck in his future endeavors. of departures that I want to let you know about. First, hand to process your FedMall orders. If you have any questions regarding your orders do not hesitate to contact them at HQ-Logistics@afjrotc.com they are there to help. Next, SSgt Tikeya Strong joins our Credit Card section. SSgt Strong joined us at the end of last school year, but has already become a key player in the section. If you have questions on your credit card requests please email HQ-CreditCard@ afjrotc.com and the team will be happy to assist you.

Now for our departures, Capt Gal Zeira who processed all waiver requests, and worked HQ contracts has separated from the Air Force to continue his education in Washington D.C. Our excellent administrative team; Mr. Doug Davenport and Ms. Deb Paggett will now process your waiver requests. Sadly, Mr. Paul Keeping has retired after many years at HQ AFJROTC. He was a great asset to the entire program, and we wish

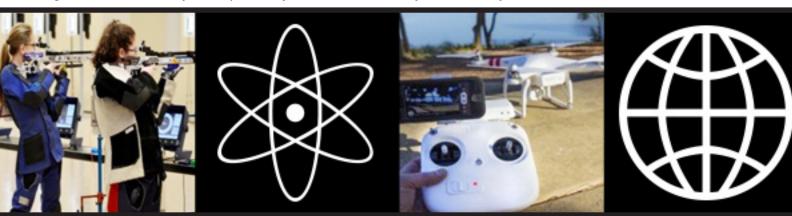
Before Paul left, he wanted to pass on a our Logistics team has a new member. SSgt Jamie farewell to all of you: "My time in AFJROTC has been Bolen has joined Ms. Laurie Zoller and will be on a wonderful adventure; I cannot possibly put into words how much I have enjoyed being a part of this extraordinary program for all these years. Working with all of you, seeing and hearing firsthand the great things that you do every day has been amazing. Therefore, I just want to say thank you... thank you for all that you do. Keep up the great work; because what you do truly makes a difference in the lives of so many... I am going to miss you all! "Mr. Keeping will be greatly missed, and like others in the military we never say goodbye but see you later. We wish him the best in his retirement.

> Again welcome back and thank you for everything you do, remember the Support Division is here to do just that support you.

Lt Col Warner D. White

Leadership Development Requirements Branch

Wow, what a year for LDR! Air Force Junior ROTC cadets excelled across the board in just about every LDR. Whether StellarXplorers, CyberPatriot, Drill, Academic Bowl or Marksmanship, just to name a few, the success of your cadets directly reflect on the mentorship and guidance they receive at ground zero. As a former JROTC cadet myself, I attribute much of my success to my instructor, MSqt (Ret) Jim Washington. His dedication and patience dealing with a bunch of teenagers tossing rifles and marching in the humid Alabama summer will not be forgotten. Neither will your impact on your cadets. Thank you for what you do.



It has been nearly two years since the LDR Branch stood up. In that time, you have seen a ton of changes with how LDRs are executed. While we recognize the benefits of these changes, we realize we have asked a lot of our instructors. For that, I humbly say thank you for hanging in there and doing your best to improve the quality of the program we provide our youth.

The biggest change is the implementation of the Tiered system, in which LDRs are categorized according to Science, Technology, Engineering, and Math (STEM), Activity, or Unit based. This was driven largely by the desire to promote more STEM opportunities for our cadets. You may recall this was a Director's Special Interest Item in school year 2018 and was non-gradable. Last year's data was invaluable in codifying trends. As a result, this is now a gradable item on the rubric and your overall score in Section V is impacted by the number of LDRs in each tier.

Another major shift is the utilization of the Holm Center Public Facing Portal, aka the Holm Center Intranet as the primary repository for LDR information and was based on a recommendation from the field. You will notice that Chapter 4 of the Operations Supplement is significantly shorter than before. Much of the information previously contained here has been relocated to the Intranet, where you will find information such as how to start a particular LDR, resources for developing that LDR and upcoming events. If you have not familiarized yourself with the Intranet, please do so. In many cases, the answer to your question is just a click away.

