National Commander's Perspective
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: Gain knowledge about the National Commander's leadership philosophy, her roles in Civil Air Patrol (CAP), and CAP's Strategic Plan, including current initiatives.

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

Teaching Method: Facilitated Discussion

Reading Materials: Student Guide, Current Civil Air Patrol Strategic Plan, Maj. Gen. Regena Aye's Leadership Philosophy document, Maj. Gen. Aye's National Commander/CEO Leader Briefing

Teaching Aids/Handouts: None

Desired Learning Objectives:
1. Reflect on the role of the National Commander/CEO in CAP, including how she works with the Board of Governors, the Air Force, and strategic partners.
2. Explain the selection process utilized for the National Commander and Chief Executive Officer (CEO) position.
3. Relate the importance of strategic partnerships and why building outside relationships is vital to CAP's success.
4. Recognize how the leadership philosophy of the National Commander/CEO provides the foundation for her leadership of the organization.
5. Connect the goals outlined in CAP's Strategic Plan to your work in the organization.
6. Describe CAP's direction in the next few years, its challenges, and some current initiatives it is pursuing.
7. Understand how you support current CAP initiatives through your role in the organization.

Lesson Strategy: This lesson is designed to further the student's knowledge of how the National Commander/CEO leads the organization by exploring the role, partners, strategic plan, leadership philosophy, and current challenges.

Instructor's Note: This lesson is designed to give members a strategic look at how the National Commander/CEO partners, evaluates, and leads the organization. Maj. Gen. Aye's video in the PPT slides can be skipped if students have already viewed it in Maj. Gen. Aye's National Commander Leader Briefing.



Introduction: Welcome to the National Commander's Perspective module. I am grateful you are growing your skills through the Education and Training program. CAP needs leaders like you to step up, help us capitalize on opportunities, and set our future course. In this module, you will learn about the selection process, role, and work of the National Commander/CEO. You will learn about my leadership philosophy and how it impacts the culture of our organization. You will learn about groups and partnerships and how they are vital for our success. You will also learn about where this great organization is going based on our Strategic Plan and initiatives. Finally, we will explore the challenges facing CAP.

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. Ask the students to share the most important points from the reading. Start with the CAP Strategic Plan, then move to governance and how decisions are made, and wrap up with how the vision is then executed through the strategic plan. Encourage several students to share/participate.

Bridge: We will now take a deeper dive into some of the topics we just discussed.

Suggested Discussion Questions: Feel free to add or adjust questions as necessary to meet the students' needs and the unique conditions in your class. Please note that the homework assignment cannot be waived.

Lead-off Question: What are some things that surprised you about the role and selection of the National Commander/CEO?

Supporting Question: Would you consider applying for National Commander/CEO? Why or why not?

Supporting Question: If you want to be the National Commander/CEO one day, how do you need to begin preparing?

***[Examples** may include duty assignments, education and training, mission qualifications, outside experience, among other ideas]*

Supporting Question: How does the leadership philosophy of the National Commander/CEO provide the foundation of her leadership?

***[Possible answers:** Grounded in the core values plus four principles: vision, people, action, and balance; foundation for decisions and actions]*

Supporting Question: What in her leadership philosophy resonated with you?

Supporting Question: Who does the National Commander/CEO partner with to develop the strategic plan?

***[Answers:** The Board of Governors, Strategic Steering Group]*

Supporting Question: What are some of the key goals and objectives from the CAP Strategic Plan?

***[Answers:** Prepare, shape, innovate; Prepare CAP for the future as a disciplined and effective nonprofit; Shape lives, build character, and ready young people for futures in aerospace and beyond; Innovate and explore new ways to provide relevant solutions to the dynamic nation we serve.]*

See the CAP Strategic Plan Initiatives and Objectives at
https://www.gocivilairpatrol.com/about/governance/strategic-planning

Supporting Question: How does your specific role within CAP fit into the Strategic Plan and upcoming initiatives?

Supporting Question: Which goals or objectives do you impact most directly with your work?

Supporting Question: Why is it important that we maintain a positive working relationship with our strategic partners?

***[Possible answers:** trust, performance, professionalism, our performance can impact the Air Force's reputation, strengthening/extending our reach]*

Supporting Question: Who are some of our key strategic partners?

***[Answers:** Air Cadet League of Canada, National Aeronautics and Space Administration (NASA), Women in Aviation, the Ray Foundation, the Air and Space Forces Association (AFA), the Tuskegee Airmen, Inc., National Homeschool Association]*

Supporting Question: What are some challenges facing CAP? How are we addressing them?

***[Answers:** consistent squadron climate, increasing organizational efficiency, improving stakeholder experience, serving more communities, diversifying funding, ensuring a*

safe environment for members, improving management/efficiency of aircraft/vehicle fleets, establishing a culture open to innovation]

Supporting Question: How would you prioritize the challenges we are facing as an organization?

Assignment: Students are to submit a memorandum-format written summary outlining how they can support the Civil Air Patrol's strategic efforts through their role in the organization or a role they would like to fill at the region or national level. They are to use the memorandum template on the national publications page at https://www.gocivilairpatrol.com/members/publications/publications-management. Please note that this assignment is required to earn credit for the module.

Resources for Instructors
Instructors are encouraged to invite the National Commander/CEO to teach this module. Instructors should email capvolu@capnhq.gov as early as possible, but at least four weeks prior to the first option for a class session. Copy your chain of command for their awareness. Include date and time options to increase the likelihood she can attend or identify someone to represent them. Include the anticipated class size. Ensure your email address and phone number are in your signature block. In most cases, the National Commander will join virtually. Instructors are responsible for setting up the virtual platform and providing it at least two days prior to the session.

Lesson Summary and Closure
Through your readings and the brief discussion we just had on the National Commander's Perspective, you can see how she partners with the BoG to generate a collective vision for the organization, build and maintain partnerships, and execute the organization's mission/vision through the strategic plan. Every CAP member supports the strategic plan through their work. As leaders who understand the strategic perspective of the CEO/National Commander, you can help your fellow members see the "big picture" and the role they play. With the entire organization working toward a strategic set of goals, CAP will achieve even greater success in accomplishing its missions for the community, state, and nation.

Closely Related Lessons: Level V - CAP Governance, Financial Management, Government Relations, The Civil Air Patrol Strategic Plan