

Civil Air Patrol National Board Minutes



**26-27 February 2010
Washington DC**

26-27 February 2010

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ATTEST:

Barry S. Herrin
Colonel, CAP
National Legal Officer

OFFICIAL:

Amy S. Courter
Major General, CAP
National Commander

**CIVIL AIR PATROL
NATIONAL BOARD MEETING MINUTES
26-27 February 2010
Washington DC**

OPEN SESSION

CALL TO ORDER	Maj Gen Amy S. Courter, CAP
INVOCATION	Ch, Col Whitson B. Woodard, CAP
PLEDGE OF ALLEGIANCE	CMSgt Lou Walpus, CAP
ROLL CALL	Mr. Don R. Rowland, HQ CAP/EX
EXECUTIVE DIRECTOR REMARKS.....	Mr. Don R. Rowland, HQ CAP/EX
CAP-USAF COMMANDER REMARKS.....	Col William R. Ward, USAF
NATIONAL COMMANDER REMARKS.....	Maj Gen Amy S. Courter, CAP
SPECIAL GUEST REMARKS	Maj Gen Amy S. Courter, CAP

NATIONAL BOARD

(As of 20 February 2010)

The National Board is comprised of the National Commander, National Vice Commander, National Chief of Staff, National Finance Officer, National Legal Officer, National Controller, National Inspector General, National Chief of Chaplains Corps, Commander, CAP-USAF, the 8 region commanders, and 52 wing commanders.

NATIONAL OFFICERS

*Maj Gen Amy S. Courter, CAP	Nat'l Commander
*Brig Gen Reggie L. Chitwood, CAP	Nat'l Vice Commander
**Col William R. Ward, USAF	CAP-USAF Commander
*Col Russell E. Chazell CAP	Nat'l Chief of Staff
*Col C. Warren Vest, CAP	Nat'l Finance Officer
*Col Barry S. Herrin, CAP	Nat'l Legal Officer
*Col William S. Charles, III, CAP	Nat'l Controller
**Col Merle V. Starr, CAP	Nat'l Inspector General
**Ch, Col Whitson B Woodard, CAP	Chief Chap. Service

MIDDLE EAST REGION

*Col Joseph R. Vazquez, CAP	Region Commander
Col Eugene L. Egly, III, CAP	Delaware
Col Gerard W. Weiss, CAP	Maryland
Col Richard J. Cooper Jr., CAP	National Capital
Col Roy W. Douglass, CAP	North Carolina
Col Hubbard J. Lindler, CAP	South Carolina
Col David A. Carter, CAP	Virginia
Col Dennis D. Barron, CAP	West Virginia

NORTHEAST REGION

*Col, Christopher J. Hayden CAP	Region Commander
Col Cassandra B. Hutchko, CAP	Connecticut
Col Daniel M. LaClair CAP	Maine
Col William H. Meskill, CAP	Massachusetts
Col Donald C. Davidson, CAP	New Hampshire
Col David L. Mull, CAP	New Jersey
Col Kenneth Andreu, CAP	New York
Col Mark A. Lee, CAP	Pennsylvania
Col Anthony Gagliardi, CAP	Rhode Island
Col Thomas P. Benckert Jr., CAP	Vermont

GREAT LAKES REGION

*Col Charles L. Carr, CAP	Region Commander
Col Gordon A. Larson, CAP	Illinois
Col Richard L. Griffith, CAP	Indiana
Col Robert J. Koob, CAP	Kentucky
Col Michael A. Saile, CAP	Michigan
Col David M. Winters, CAP	Ohio
Col Donald J. Haffner, CAP	Wisconsin

SOUTHEAST REGION

*Col James M. Rushing, CAP	Region Commander
Col Lisa C. Robinson, CAP	Alabama
Col Christian F. Moersch, III, CAP	Florida
Col Tonya R. Boylan, CAP	Georgia
Col Tillman C. Carroll, CAP	Mississippi
Col Rafael C. Roman, CAP	Puerto Rico
Col George B. Melton, CAP	Tennessee

ROCKY MOUNTAIN REGION

*Col Donald G. Cortum, CAP	Region Commander
Col Edward D. Phelka, CAP	Colorado
Col David A. Guzman, CAP	Idaho
Col Herbert C. Cahalen, CAP	Montana
Col Jerry E. Wellman, CAP	Utah
Col Stanley A. Skrabut, CAP	Wyoming