Recently, Headquarters, Air Force Junior ROTC became aware of some pending changes regarding the operation of Unmanned Aircraft Systems (collectively multicopter and remote controlled aircraft). Our staff is in contact with the Federal Aviation Administration UAS office and the Academy of Model Aeronautics (AMA) to understand how these changes will affect AFJROTC UAS operations. Until then, AFJROTC UAS operations will continue unchanged from last year. The LDR Branch will update you as information becomes available.

In the end, the goal of the LDR Branch has not changed. We wish to provide you with relevant and accurate resources that allow you to focus on developing your cadets through your LDRs. If you have ideas on how we can do that better, I am happy to receive your feedback. As always, thank you for what you do for our nation and today's youth. It does not go unnoticed.

Sincerely. Maj Allen and Tech Sgt Rivera



Major Michael Allen Chief, LDR Branch

Flight Academy

Air Force Junior ROTC had a successful second year of the Chief of Staff of the Air Force Flight Academy Scholarship Program during the summer of 2019. More than 1,600 students applied, 1,399 met the selection board, and 150 were selected for the scholarship. Selectees spanned the globe from as far as Guam, Japan, and Belgium. This year we partnered with Air Force ROTC and had their cadets integrated into the program. They provided insight into the college experience as well as the commissioning process of AFROTC. The program was an 8-week intensive oncampus effort taking students from zero experience, to private pilot certification. Cadets were sent to 11 various universities around the country, all managing their own respective programs. Even though the weather caused much havoc and maintenance threw a wrench (pun intended) into well-made plans, the partnering universities were able to help 122 of our cadets earn their Private Pilot's Certification by the end of their program or soon after. Those who were successful did so with around 48 flying hours, well under the national average of 70-80 flying hours.

learn from the best flight programs in the country as well as earn college credit. The selection and screening process for students is highly competitive and proved a contributing factor to this year's success. Students rockets, etc.... Participate in the CAP orientation flight must maintain 3.0 or higher GPA to apply, will be graded against their peers on an Aviation Qualification Test (derived from the Air Force Officers Qualification Test), aviation experience, endorsements, leadership experience and physical fitness. New for 2020 will be a minimum average fitness score of 40.

For Cadets: You may be asking, what can I do to be more competitive for the scholarship? You must be an Air Force Junior ROTC cadet (active or reserve).

Obtain an AFOQT study guide from your instructor and review it to prepare for the test. If you haven't

9 Sep - 13 Dec 19	Application Window (closing dates vary per grade)
7 Oct - 8 Nov 19	Complete Aviation Qualifying Test (AQT)
8 Nov 19	Sophomore cadet application suspense to HQ AFJROTC
15 Nov 19	Junior cadet application suspense to HQ AFJROTC
13 Dec 19	Senior cadet application suspense to HQ AFJROTC
6 - 10 Jan 20	Selection board
13 Jan 20	Notify selected and alternate cadets
14 Jan – 28 Feb 20	Complete FAA Class I Flight Physical
14 Jan - 13 Mar 20	Complete FAA Student Pilot Certificate (Temporary or Permanent)
1 - 27 Mar 20	Cadets matched to universities
Summer 2020	Cadet program start dates will vary

Air Force Junior ROTC cadets have the opportunity to already, find an opportunity to lead. It doesn't have to be in Air Force Junior ROTC and in fact helps to have additional leadership outside of your unit. Participate in your unit's aviation related LDRs, multi-copter, program. All of the scholarship recipients were wellrounded individuals who have a desire to explore aviation. This year's selectees will be the same. We're calling on all cadets who have at least a 3.0 GPA, are current enrolled in Air Force Junior ROTC as a sophomore, junior, or senior year for 2019-2020 school year, and have an interest in aviation to apply to this year's Chief of Staff of the Air Force Private Pilot Scholarship. See your instructors for additional information.

Flight Academy Cadets attending the University of North Dakota got the opportunity to meet the members of the USAF Thunderbirds at the Fargo Air Show. In addition to meeting the Thunderbirds, the cadets got to sit in on their pre-show brief.





