Boards and Board Leadership

Student Guide

The E&T program uses the flipped classroom format where students read the material before class and come prepared to discuss the topics. All students are required to come prepared to participate, which includes completing the reading and all assignments in advance.

Work submitted for this assignment should reflect your own knowledge, analysis, and effort. AI tools may be used to support research, brainstorming, and editing, but should not replace your original work. Any AI-generated content included in the submission should be appropriately acknowledged in accordance with course requirements and the Volunteer University Academic Integrity Standards.

Lesson Objective: This lesson seeks to explore the composition of and opportunities to serve on region or national boards and committees.

Desired Learning Outcomes (DLO):

1. Understand boards and committees used at the region and national levels.
2. Understand the differences in how members are selected for service on region and national boards and committees.
3. Understand the opportunities boards and committees at the region and national levels provide for serving CAP.

Suggested Time to Complete Module (reading, discussions, and assignments):

Synchronous onsite/ViR classes: 120 minutes
Asynchronous online: 120 minutes

Required Reading:

- Student Guide
- Relevant regulations as cited in Student Guide

Introduction:

Boards and committees are used at every echelon in Civil Air Patrol (CAP). These exist at each level, but some are unique. Boards and committees provide support for leaders. These groups also provide opportunities for leadership development.

1. **Understand boards and committees used at the region and national levels (see lists in #2).**

2. **Understand the differences in how members are selected for service on region and national boards and committees.**

Region boards and committees include the following opportunities:

- Awards Review Board. The Awards Review Board consists of the personnel officer and at least two other members designated by the region commander. Region commanders are the approval authority for the Region Commander's Commendation, the Meritorious Service Award, and the Exceptional Service Award. The wing or region can approve certificates of Recognition for Lifesaving. Region commanders can also give Achievement Awards. Region commanders also approve the region-level annual awards, which are submitted to National Headquarters. Region commanders approve activity and service ribbons for members of the region headquarters. (CAPR 39-3)
- Finance Committee. Each region commander appoints a finance committee in writing within 30 days of taking command. The region commander must serve as the chairperson of this committee. The committee includes the region commander, the Director of Finance, and at least three other staff members. (CAPR 173-1)
- Promotion Review Board (Cadet). If the region has cadets assigned below the grade of cadet colonel, a Promotion Review Board may be appointed. (CAPR 60-1)
- Promotion Board (Senior). The region Promotion Board reviews and makes recommendations to the region commander for all requests for the grade of lieutenant colonel (all promotion categories), Senior Master Sergeant, and for exceptional qualification waivers for all grades for members assigned to the region headquarters and subordinate units. The board also reviews all requests for professional appointment promotions for members assigned to the region headquarters (e.g., chaplain, health services, finance). Additionally, the board will advise the promotion authority on demotion actions. The promotion board consists of at least three members. The chair of the board should be equal to or higher in grade than the highest grade recommended. The board is responsible for considering all pertinent information pertaining to promotion actions and ensuring that the member being considered for promotion meets the minimum requirements. The action by the promotion board will be in the form of a recommendation to the approving authority as to whether the promotion or demotion should be approved or disapproved. (CAPR 35-5)

- Unit Membership Board. All unit commanders, including region, must appoint a unit membership board in eServices to assist in determining the eligibility of new senior member applicants. The Membership Board must consist of two to five senior members. At least two members must meet for a quorum. Members cannot be related to the applicant or have a close personal relationship. (CAPR 39-2, 18 Aug 2025)
- Appeal Boards. When an appeal comes to the region level for adjudication, the region commander appoints an appeal board to consider the appeal and report its findings. (CAPR 35-8)
- Selection Advisory Committees (SAC). When a command opportunity opens for wing command, the region commander announces the vacancy and appoints a SAC to review submitted application packages and interview candidates. The SAC makes a recommendation to the region commander for a final decision. A wing commander SAC is made up of three to five members at the discretion of the region commander. These may include past wing commanders, commanders of other wings in the region, and others as deemed necessary. (CAPR 35-9)

National level boards and committees include the following:

- Board of Governors (BoG). The BoG is the governing body for CAP. It governs, directs, and manages the affairs of the Corporation. Four members of the BoG are appointed by the Secretary of the Air Force (SECAF). Four members of the BoG are appointed by the Commander's Senior Advisory Group (CSAG). Three members of the BoG are appointed jointly by the SECAF and CAP/CC. Members who wish to serve on the Board of Governors should review the criteria in CAPR 35-9 *Board of Governors and Region and Wing Commander Selection Procedure* and watch for the application period to open when a CAP member at large vacancy occurs. (CAPR 35-9)
    - Board of Governors Member at Large Pre-Selection Committee. This committee is appointed by CAP/CC to review and rank application packages submitted for open seats on the BoG. The CAP/XO chairs this committee. Two region commanders serve on this committee. The committee forwards the five most qualified applicant packages to the CSAG for consideration.
- The National Awards and Promotion Team (NAPT). This committee reviews recommendations for certain awards, such as Unit Citations, Bronze Medals of Valor, Silver Medals of Valor, and the National Annual Awards (Cadet of the Year, Senior Member of the Year, Sorenson Award, etc.). The National Commander is authorized to award the Distinguished Service Award, the National Commander's Unit Citation Award, the Commander's Commendation, and any other award deemed appropriate that does not require CSAG approval.

