

CADET NONCOMMISSIONED OFFICER SCHOOL

Student Textbook

23 March 2001



Cadet Programs Section, California Wing
United States Air Force Auxiliary
Civil Air Patrol

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DIRECTORATE OF CADET PROGRAMS CALIFORNIA WING CIVIL AIR PATROL

- Welcome to Noncommissioned Officer's School

This school is one step in the Integrated Leadership Program (ILP). It is also an important step for you. In attending this school, you have shown your commitment to becoming a leader and accepting responsibility for yourself and others.

- During this school, you will be presented both theoretical and practical knowledge on the skills needed to become a good NCO. Your job will be to help us teach you; your our job will be to help you learn. The school, like the Cadet program, continually grows and changes. In order to help it change in the right direction, we ask that you help us determine what areas should be improved. At the end of the school you will be asked to evaluate this NCOS. Your candid remarks are necessary so that we can help to provide the program you want. This is your program.

ACKNOWLEDGEMENTS AND CREDITS

This text contains many hours of thought and research, no one person is solely responsible for its contents.

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THE CADET NCO CODE

I BECOME A LEADER BY WHAT I DO, I KNOW MY STRENGTHS AND MY WEAKNESSES AND STRIVE CONSTANTLY FOR SELF IMPROVEMENT. I LIVE BY A MORAL CODE WITH WHICH I SET AN EXAMPLE THAT OTHERS CAN EMULATE. I KNOW MY JOB AND I CARRY OUT THE SPIRIT AS WELL AS THE LETTER OF ORDERS I RECEIVE. I TAKE THE INITIATIVE AND SEEK RESPONSIBILITIES AND FACE SITUATIONS WITH BOLDNESS AND CONFIDENCE. I ESTIMATE THE SITUATION AND MAKE MY OWN DECISION AS TO THE BEST COURSE OF ACTION. NO MATTER WHAT THE REQUIREMENTS, I STAY WITH THE JOB UNTIL THE JOB IS DONE: NO MATTER WHAT THE RESULTS, I ASSUME FULL RESPONSIBILITY

I TRAIN MY CADETS AS A TEAM AND LEAD THEM WITH TACT, WITH ENTHUSIASM, AND WITH JUSTICE. I COMMAND THEIR CONFIDENCE AND THEIR LOYALTY: THEY KNOW THAT I WOULD NOT ASSIGN TO THEM ANY DUTY THAT I MYSELF WOULD NOT PERFORM. I SEE THAT THEY UNDERSTAND THEIR ORDERS AND I FOLLOW THROUGH ENERGETICALLY TO ENSURE THAT THEIR DUTIES ARE FULLY DISCHARGED. I KEEP MY CADETS INFORMED AND I MAKE THEIR WELFARE ONE OF MY PRIME CONCERNS.

THESE THINGS I DO SELFLESSLY IN FULFILLMENT OF THE OBLIGATIONS OF LEADERSHIP AND FOR THE ACHIEVEMENT OF THE GROUP GOAL.

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Inspection Procedure

Forming up

Note: The drill manual describes the first part of opening formation as if the flights actually assembled and fell in after the first sergeant calls "FALL IN!" In reality in most cases the flights have already fell in and are at attention with the flight sergeants out front in anticipation of the first sergeant calling "FALL IN!"

- First sergeant is 9 paces out from flights, and facing them. The flights are centered upon the first sergeant.
- Flight sergeants are 3 paces in front of their flights, centered and facing the first sergeant.
- There are 4 paces in between flights from the last member of an element to the guide of the next flight.

Falling In

- The First Sergeant commands "**FALL IN!**"
- Flight sergeants face about toward the flight and command "**REPORT!**"
- Element leaders in succession salute and report either "**___ ELEMENT ALL PRESENT!**" or "**___ ELEMENT ___ PERSONS ABSENT!**"
- Flight sergeants return each element leader's salute individually.

Note: For the purpose of standardized training we decided that neither the element leaders or the flight sergeant would turn when reporting, they remain facing forward.

- Flight sergeants face about toward first sergeant.

Reporting

- First sergeant commands "**REPORT!**"
- Flight sergeants in succession salute and report "**___ FLIGHT ALL PRESENT OR ACCOUNTED FOR!**" or "**___ FLIGHT ___ PERSONS ABSENT!**"

Note: The manual does not state this, but for standardized training throughout wing, neither flight sergeants nor first sergeants should turn when reporting, rather they continue to face forward.