AIR FORCE JROTC CADETS MENTORED BY ACTIVE-DUTY, GUARD, ROTC AIRMEN

By Roland Balik, 436th Airlift Wing Public Affairs Published June 26, 2019 BETHANY BEACH, Del. --

Sixty-seven Air Force Junior Reserve Officers' Training Corps cadets from five Delaware high schools participated in a six-day Cadet Leadership Course at the Delaware National Guard Bethany Beach Training Site June 16-21, 2019.

Air Force JROTC cadets from Caesar Rodney High School in Camden, Middletown High School in Middletown, Polytech High School in Woodside, Smyrna High School in Smyrna and William Penn High School in New Castle received a basic training-style indoctrination to the Air Force, replete with drill and ceremony practice. Eight of the cadets returned to CLC as Cadet Training Instructors to mentor junior cadets. "Our mission in Air Force JROTC is to develop citizens of character dedicated to serving

leadership program," said U.S. Air Force Reserve retired Col. Mark Hetterly, senior aerospace instructor at Smyrna High School and CLC commandant. "During the year, our cadets in the various schools do thousands of hours of community service; all of that is cadet-led."

Active-duty personnel from Dover AFB; Langley AFB, Virginia; Air Force ROTC cadets from Detachment 128 at the University of Delaware in Newark and their high school Air Force JROTC instructors served as Cadet in and speak to the cadets in a different way." "We're here Training Advisors or CTAs. "Our Airmen [CTAs] benefit as well because they go back to their squadrons stronger," said Hetterly. "They are getting informal professional military education here because they are developing their leadership skills. It's really a win-win for everyone."

their nation and community ... We're a citizenship and Dover AFB personnel from Ravens assigned to the 436th Security Forces Squadron; the 436th Civil Engineer Squadron Explosive Ordnance Disposal Flight; the 436th Medical Group and the New Castle Air National Guard Base's 142nd Airlift Squadron provided hands-on training and demonstrations to the cadets.

> "This camp would be very different without the support of Dover AFB because they bring the real-world experience," said Hetterly. "It's very important for young folks to come to teach, train and mentor cadets to be better citizens," said Staff Sgt. Stephen Peters, 436th Maintenance Squadron crew chief and a CLC CTA. "Cadets that do come here come out better leaders and team players."

> Peters, who has four CLCs under his belt - including one as an Air Force JROTC cadet himself - coordinates

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with military units and personnel to provide training support for CLC. "We've been very fortunate to have Staff Sgt. Peters with us," said Hetterly. "He's been volunteering his time for actually a total of five years, helping instruct our drill teams and color guards on his free time as his community service."

As first-time CTA, Tech. Sgt. Jessica Boyanton, 373rd Training Squadron Det 3 C-5 military training leader, discovered that the skills she learned while working with cadets translated well into her day-today job, working with students at Dover AFB. "I ultimately liked the mentorship portion by being able to have an impact on high school kids and how to help them develop as leaders," said Boyanton. "Part of my job is development, mentoring, training and leading, and being able to do that with the younger generation – It's something I'm really passionate about; it's an amazing opportunity to do this here."

Experiences and training provided by Air Force JROTC prepare cadets for future life experiences and military career challenges. "It [Air Force JROTC] taught me how to take charge, follow and be strong when needed," said Staff Sgt. Onise Civil, 436th Civil Engineer Squadron Airman dorm leader and CTA. "It gave me stability and discipline whenever challenges came; I knew how to face them because I was groomed when I was younger to face those challenges."

Cadets experienced aircrew water and land survival training provided by 142nd AS C-130H2 Hercules loadmasters and aircrew flight equipment technicians.

The Air Force JROTC program does not recruit high school students into the Air Force, whether active duty, Reserve or Guard.