NORTH CENTRAL REGION

*Col Steven W. Kuddes, CAP	Region Commander
Col Ronald S. Scheitzach, CAP	Iowa
Col Regena M. Aye, CAP	Kansas
Col Thomas B. Theis, CAP	Minnesota
Col John A. Mais, CAP	Missouri
Col Robert K. Todd, CAP	Nebraska
Col Karl R. Altenburg, CAP	North Dakota
Col Teresa L. Schimelfening, CAP	South Dakota

PACIFIC REGION

*Col Larry F. Myrick, CAP	Region Commander
Col Carl L. Brown, CAP	Alaska
Col Kenneth W. Parris, CAP	California
Col Roger M. Caires, CAP	Hawaii
Col Ralph L. Miller, CAP	Nevada
Col Brian L. Bishop, CAP	Oregon
Col David E. Maxwell, CAP	Washington

SOUTHWEST REGION

*Col Joseph C. Jensen, CAP	Region Commander
Col John M. Eggen, CAP	Arizona
Col Robert B. Britton, CAP	Arkansas
Col Cecil A. Scarbrough, CAP	Louisiana
Col Richard F. Himebrook, CAP	New Mexico
Col Robert H. Castle, CAP	Oklahoma
Col Joe R. Smith, CAP	Texas

*Voting Members of National Executive Committee - 14

** Non voting members of National Board - 3

CORPORATE TEAM

Mr. Don R. Rowland
 Mr. Johnny Dean
 Ms. Susan Easter
 Mr. Marc Huchette
 Mr. Larry Kauffman
 Mr. Jim Mallett
 Mr. Rafael Robles
 Mr. John A. Salvador
 Mr. Gary Schneider

Executive Director
 Director, Plans & Requirements
 Chief Financial Officer
 Director, Public Awareness & Membership Development
 Assistant to Executive Director for Fleet Management
 Director, Educational Programs
 General Counsel
 Director, Missions
 Director, Logistics & Mission Resources

AGENDA ITEM 1

REPORTS

**SUBJECT: Advisor, Executive, Staff and Committee Reports
CAP/CS – Col Chazell**

Perfunctory Reports:

- | | |
|--------------------------------------------------|-----------------|
| 1. * (Staff) CAP National Safety Officer | Col Diduch |
| 2. * (Executive) Finance Committee Report | Col Vest |
| 3. * (Executive) Chaplain Report | Ch, Col Woodard |
| 4. * (Executive) National Legal Officer's Report | Col Herrin |
| 5. * (Executive) Inspector General | Col Starr |
| 6. * (Advisor) Senior Advisor, Support | Col Guimond |
| 7. * (Advisor) Senior Advisor, Operations | Col Skiba |

Additional Reports, time permitting:

- | | |
|----------------------------------------------|------------------|
| 8. (Advisor) National Advisory Council | Brig Gen du Pont |
| 9. (Advisor) National Cadet Advisory Council | c/Col King |
| 10. (Staff) Historian Report | Col Blascovich |
| 11. (Staff) National Medical Officer | Col McLaughlin |
| 12. (Committee) Hall of Honor | Maj Gen Wheless |
| 13. (Committee) Constitution and Bylaws | Col Herrin |
| 14. (Committee) Public Trust | Col Kavich |
| 15. (Affinity) Large Wing | Col Pearson |
| 16. (Affinity) Disaster Relief | Col Rushing |
| 17. (Affinity) Operations | Col Vazquez |

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MAJ GEN COURTER announced that all of the following reports will be sent electronically to the board members:

1. (Staff) CAP National Safety Officer – Col Diduch
2. (Executive) Finance Committee Report – Col Vest

COL VEST/NFO briefed that the FY2010 Corporate and Appropriated Budgets have been approved and forwarded up the chain to the BoG for final approval. He also noted that Congress has since increased the FY2010 Appropriated Budget by \$4M, which has been incorporated back into the budget. The committee has worked on several other projects including a revised investment policy, several items of business from the wings, and a review and possible future change in the CAP Investment Manager.

3. (Executive) Chaplain Report – Ch, Col Woodard

CH, COL WOODWARD presented a slide briefing updating activities of the Chaplain Corps.

4. (Executive) National Legal Officer's Report – Col Herrin

COL HERRIN/NLO recognized three CAP and USAF attorneys that were sworn in as members of the bar of the Supreme Court of the United States. They are: Col. Tim Verrett (PCR/JA), Maj. Ed Barreto (PRWG/JA), and Maj. Paul Maraian, CAP/USAF JAG. He thanked the board members for using the CAP lawyers and for their support and help to appoint and retain lawyers working for the corporation.

