Civil Air Patrol Governance

Instructor Guide

The E&T program uses the **flipped classroom format** where students read the material before class and come prepared to discuss the topics. The PowerPoint slides are used during onsite, person-to-person, and virtual classes to summarize the material and to facilitate discussions and scenarios. Instructors can modify the slides based on the audience if they support the core material. All students are required to come prepared to participate, which includes completing the reading and all assignments. While assignments may be modified, they should not be waived. For example, an item might be done in groups in class versus as homework

Lesson Objective: As the United States Air Force (USAF) civilian auxiliary and a nonprofit corporation, Civil Air Patrol (CAP) faces high expectations for public trust. Executive-level leaders need to understand how the organization's governance structure functions.

Scheduled Lesson Time for Synchronous Onsite/ViR Classes: 60 minutes

Teaching Method: Facilitated discussion

Reading Materials: Student Guide, 10 U.S.C. §9447, 10 U.S.C. §9498, 36 U.S.C. §40302, Civil Air Patrol Constitution and Bylaws, CAPR 30-1, CAPR 35-8, CAPR 35-9, BoG Meeting Minutes, CSAG Meeting Minutes, Summary of MARP Final Decisions

Teaching Aids/Handouts: Slides

Desired Learning Objectives (DLO):

1. Explain the roles, responsibilities, and selection process of the Board of Governors (BoG), including their roles in selecting CAP leadership and providing oversight.
2. Discuss the membership and functions of the CAP Senior Advisory Group (CSAG) and the CAP Command Council.
3. Discuss the roles and responsibilities of corporate officers and identify the corporate officers in CAP.
4. Explain the role of the Membership Action Review Panel (MARP).
5. Explain how the Constitution and Bylaws can be changed.

Lesson Strategy: This lesson is designed to give the students a fundamental knowledge of the system by which CAP is governed and the governing documents of our organization.

Introduction

Civil Air Patrol (CAP) is a large and complex organization. CAP is a nonprofit corporation and can also be the civilian auxiliary of the United States Air Force when conducting certain operations. Each CAP program is led by an office of primary responsibility (OPR). OPRs are often, but not always, employees of the corporation. Some OPRs, like the Chief of Chaplains, are volunteers. Volunteers and employees work side by side to accomplish the work of Civil Air Patrol as One Team. Volunteer commanders also lead at the organization's flight, squadron, group, wing, and region levels. The National Commander/Chief Executive Officer (CEO) leads both the volunteers and employees. Civil Air Patrol has a Board of Governors that provides oversight, along with other groups that perform essential organizational functions.

Review: Ask the students if they have any questions about the reading. If they have questions, answer them. If not, proceed with a short review. Encourage several students to share/participate.

Bridge: We will now dive deeper into some of the topics we discussed**.**

Suggested Discussion Questions:

Lead-off Question: Who selects CAP's leadership?

[The CAP Board of Governors/BoG]

Supporting Question: Who selects members of the BoG? How many are in each category?

***[Answer:** Air Force appointees: The Secretary of the Air Force, four members; Interested Organizations: Jointly by the SECAF and the CAP/CC, three members; CAP Members at Large: CSAG, four members]*

Supporting Question: Who are the members of the CSAG? What is the role of this body?

***[Answer:** serving as National Commander, National Deputy Commander, National Executive Officer, or Region Commander; the COO and the Commander, CAP-USAF, serve as non-voting members; advisors as appointed by the National Commander as non-voting members]*

***[Answer:** recommend policy to the CAP/CC; additional duties as may be delegated by the BoG; propose amendments to the Constitution and Bylaws to the BoG; receive applications for and select the Member at Large positions of the BoG; approve life*

memberships; approve Bronze and Silver Medals of Valor; approve Hall of Honor nominees; establish, increase, and lower national dues]

Supporting Question: Who are the members of the Command Council? What is the role of this body?

[Answer: wing *commander, region commander, the National Executive Officer, the National Deputy Commander, or the National Commander]*

[Answer: *function as an advisor to the National Commander and focus on operational issues related to our missions]*

Supporting Question: What positions within CAP are considered corporate officers? What is their unique role?