Air Force Junior Reserve Officers' Training Corps cadet Jemiere Perry of Dragon Flight, uses a baton to hit "Redman" June 19, 2019, at the Delaware National Guard Bethany Beach Training Site, Bethany Beach, Del. Seven Ravens from the 436th Security Forces Squadron, Dover Air Force Base, Del., provided cadets the opportunity to fend off a Raven in a Redman training suit during the Cadet Leadership Course. (U.S. Air Force photo by Roland Balik)

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Rockets are prepared for launch. MICKEY WELSH **ADVERTISER**



Rockets are launched. MICKEY WELSH / ADVERTISER

Lt. Gen. Anthony J. Cotton, President Todd students at the rocket launch. MICKEY WELSH/ADVERTISER



Red, white and blue rockets are launched, at Riverwalk Stadium in Montgomery, Ala., as JROTC students commemorate the 50th anniversary of the Apollo 11 moon landing on Tuesday July 16, 2019. MICKEY WELSH/ **ADVERTISER**

50TH ANNIVERSARY OF APOLLO 11 ROCKET LAUNCH

To commemorate the 50th anniversary of the Apollo 11 moon landing, Air Force's Junior Reserve Officer Training Corps, the city of Montgomery, Civil Air Patrol and the U.S. Space and Rocket Center (Huntsville, Alabama), joined forces to send more than 200 model rockets above River Front Stadium in Montgomery, Alabama.

In addition to commemorating the event, military and civilian leadership hoped this activity would spark interest with Montgomery youth into specifically focusing on Science, Technology, Engineering and Mathematics fields of study.

"I think the River Region Rocket Day is complementary to the initiatives that Air University is putting together with the city of Montgomery," said Maj. Michael Allen, deputy chief of operations for Air Force Junior ROTC. "I think this is just one step forward in a positive direction to bring the Montgomery Public School system and Air University one step closer to success for today's youth."

Air University Commander and President, Lt. Gen. Anthony Cotton said "The beginning starts right here. We need to make sure that this is not an ending but a beginning of an incredible journey that we have as American citizens and to continue to make sure that we are number one in air, space and cyberspace."









FOR MORE INFORMATION ON THE GLOBAL ROCKET LAUNCH: HTTPS://ROCKETCENTER.COM/APOLLO50/GLOBALLAUNCH

News & Noteworthy

FLORIDA CADET WINS AIR FORCE JUNIOR ROTC, AFA CADET LEADERSHIP AWARD

academic year.

Cadet Maj. Sydney Cloutier was selected from a pool of top high school juniors enrolled in Air Force Junior ROTC from almost 900 units around

"I was extremely surprised after discovering that I would represent both Florida and Region 1 and knew that each finalist was deserving of the national award," Cloutier said.

"I am absolutely grateful for my amazing family, teachers. school, instructors and community who presented me with all the opportunities needed to even be nominated." she added. "I know that I am so lucky to attend a school with an Air Force Junior ROTC, let alone one with a SASI (senior aerospace science instructor) and ASI (aerospace science instructor) who have supported me and recognized my hard work throughout my three years in the program."

Cloutier attributed the diversity of her extracurricular activities and overall academic achievement to her selection. While maintaining a 4.77 grade point average and being a member of the National Honor Society, she was also captain of the varsity volleyball team, participated in six different Leadership Development Requirements and volunteered 28 hours of community service with Escambia County's Backpack Project, providing meals for 537 Title I students weekly.

"While I do dedicate a significant portion of my time to Junior ROTC, I also value the importance of variety," she said.

Cloutier plans to join an Air Force been selected as our corps commander in computer science and planetary geology in hopes to achieve her goal of student body to emulate." being an astronaut.

"I believe that it is incredibly important more proud of Sydney and all she has for women and minorities to pioneer in new STEM fields by serving as role models for young women and contributing to the advancement of exploration," she said. "I want to push

ROTC program upon graduation where for the 2019-2020 academic year and she would like to pursue a dual major truly sets the standard not only for Air Force Junior ROTC but for the entire

> "Colonel Lehman and I could not be achieved."

> The Air Force Junior ROTC and Air Force Association Cadet Leadership Award recognizes the cadet who exemplifies the ideals of what a cadet should be. Air Force Junior ROTC instructors submitted nominations of third-year cadets who were juniors during the academic year. Nominations

were than evaluated to award state winners, who then competed within their regions. Regional winners then were evaluated in order to produce an overall winner and runner-up.