- First sergeant returns each flight sergeants' salute individually.
- After all flights have reported, first sergeant commands "**POST!**"
- Flight sergeants face about and move by the most direct route to their post. A flight sergeant's post is last man of the last element.
- Flight Commanders should now approach a position directly to the right of their flight's guide, and come to attention, awaiting the departure of the First Sergeant
- First sergeant then faces about.
- The Squadron Commander takes his post 12 paces in front of squadron and centered, facing the squadron. (3 paces in front of and facing the first sergeant)
- Without prompting, the first sergeant salutes and reports "**SIR, ALL PRESENT OR ACCOUNTED FOR!**" or "**SIR, ___ PERSONS ABSENT!**"
- Squadron Commander returns the salute
- First sergeant drops his salute, then faces about (with a modified 200 degree about face to point towards the last flight) without command and moves to his or her post. (Behind the last man of the last element of the last flight.)
- As soon as the 1st Sergeant faces about, the Flight commanders immediately take their posts 6 paces in front of their flights and centered.

Note: Before this, the flight commanders were not part of this formation because it was a NCO formation with the first sergeant out front. The flight commanders take their post as soon as the first sergeant starts to leave the formation after reporting to the squadron commander.

Inspection of the Squadron

- Squadron Commander commands **“PREPARE FOR INSPECTION!”**
- Flight Commanders face about toward the flight and command **“OPEN RANKS, MARCH!”**
- Flight Commanders move, by the most direct route, to a position next to the first element, stopping with an in place halt and facing downline, evaluates and adjusts alignment with short choppy steps to the left and right. He will then execute a left face in marching and proceed to the next element, stopping with an in place halt to again face downline.
- When the flight commander is done evaluating the alignment of the last element, he will execute a right face in marching and then march forward in a straight line until he halts 3 paces in front of the flight. (Still off to the right of the flight)
- The flight commander will then execute a left face and command **“READY FRONT!”**
- The flight commander now takes one step forward, executes a right face, and over the right shoulder, commands **“PARADE REST!”** The flight commanders will then go to parade rest.
- The Squadron Commander then begins the inspection by inspecting the Squadron Guidon Bearer, if there is one.
- Next, the Squadron Commander proceeds by the most direct route to a position three paces away from the Flight Commander of the first flight to be inspected and halts there.
- As the Squadron Commander approaches the Flight Commander, the Flight Commander commands **“FLIGHT, ATTENTION!”** over his right shoulder, and comes to attention. When the Squadron Commander is in front of him, the Flight Commander salutes and reports **“SIR, _____ FLIGHT IS PREPARED FOR INSPECTION!”**
- The first sergeant will join the squadron commander automatically while the Squadron Commander is receiving the report of the Flight Commander. The first sergeant (recorder) will take one step to the rear from their post, face to the right, and proceed to a position one pace to the left and one pace to the rear of the Squadron Commander, facing in the direction of the flight commander.
- Squadron commander inspects flight commander and asks flight commander to accompany the inspector during the inspection.
- At this point the flight commander executes and left face, facing downline and commands **“SECOND, THIRD, AND FOURTH ELEMENTS, PARADE REST!”**
This may vary depending on the number of elements.
- The flight commander will then execute a half left face in marching without arm swing and take one large step to stand in front of and a pace and a half away from the first element leader.
- While this is happening the inspecting officer will move forward until he or she is in front of and facing the flight guide. The flight commander should be positioned one pace to the right of and one pace to the rear of the inspecting officer.
- The first sergeant will take his or her inspection post as the squadron commander begins inspecting the first cadet of the first flight. The first sergeant posts one pace to the left of the flight commander using an in place halt, facing downline.
- The inspecting staff maintains these positions through out the inspection. When moving from individual to individual the inspector (in this case the squadron commander) and the flight commander, simultaneously execute a right face in marching and an in place halt in front of the next cadet.