Similarly, the NAPT may approve all CSAG decorations except the Silver Medal of Valor and the Distinguished Service Award. Four of the eight regions send a representative to this board. The representatives are sitting wing commanders. The national commander is the promotion authority for Chief Master Sergeants. NAPT also makes recommendations regarding requests to waive promotion eligibility criteria for majors and lieutenant colonels. (CAPRs 39-3 and 35-5)

- The National Uniform Committee (NUC). This committee monitors the state of CAP uniform programs on behalf of CAP/CC, provides counsel to CAP/CC on uniform proposals, and considers requests for uniform changes. CAP/CC appoints the chair. Four of the eight regions send the representative selected by the region commander to this board. The representatives are sitting wing commanders. The CAP Command Chief Master Sergeant, the National Historian, and a member of the National Cadet Advisory Council serve as non-voting resource advisors on this committee. CAP/DP and CAP-USAF/CC (or their designee) also serve as non-voting members. CAP/CC may appoint additional non-voting advisors, including a representative of the Legal Corps. (CAPR 39-1)
- Membership Action Review Panel (MARP). The MARP reviews cases where members are removed from command of a region or wing, are demoted, or have their membership suspended for more than 60 days due to regulatory infractions or misconduct that does not give rise to criminal investigation, criminal charges, or proceedings, or have their membership terminated. Members of the MARP include the Chief of the CAP Legal Officer Corps and eight active senior members in the grade of colonel who are not serving as commanders or vice commanders at any level. Each region commander provides the CAP/CC with a list of candidates when a vacancy occurs in their region. CAP/CC appoints members, and the BoG confirms them. (CAPR 35-3)
- The National Repeater Coordination Group (NRCG). The NRCG reviews and approves requests from wings for changes in the national repeater system. The NRCG consists of 16 voting members. Each region commander appoints two members to this group. (CAPR 100-1)
- Region Commander Selection Advisory Committees (SAC). Region commander SACs are three to five members who shall be current region commanders. CAP/CC appoints these committees. One member is selected as the chair. (CAPR 35-9)
- Appeal Boards. Appeal boards at the national level are similar to boards at the region level. If CAP/CC initiated the termination action, then CAP/CD serves as the appointing authority for this board. (CAPR 35-8)

3. Understand the opportunities boards and committees at the region and national levels provide for serving CAP.

Some boards and committees have a mandated composition. For these entities, commanders may not have a choice in who is selected. For example, the Director of Finance serves on the Finance Committee, and the Director of Personnel serves on the Awards Review Board. In other areas, the commander can choose whom to appoint to committee and board service.

Service on region and national level boards and committees can grow members who wish to serve at a higher level or encourage them to seek opportunities they might otherwise miss. In this way, commanders can utilize boards and committees as leadership development opportunities. Members who are not yet ready to lead a large team may be ready to lead a board or committee.

Boards and committees support commanders in their work. Boards and committees bring diverse perspectives and expertise to help commanders make decisions. It can also help members to accept a difficult decision if it includes input from a board or committee. Commanders may choose to follow a recommendation or not, except in some cases, such as appeals, where regulations require them to follow the board or committee's recommendation. Leaders should set clear expectations for the boards and committees that support them, including regular feedback to and from the committees. Clear expectations, regular meetings, and timely communication help both parties have a positive experience.

Assignment

Given what you have learned about region and national boards and committees, which one would you like to serve on? Why? What do you see as the value of the board or committee you chose? Write a point paper with your thoughts, no more than one page in length, using the template available in the Publications section of the National website.

Instructions for Synchronous Onsite/ViR Classes

Submit your paper to your instructor before class. Be prepared to share your thoughts in class.

Instructions for Asynchronous Online Students

1. Upload your point paper to Absorb.

Because asynchronous students do not have classroom interaction, a second assignment is required.

2. In a separate document, answer the following questions and upload to Absorb.
    a. What boards and committees (CAP or other organization) have you served on? What value did you get from serving in that position?
    b. How often did the board or committee meet? Did you find the meetings to be productive? Why or why not?

Aim Higher! (optional activities)

Reach out to a member of a region or national board or committee. Some of the National chairs are listed in the CAP & CAP-USAF Directory, downloadable in eServices. Ask them for insight into how that board or committee operates. Ask them what they find fulfilling about their assignment.

Lesson Summary and Closure

Boards and committees assist commanders and leaders with the work of Civil Air Patrol. Serving on a board or committee can be a great opportunity to grow your leadership skills and expand your knowledge. It is also important for leaders to understand what boards and committees exist at the region and national level.

Resources

- Applicable CAP regulations, as listed in the Student Guide

Closely Related Lessons: Level V - Civil Air Patrol **G**overnance, Working in Committees and Teams

Acronyms and Abbreviations Used in this Document

- BoG: Board of Governors
- CAP: Civil Air Patrol
- CAP/CC: Civil Air Patrol National Commander
- CAP/CD: National Chief of Staff
- CAP/DP: Civil Air Patrol Director of Personnel
- CAPR: Civil Air Patrol Regulation
- CAP/XO: Civil Air Patrol Executive Officer
- CAP-USAF/CC: Civil Air Patrol – United States Air Force/Commander

- CSAG: Civil Air Patrol Senior Advisory Group
- DLO: Desired Learning Objective
- MARP: Membership Action Review Panel
- NAPT: National Awards and Promotion Team
- NRCG: National Repeater Coordination Group
- NUC: National Uniform Committee
- SAC: Selection Advisory Committee
- SECAF: Secretary of the Air Force
- SG: Student Guide
- ViR: Virtual In-Residence
- VOLU: Volunteer University