> Cloutier, who was the Region 1 winner, will receive the award at the 2019 Air Force Association National Convention, National Harbor, Md., in September.

The seven other regional award winners are:

Region 2, Elizabeth Bennett, Sanderson High School, Raleigh, N.C.

Region 3, Emily Mulloy, Kingwood Park High School, Kingwood,

Region 4, Rylee Price Eagle River High School, Eagle River, Alaska

Region 5, Agnes Choi, John F. Kennedy High School, Tamuning,

Region 6, Manvir Chahal, Piscataway High School, Piscataway, N. J.

Region 7, Samantha Herrejon, American High School, Mons Belgium

Region 8, Zoe Duncan, Knob Noster High School, Knob Noster, Mo.



By Lt. Col. Vanessa Saks **Headquarters Air Force Junior ROTC**

MAXWELL AIR FORCE BASE, Ala. -An Air Force Junior Reserve Officer Training Corps cadet from Pensacola High School, Pensacola, Fla., has been awarded the Air Force Junior **ROTC and Air Force Association Cadet** Leadership Award for the 2018-2019

the world.

only in Air Force Junior ROTC but in Pensacola High School as a whole, in academics, sports but more importantly, in character," Clark said. "Sydney is finishing up her junior year and has

Cadet Maj. Sydney Cloutier, recipient

of the Air Force Junior ROTC AFA Cadet

the boundaries of both cyber and outer

space with the Air Force, or Space

Cloutier's instructors, retired Col.

Aaron Lehman, SASI, and retired Chief

Master Sqt. Charles Clark, ASI, were

"From day one as a freshman, Sydney

has stood out amongst her peers, not

not surprised by her selection.

Leadership Award.

Force and NASA."