- During the inspection the flight commander and inspector are facing the cadet being inspected while the first sergeant is facing downline. (See Fig 5-3)
- When moving from the end of one element to the first person of the next element, the inspecting party will walk in between the two elements and stop in front of the element leader (first person) of the next element. After inspecting the last cadet of an element the inspecting officer will walk around behind the element followed by the first sergeant and then the flight commander. The party will move behind the element just inspected, inspecting them from the rear, and the inspecting officer and flight commander will simultaneously halt and face right in front of the first cadet to be inspected in the next element. While this is happening the first sergeant will loop around them and position himself so that he is in his inspection post facing downline taking notes again. (See Fig 5-3)
- As the squadron commander rounds the corner of the first element, the element leader of the next element will command “_____ **ELEMENT, ATTENTION!**”
- The element leader of the previously inspected element will command “_____ **ELEMENT, PARADE REST!**” after the inspecting officer begins to inspect the next element leader.

After All Flight Members Have Been Inspected

- After the squadron commander inspects the last cadet of the flight, the flight commander quickly moves behind the flight to his previous position 3 paces in front of and one pace to the right of the flight guide, halts, faces downline, commands “**FLIGHT ATTENTION!**”, takes one step forward, executes a right face, and maintains the position of attention.
- The Squadron Commander and the recorder take their time moving behind the flight to allow the Flight Commander time to get into position, and resume their positions from prior to the beginning of the inspection, three paces in front of the flight commander facing the flight.
- The flight commander receives the comments from the inspecting officer (in this case the squadron commander), salutes the inspecting officer upon departure and says “**SIR, DOES THIS CONCLUDE THE INSPECTION?**”
- The Squadron Commander will return the salute. Then the Squadron Commander and the First Sergeant both execute a right face and proceed to the next flight together.
- The flight commander will then face left 90 degrees (downline again) and command “**CLOSE RANKS MARCH!**” As long as the flight is not the last flight inspected the flight commander can then command “**PARADE REST!**” (standard) “**AT EASE!**” or “**REST!**” (these are uncommon)
- The flight commander then takes his or her initial position 6 paces in front of and centered on the flight, and assumes the same position as the flight.
- If the flight is the last one to be inspected, the inspecting officer will inspect the recorder before giving comments to the last flight commander. To do this, the First Sergeant posts (one pace to the rear of the last man of the last element) while the Squadron Commander takes two extra steps downline before proceeding to a position in front of the First Sergeant.
- The Flight Commander proceeds back to his post in front of the flight guide during the inspecting of the recorder.
- After inspecting the recorder, the Squadron Commander proceeds to give comments to the final Flight Commander, as before.
- After returning the last Flight Commander’s salute, the Squadron Commander proceeds back to his original post in front of the Squadron, 12 paces away and centered.

- As the squadron commander returns to the front of the squadron, the flight commanders call their flights to attention and await instructions from the squadron commander, normally in the form of the command “**FLIGHT COMMANDERS, TAKE CHARGE OF YOUR FLIGHTS!**” He could also call the Flight Commanders front and center and give them individual instructions.
- Upon receiving instructions, the flight commander salutes the squadron commander.
- The Squadron Commander, after the salutes are dropped, will depart the area.
- The Flight Commanders will then face about and call the flight sergeants to front and center and carry out the plan of the day.

THE EXTENDED RECTANGULAR FORMATION

The Extended Rectangular Formation is used when conducting conditioning exercises and physical training for a flight. The flight is the level at which the commands are given; i.e. A squadron has each of its flights form an extended rectangular formation, the squadron does not form this formation except in mass.

The commands to form an extended rectangular formation are given and explained below. The movements are initiated from the In Line formation. The reference is US Army Field Manual (FM) 21-20.

FLT SGT: Extend to the left, MARCH

At this command, cadets in the right flank file stand fast with their arms extended to the sides at shoulder level. If the flight has a guide, he is the right flank file. All other cadets turn to the left and double-time forward. After taking a sufficient number of steps, all cadets face the front; each has both arms extended to the sides at shoulder level. The distance between fingertips is about 12 inches, and dress is right.

NOTE: All cadets extend BOTH arms; even those cadets at the flanks of the formation.

FLT SGT: Arms Downward, MOVE

At this command, the cadets lower their arms smartly to their sides.

FLT SGT: Left, FACE

Cadets execute the left face movement.

FLT SGT: Extend to the Left, MARCH

At this command, soldiers in the right flank file (1st Element) stand fast with their arms extended to the sides. All other cadets turn to the left and double-time forward. Spacing in the name as above, and dress in right.

