# The Civil Air Patrol Strategic Plan
## 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:** Students will be able to identify the key components of the CAP Strategic Plan and explain how region and national plans support the vision laid out.

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

**Teaching Method:** Facilitated discussion and activity

**Reading Materials:** Student Guide and CAP Strategic Plan

**Teaching Aids/Handouts**:

- Student Guide
- 2024 CAP Strategic Plan (on the national website on the governance page)
- Trends Impacting Monterey County Nonprofits: A PESTLE Analysis (skim the study, focus on categories), PESTLE-Trends-July-4.Final_.pdf
- 36 U.S. Code § 40302 – CAP Purposes, Legal Information Institute (cornell.edu)

**Desired Learning Objectives (DLO)**:

1. Students will be able to define strategic planning and explain its importance in organizational success.
2. Students will be able to identify and describe the key components of a strategic plan, including mission, vision, goals, and Objectives and Key Results (OKR).
3. Students will understand CAP's strategic and business portfolio processes.
4. Students will understand how CAP uses SWOT and PESTLE analysis in strategic planning.
5. Students will be able to explain the role of key groups and leaders in the strategic planning process and how effective leadership can drive successful implementation.
6. Students will be able to effectively communicate how they support CAP's strategic planning efforts.

**Lesson Strategy:** This lesson is designed to further the student's knowledge of the CAP Strategic Plan and the strategic planning process and tools used by 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 student's views on what should be incorporated in a strategic plan.

> *[Answers: CAP's mission-vision; core values; strategic vision; strategic objectives and key results; and organizational, OPR, and Field OKRs and KPIs for the time horizons]*.

Ask students why region and national plans need to align with the CAP strategic and business plans. Encourage several students to share/participate.

**Bridge:** We just did a quick review of the main points of CAP's Strategic Plan and why regions and national headquarters need to align with it. Now we will take a deeper dive.

**Discussion Format**

**Lead off Question:** Why is it important that we have an all-encompassing document that lays out our organizational objectives in detail for the next twenty years?

> *[Some possible answers: best return on investment, adjust the mix of investments, keep the core of what we do strong, invest in program or service enhancements, determine priorities, focus our work, identify opportunities, cost-benefit analysis.]*

**Supporting Question 1:** What is the purpose of key results and key performance indicators when developing strategic and business plans?

> *[Answer: Establishes the metrics for both staying on track and declaring success in plan execution.]*

**Supporting Question 2:** What action should be taken if an initiative does not directly contribute to one of the stated goals?

> *[Some possible answers: set it aside, reevaluate whether we pursue the initiative, adjust the initiative to fit within our goals]*

Why?

> *[Some possible answers: limited resources to invest, not part of our core, distraction]*

**Supporting Question 3:** Based on your charter, would you briefly explain how your region or area plan fits (or maybe does not fit) in with CAP's Strategic Plan?

**Supporting Question 4:** Why does the CAP Strategic Plan look outside the organization to the White House, Department of Education, Department of Homeland Security, and Department of Defense?

> *[Some possible answers: external factors, such as laws and regulations, can affect CAP's operations, recruiting, and fundraising; changes in federal funding will impact our ability to perform missions and reinvest in our aircraft and vehicles; changes to FAA requirements can affect who can fly missions or operate our aircraft or allowable reimbursements; changes in education theory or methods may affect the AEM program; changing DHS and DoD missions can result in new missions or eliminating existing missions.]*

**Supporting Question 5:** Where do you think CAP will be in 2, 5, 10, and 20 years?

**Supporting Question 6:** What ideas from the SWOT and PESTLE exercises surprised you?

**In-Class Exercises:**

1. Do a SWOT analysis for CAP using input from the students from their assignment.

   > *In-person ideas include using a whiteboard or sticky notes to have students or the instructor record ideas. ViR ideas include using a poll with a word cloud output or using an online whiteboard to record student responses or simply sharing a document on your screen as you add responses.*

2. Collect student input on their PESTLE analysis. Ask them what ideas from their classmates surprised them. Consolidate input using the same tools above.

**Assignment**

Complete a SWOT and PESTLE analysis for CAP.

Identify one objective in the current CAP Strategic Plan that relates to your position or unit in CAP. Identify at least two activities or goals that support this objective. These can be current activities and goals or can identify new activities and goals. Briefly summarize the activity or goal in a point paper, identifying at least one KPI for each, using the point paper template available on the CAP National Publications web page.

[*Instructor Note: Not all functional areas are specifically mentioned in the 2024-2026 CAP Strategic Plan. If students are struggling with identifying an objective that relates to their position, suggest they look at the objectives in Initiatives P3 and S2. These are broad objectives that should apply to all areas.]*

**Instructions for Synchronous OnSite/ViR Classes**

Complete your SWOT and PESTLE analysis and bring it to class to discuss.

Submit your activities or goals and KPI to your instructor to review.

**Lesson Summary and Closure**

Through your reading and discussion, you can see the important role the CAP Strategic Plan plays in our organization in aligning the direction of our membership and considerable resources. Additionally, you can see why wing and region plans must align with the CAP Strategic Plan. As it serves as the North Star to guide our decision making, we must constantly review initiatives through this lens to determine if it should be continued or closed. It is on every member, not just the leaders, to be familiar with this document to help ensure we are all guiding ourselves and the organization in the right direction.