GOLD VALOR AWARD, AY 2019/2020

MD-931

Cadet Kayla Bowman Cadet Henry E. Lackey

NH-071

Cadet David Norton

TX-031

Cadet Triston Tyler

WA-953

Cadet Bryce Layton

SILVER VALOR AWARD, AY 2018/2019

AZ-944

Cadet Samantha Hawkins FL-921

Cadet Timothy Renta

FL-20023 Cadet Brandon Evans

GA-935

Cadet James Huang

IN-061

Cadet Derrick Johnson

IN-20011

Cadet Christopher Walsh

MA-771

Cadet William Correa

MN-20141

Cadet Hannah Peiffer

MO-931

Cadet Anthony Everhart Cadet Benjamin Becker

NC-942

Cadet Willow Radford

NC-951

Cadet Gary Johnson NJ-20002

Cadet Briana Pereira NM-021

Cadet Isaiah Hatfield

NY-095

Cadet Matthew Masopust

PA-781 Cadet William Cruz

PA-20141 Cadet Will Ayers

SC-932

Cadet Daylen Owens

SC-20023

Cadet Cameron Thames TX-862

Cadet Tyler Wallace TX-923

Cadet Wendy Zheng

VA-20021

Cadet Jardin Keyser Cadet Zachary Frye

WA-953

Cadet Bryce Layton

WV-20021

Cadet Nicholas Braithwaite

HUMANITARIAN AWARD, AY 2018/2019

AL-936

Cadet Ty Cunningham

CO-20021

Cadet Tracee Kelley

CO-20101

Cadet Josheph Martinez

NC-935

Cadet Yazmen-Carreon Campos

Cadet Austin Armstrong

Cadet Jacki Salazar

Cadet James Selvidge

Cadet Fernando Vega

Cadet Ana Cruz-Fuentes

Cadet Jadel Davis

Cadet Jailyn Diaz

Cadet Tricia Glover

Cadet Fernando Guadarrama

Cadet Edgar Hernandez

Cadet Trevor O'neal

Cadet Eduardo Orellana

Cadet Mark Sanders

Cadet Brian White

NC-20052

Cadet Armando Alverez Cadet Nayarui Preciado

Cadet Abby Huskey

Cadet Alex Huskey

Cadet Alyssa Radar

Cadet Alyssa Van Sickle

Cadet Jasmine Byrd

Cadet Carla Feliciano

Cadet Chloe Hill

Cadet Christopher Patterson

Cadet Kellis Clarke

Cadet D'andra Morales

Cadet Daugherty Norris

Cadet Genny Katanga Cadet Christopher Jaco

Cadet James Kostem

Cadet Jason Cramer

Cadet John Patterson

Cadet Christian Jolman

Cadet Julian Silva

Cadet Elvine Katanga

Cadet Kaylee Fraizer

Cadet Nicholas Marr

Cadet Oscar Medrano

Cadet Nathanie Nguyen

Cadet Raymond Richards

Cadet Wyatt Reves

Cadet Jacob Samson

Cadet Savannah Brown

Cadet Shayla Patterson Cadet Georgette Sullivan

Cadet Tristan Cox

Cadet Yanielle Rosa

SC-821 Cadet Alyssa Redkey

Cadet Amber Nophsker

Cadet Andre Santos

Cadet Anyah McCain

Cadet Ashlyn Payne Cadet Ashton Holmes

Cadet Brandon Gibbons

Cadet David Swann

Cadet Denis Jones Cadet Duane Fibel

Cadet Edmund Lambert

Cadet Halie Barber

Cadet Ian Marcantel Cadet Jacob La Rochelle

Cadet Jaedan Schiavoni

Cadet James Wilson

Cadet Javin Hackett

Cadet Joseph Bastin

Cadet Joseph Wooten Cadet Joseph Bastin

Cadet Julian Zuraw Cadet Kealy Clark

SKILLING STARS

HUMANITARIAN AWARD. AY 2018/2019 (CONTINUED)

Cadet Landon Suggs

Cadet Lesley Lara

Cadet Preston Dowell

Cadet Rhiannon White Cadet Samuel Stroud

Cadet Savannah Parsons

Cadet Scott Boster

Cadet Seremity Babbs Cadet Tobias Andrews

Cadet Trevor Barber

Cadet Trista Tripp Cadet Zane Fuqua

COMMUNITY SERVICE WITH EXCELLENCE AWARD, AY 2018/2019

CA-862

Cadet Jared Clack Cadet Serena Verley Cadet Angela Xiong

NC-072

Cadet Sonny Campbell NE-20161

Cadet Mikayla Brandi

OH-20091 Cadet Cassidy Davis Cadet Hunter Foltz

Cadet Jocelyn Brown

Cadet Shana Norman. PA-20141

Cadet Gianna Jessup Cadet Jessica Miladionovich Cadet Sierra Ludwig

INSTRUCTOR OF THE YEAR AWARDS

The Air Force recognized the performance of two of the best instructors in

its citizen development program by awarding them Air Force Junior ROTC

Instructor of the Year awards for the 2018-2019 academic year.

Retired Col. Gina Humble (Left) from Baltimore Polytech Institute in Baltimore Maryland received the Senior Aerospace Science Instructor of the Year Award.

Retired SMSgt. James Core III (Right) from Cypress Ridge High School in Houston Texas received the Aerospace Science Instructor of the Year Award.



We require your help in developing a quality AFJROTC newsletter product.

ARTICLES - Please submit in a Word document with pictures attached separately, not embedded in document.

AUTHOR(S) - Please clearly identify the author(s) of the articles. (and titles too)

PICTURES - Cell phone pictures require much lengthier editing techniques to appear as quality photos ... and "sometimes it is not possible to correct them. Please try to not submit cell phone pictures. Hi-resolution photos are needed.

PICTURE RELEASES - Ensure each picture has a parental signed release form.

PICTURE CAPTIONS - We absolutely would love to be able to identify the action in the photos with the identities of those involved. However, many pictures are not always clearly identified with this information.





The mission of AFJROTC is to "Develop citizens of character dedicated to serving their nation and community."

The objectives of JROTC are to educate and train high school cadets in citizenship, promote community service, instill ideals of responsibility, character, and self-discipline, and provide instruction in air and space fundamentals.

The AFJROTC program is grounded in the Air Force core values of "integrity first, service before self, and excellence in all we do."