FLT SGT: Arms Downward, MOVE

Cadets lower their arms smartly to their sides.

FLT SGT: Right, FACE

Cadets execute the right face movement.

FLT SGT: From Front to Rear, COUNT, OFF

At this command, the leading cadet in each file (at the same time) turns his or her head to the right rear, calls off, 'ONE,' and faces the front. Successive cadets in each file call off in turn, 'TWO,' 'THREE,' 'FOUR,' and so on. The result is that each element counts off together.

FLT SGT: Even Numbers to the Left, UNCOVER

At this command, all even-numbered cadets jump to the left, squarely in the center of the interval, bringing their feet together. The unit is now ready for stretching and warm-up exercises.

FLT SGT: Assemble to the Right, MARCH

At this command, all cadets double-time to their original positions in the line formation. Note: Cadets must remember to move forward as well as to the right.

CONDUCTING PHYSICAL TRAINING AT THE FLIGHT LEVEL

1. Have your flight fall in and obtain an extended rectangular formation, and put them at ease.

Commands: **"FALL IN"** (If they have not already done so); **"Extend to the Left, MARCH"**; **"Arms Downward, MOVE"**; **"Left, FACE"**; **"Extend to the Left, MARCH"**; **"Arms Downward, MOVE"**; **"Right, FACE"**; **"From Front to Rear, COUNT OFF"**; **"Even Numbers to the Left, UNCOVER"**; **"AT EASE"**.

2. Conduct warm-up exercises. At a minimum, run in place for 30-60 seconds, rotate neck, arms/shoulders, hips, knees, and ankles. Conduct abdominal stretch, chest stretch, overhead arm pull, thigh & hamstring stretch.
3. Give directions for PT. You don't have to memorize anything word for word, but give out the information needed and act naturally.

Example

NCO: **"The first exercise we're going to do is the Side Straddle Hop"** .

Flight comes to Attention

FLIGHT: ***'The Side Straddle Hop'***

Flight resumes At Ease.

NCO: **"This is a four count exercise done at a moderate cadence. I will count the cadence, you will count the repetition. We will do ___ repetitions of this exercise. Are there any questions?"**

NCO: **"Flight, ATTENTION"**

NCO: **"Start Position, MOVE"**

NCO: **"In Cadence, EXERCISE"**

NCO: **"One, Two, Three"**

FLIGHT: ***'ONE'***

NCO: **"One, Two, Three"**

FLIGHT: ***'Two'***

And so on...

On the last repetition, the NCO will raise the inflection of their voice:

NCO: **"ONE, TWO, THREE"**

FLIGHT: ***'HALT'***

Everyone halts at the Start Position. NCO comes to the Position of Attention

NCO: **"Position of Attention, MOVE"**

NCO: **"AT EASE"**

4. Once the cadets are familiar with the exercises, it is not necessary to explain each one.

Example

NCO: **"The first (or next) exercise we are going to do is the Push Up"**.

FLIGHT: ***'The Push Up'***.

NCO: **"We will do ___ repetitions of this exercise. Are there any questions?"**

NCO: **"Flight, ATTENTION"**

NCO: **"Start Position, MOVE"**

NCO: **"In Cadence, EXERCISE"**

5. Make sure you give the correct commands (i.e. it's Start Position, not Starting Position, and In Cadence, Exercise, not Ready, Begin, etc.)
6. Repeat the stretching after you have finished conducting exercises. If you are going to run, stretch thoroughly before and afterwards.

ROAD GUARD PROCEDURES

The key to Road Guard Procedures is SAFETY and COMMON SENSE.

As a flight commander, the safety of all the members of your flight is your responsibility. You use Road Guards to warn motorists that your unit is crossing an intersection.

You are responsible for your Road Guards as well as for the rest of your flight. NEVER send a cadet into an intersection before you or someone else has ensured that it is safe. You must enter the intersection first, and leave it only after your Road Guards do. Another staff member or a senior member can perform this function - to clear the intersection before the Road Guards enter it, and to ensure the Road Guards safely depart the intersection. The sequence of events is:

- 1. You enter the intersection and stop any traffic**
- 2. Call Road Guards Out**
- 3. Have your flight march through the intersection**
- 4. Call Road Guards In (Or, in a busy intersection, direct them to rejoin the flight - no command is necessary)**
- 5. You depart the intersection**

NOTE: You don't need to halt the flight before entering the intersection as long as you've cleared the intersection and your Road Guards are posted prior to the flight marching through.