[Answer: *National Commander/Chief Executive Officer, National Deputy Commander, Chief Operating Officer, Chief Financial Officer, General Counsel]*

[Answer: *Corporate officers have the authority to obligate the Corporation, including signing contracts and agreements on behalf of CAP]*

Question: From your review of the BoG minutes, what are some of the topics on the agenda?

[Possible answers: *Changes to the Constitution and Bylaws, funds/budget, investments, CAP Foundation]*

Supporting Question: What in the agenda/minutes surprised you?

Supporting Question: How do the BoG discussions impact CAP and your current and future roles?

Question: From your review of the CSAG minutes, what are some of the topics on the agenda?

[Possible answers: *Promotion eligibility requirements, CAP-owned building renovations, Booster Clubs, term limits]*

Supporting Question: What in the agenda/minutes surprised you?

Supporting Question: How do the CSAG discussions impact CAP and your current and future roles?

Question: What is the role of the MARP?

[Answer: *Final appeal for members subject to a final adverse membership action and have exhausted all administrative remedies within CAP; cases where members are removed from command of a region or wing, are demoted, have their membership suspended for more than 60 days due to regulatory infractions or misconduct not giving*

rise to a criminal investigation or criminal charges or proceedings, or have their membership terminated]

Supporting Question: What are the conditions under which a member can appeal to the MARP?

***[Answer:** member is subject to a final adverse membership action and has exhausted all administrative remedies within CAP]*

Supporting Question: What are some reasons a member can appeal to the MARP?

***[Examples:** removed from command, membership suspension more than 60 days (not related to criminal investigation), membership termination]*

Supporting Question: What are some reasons the MARP voted not to hear an appeal?

***[Examples:** did not exhaust all administrative options, documentation submitted lacked credible evidence to support the appeal, did not fall within their jurisdiction]*

Supporting Question: What are some of the reasons the MARP overturned a personnel action?

***[Examples:** retaliatory, lack of timeliness of personnel action, material failure to follow applicable procedures, reached without due process]*

Supporting Question: How does this information help you as a commander or supervisor?

***[Possible answers:** make sure to follow procedures and understand the regulations, take actions in a timely manner]*

Question: In which of these groups are you interested in serving? What about this group that interests you? What qualifications or experience can you bring to the group if you were a member? What experiences can you pursue to prepare for the future?

Assignment

Review paragraph 6 in CAPR 35-9 for the requirements and process for selecting Member at Large positions on the BoG. Identify three actions, duty positions, and/or activities that would help you to be competitive for this appointment at a time in the future that you choose (5, 10, 20 years?).

Write a plan to accomplish these items on a timeline that you determine.

Lesson Summary and Closure

You should have a better understanding of CAP's governance through your readings and the brief discussion we just had. Effective governance is crucial to maintaining public trust and ensuring CAP's success. CAP needs dedicated members to serve in these critical leadership roles.

Acronyms and Abbreviations Used in this Module

- AE: Aerospace Education
- AFI: Air Force Instruction
- BoG: Board of Governors
- CAP: Civil Air Patrol
- CAP/CC: Civil Air Patrol National Commander
- CAP/CD: Civil Air Patrol National Deputy Commander
- CAP-USAF/CC: Civil Air Patrol-United States Air Force Commander
- CAPR: Civil Air Patrol Regulation
- CEO: Chief Executive Officer
- CFO: Chief Financial Officer
- COO: Chief Operating Officer
- CP: Cadet Programs
- CSAG: CAP Senior Advisory Group
- DLO: Desired Learning Objective
- ES: Emergency Services
- GC: General Counsel
- ICL: Interim Change Letter
- IG: Inspector General
- MARP: Membership Action Review Panel
- OPR: Office of Primary Responsibility
- SECAF: Secretary of the Air Force
- SEL: Senior Enlisted Leader
- USAF: United States Air Force
- U.S.C.: United States Code

- ViR: Virtual In-Residence