Road Guards with little experience won't know where to go. As they enter the intersection, direct them. Point toward the proper position, and make sure they do the right thing. You need to post a cadet in front of each direction of traffic the flight will cross. Insure they are out of the flow of cross traffic.

Make your Road Guards stand centered in front of the direction of traffic if there's more than one lane, or use more than one Road Guard, with each placed in front of a lane. More than one per direction of traffic is only necessary when crossing major intersections. If these intersections have a light, cross with the green light.

Make sure your Road Guard does not stand in the middle of the traffic lane. Examine the diagrams on the next page to get a firm idea of where they should be positioned in each situation. Insure they are not in danger of being hit by a car travelling parallel to your direction of march.

If you can, march on a sidewalk, bike lane, etc., off the main road.

If you have a large formation (Squadron or Group) , post several cadets in Road Guard Vests marching at least 50 feet in front of and behind the formation. This increases your visibility to approaching cars. The cadets in front have to know the route, or have a staff member march with them.

This is also a good idea when double timing with any size formation. When double timing, there simply isn't time for Road Guards to run in and out. Having two (or three) up front and two (or three) to the rear increases the visibility of your formation, especially in dark conditions, and allows the front Road Guards to post themselves as they arrive at the intersection, without a command. The rear Road Guards then automatically run up to relieve the front Road Guards, and they run back to their post in front of the formation to be ready for the next intersection. To be

effective, they have to run a good 25 to 50 feet in front of the formation, and 25 feet behind. The Road Guards should be your best runners, and be capable of thinking for themselves about when and where to go. It is also extremely useful if you choose a route without too many intersections.

It is not necessary to post Road Guard in front of driveways unless you see cars moving (i.e. in a parking lot) that might try to exit the driveway as you are passing by.

When you are crossing two sides of the intersection, you will need more than two Road Guards. You should have a backup pair that will cover this situation, and know where to go. It is best in this complicated situation to stop the flight before entering the intersection, but be wary of causing dangerous situations with other flights and impatient motorists. At very busy intersections, don't try to have each flight manage itself. Post Road Guards (even seniors or cadet staff) and hustle all the flights through the intersection as quickly as possible.

The bottom line is: HAVE YOUR ROAD GUARDS POSTED AND BLOCKING TRAFFIC BEFORE YOUR FLIGHT ENTERS THE INTERSECTION. NEVER SEND ROAD GUARDS RUNNING INTO AN INTERSECTION IF YOU OR SOMEONE ELSE HASN'T CLEARED IT FIRST. AND NEVER LET YOUR FLIGHT ENTER AN INTERSECTION BEFORE YOUR ROAD GUARDS ARE POSTED, EVEN IF YOU HAVE TO STOP THE FLIGHT. THINK AND PLAN AHEAD, AND REMEMBER SAFETY.

RULES OF THE GUIDE

REFERENCE: AFMAN 36-2203, paragraphs 4-2, 4-3, 5-14, plus general items from the rest of the Regulation.

This is not a comprehensive guideline for the movements executed by the Guide, but explains proper procedure in some commonly misunderstood areas.

THE MOST IMPORTANT RULE OF THE GUIDE: THE GUIDE SETS THE DIRECTION AND CADENCE OF MARCH. IT IS THE RESPONSIBILITY OF THE LAST ELEMENT LEADER TO FOLLOW THE GUIDE, NOT TO STEER HIM. THE GUIDE IS ALWAYS RIGHT.

FALL IN

The Guide assumes a position approximately three paces away from the Flight Leader, so that the flight will be centered on the leader. The Guide estimates the distance. He does NOT need to pace it off.

PARADE REST

In the Parade Rest position, the arm holding the guidon is thrust forward, not to the side.

FACING Movements

When the flight is practicing facing movements, the drill instructor tells the guide to remain stationary. Otherwise, the guide changes position using a face in marching (see paragraph 3-18, AFR 50-14) AFTER the facing movement has been executed.

COUNT OFF

The Guide does not count off either In Line or In Column.

DRESS RIGHT DRESS

The Guide raises his left arm at the Command of Execution. The flight dresses off the GUIDE.

FACE IN MARCHING

In changing from In Column to In Line or vice versa, the guide faces in marching. He does NOT make two facing movements. Be familiar with this movement (para. 3-18), which is described INCORRECTLY in AFR 50-14 dated 3 Jan 92. Step off in either direction with the left foot.

COLUMNS OF FILES

- a. After the Preparatory Command, the Guide moves to a position in front of the file that will march first. He steps off at the Command of Execution.
- b. If the file is to do a column left or column right, the Guide executes a 90 degree pivot, then pivots 45 degrees to his original position in front of the last Element Leader.

MARCHING

The last Element Leader can quietly indicate if the Guide is straying off course by telling him to move right, left, slow down, or speed up. Remember the most important rule of the Guide (above). If your Guide can't normally march in a straight line, he/she should be replaced.

COLUMN MOVEMENTS

- a. The Guide executes the movement at the Command of Execution.
 1. Column Right: 90 degree pivot to the right
 2. Column Left: 45 degree pivot to the left
- b. He then pivots 45 degrees to take up his original position in front of the last element.

PT FORMATION

In the Extended Rectangular formation, the Guide moves to the right on the command "Extend to the Left March" (the Element Leaders act as the base file.)

COUNTER MARCH

The Guide does the same movement as the 4th Element Leader, taking 2 fewer (and smaller) steps (since he's already in front of the Element Leader.)



Class Planning & Layout Guide

Overview: The purpose of any class (as opposed to a briefing) is to educate the students about the topic at hand. To do this effectively every teacher needs a plan that addresses the five stages of teaching. Since few of us are professional educators, this guide has been developed to help you in making your class excel. Using this guide will help you focus your ideas and probably won't involve much more time than you would have used planning a class anyway!

The Five Phases: There are five phases to delivering a class/presentation. Each phase is dealt with individually below.

- Phase One:* Preparation – This is where you pick a topic, research a topic, and develop your outline
Phase Two: Explanation – This is sharing your knowledge with your students.
Phase Three: Demonstration – Many people learn differently. In this phase you “show” how to do what you have just explained.
Phase Four: Performance – This is where the students perform an act that helps them understand the topic better.
Phase Five: Evaluation – This is where the students demonstrate mastery of the topic (quiz, project, etc...)

Phase One – Preparation

Answer the following questions to help you plan.

1. What is your topic?

2. Identify between three and five main points that you wish to get across to your students
 - a.
 - b.
 - c.
 - d.
 - e.

3. What do you want your students to be able to do/know at the end of the class?



Phase Two – Explanation

4. On a separate sheet of paper, take your main points from #2 above and develop an outline. **REMEMBER!** Each main point should have at least two supporting subpoints. Also write down any important statistics or numbers you will need.

5. Now write an introduction for your outline. You may end up not using it for the actual class, but it's good to have one.

6. Now write a conclusion for your outline. This will conclude the Explanation Phase. Next we move to Demonstration.

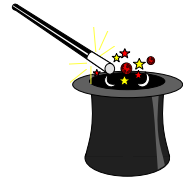
Phase Three ‡ Demonstration

Some people learn better by seeing the instructor demonstrate the idea rather than hearing lecture. This phase is aimed at helping those students!

7. From #3 above, identify the main goal of your class. Now think of a way to demonstrate this. Examples might be having an experiment for an Aerospace principal, finding an ELT, filing a flight plan, etc...

8. What materials will you need for this activity? Remember AV equipment, tools, papers, etc...

9. Do the students need to bring anything? If so, what?



Phase Four – Performance

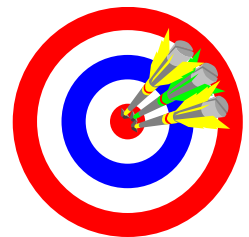
10. Have the students either repeat what you did above, or develop something they can do. Example: if you taught about airplane parts (explanation), then took a tour of the plane (demonstration), you could have a some model planes and have the students in groups place labels on the parts. Develop something and describe it here:

11. What materials will you need for this activity? Remember AV equipment, tools, papers, etc...

Phase Five – Evaluation

Now you need to see what they have learned.

12. Select an evaluation method for the students. Develop it. These don't have to be long or involved and can be written, oral, a task, or a takehome assignment.



And now you're done! All that's left is to go out there and teach. But be sure to do a few practice run thoughts before you hit the stage! Thanks for helping make a difference!