5. (Executive) Inspector General - Col Starr
6. (Advisor) Senior Advisor, Support – Col Guimond

COL GUIMOND presented a slide briefing on the status of the projects and accomplishments of the various areas aligned under the Senior Advisor for Support.

7. (Advisor) Senior Advisor, Operations – Col Skiba

COL SKIBA presented a written report and highlighted the summary of his report on page 4. He stated that this is his final report as senior advisor for operations, and thanked the National Board and the NEC for the honor of working in this position.

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14. (Committee) Public Trust – Col Kavich

COL KAVICH presented a slide briefing to report the committee's task to determine how to better garner executive leaders for CAP. The Public Trust Committee has focused on three main areas: (1) How to improve transparency, (2) How to make better decisions, and (3) How to increase the talent pool. With regard to (1) and (2), the committee has presented four agenda items for this meeting. Number (3) was more difficult and will center on diversity—get smarter on finding and developing talent—emulating the Air Force in getting more efficient and innovative. The committee made two recommendations. Number One: That the National Board adopt a resolution like the Air Force that diversity is a strategic imperative for Civil Air Patrol, moving forward from this time. Number Two: That the National Commander appoint a committee to study the diversity within CAP and make specific, measurable recommendations to the National Board on how CAP can increase diversity and do a better job of developing talent.

These were all the reports that time allowed.

AGENDA ITEM 2

PM

Action

SUBJECT: Approval of the September 2009 National Board Minutes

Author: None

CAP/CS – Col Chazell

INFORMATION BACKGROUND:

The minutes of the September 2009 National Board meeting were distributed in draft form. This allowed the National Board members a chance to review the minutes for any discrepancies.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve the September 2009 National Board Meeting minutes.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

None.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur as drafted.

ADVISOR / NATIONAL STAFF COMMENTS:

None.

REGULATIONS AND FORMS AFFECTED:

None.

NATIONAL BOARD ACTION

COL CHAZELL/CS MOVED and COL VAZQUEZ/MER seconded the PROPOSED NATIONAL BOARD ACTION.

THE MOTION CARRIED

FOLLOW-ON ACTION: Remove the word "DRAFT" from the September 2009 National Board Minutes.

February 2010 National Board Minutes

AGENDA ITEM 3a
Uniforms

ED
Uniforms

Action

SUBJECT: Uniform Change Approval Process

Author: Uniform PAT

CAP/CS – Col Chazell

INFORMATION BACKGROUND:

A process action team was established by direction of the National Board at the February 2009 meeting (Agenda Item 27(a), February 2009). The mandate of the team was to review current processes for making changes to CAP uniforms and accoutrements and then make a recommendation to the National Commander to streamline the process in order for National Board time and effort to be used more effectively during Board meetings – rather than debating what are inherently administrative issues – and to provide a predictable and codified method for uniform changes. The report of the team is attached and includes the team’s process recommendation and is presented to National Board for consideration.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve the Process Action Report as presented and adopt the recommendation provided as the official method of processing requests for changes to CAP uniforms and associated accoutrements.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS’ COMMENTS:

CAP NHQ will draft the appropriate regulations changes based on the decision of the National Board.

CAP-USAF HEADQUARTERS’ COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

Uniform Committee

- 1) Section 5. a. 1-4 a. 1st paragraph, last sentence. The Uniform Team Leader believes this sentence is not strong enough to convince Commanders they can help stop the out of control changes being offered to the uniform. As Commanders they have an obligation first to the corporation and CAP and second to their membership. It should be clear in the wording they should exercise their command responsibility. I would suggest that the sentence be split as follows "The chain to National Headquarters/DP. Commanders in the chain are obliged to review and

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approve or deny uniform changes as they see fit. Commanders are expected to hold the overall program above parochial or unit biased loyalties."

- 2) Section 5. a. 1-4 b. Comment: It is expected that the first appointed chair of the new uniform committee would select a board of qualified officers, establish a charter for the committee and document its internal working procedures. The board should be composed of a Chair, 2 sitting NB members, 1 senior Cadet to represent Cadets, 3 members-at-large, and the CAP CMS, Historian, and a representative from CAP-USAF as an ex-officio non-voting member.

Sr Advisor Support: Recommend approval and implementation of the PAT recommendations.

REGULATIONS AND FORMS AFFECTED:

CAPM 39-1, *CAP Uniform Manual*

NATIONAL BOARD ACTION

COL CHAZELL/CS MOVED and COL CARR/GLR seconded the PROPOSED NATIONAL BOARD ACTION.

COL DAVIDSON/NH MOVED TO POSTPONE and COL LEE/PA seconded the postponement until the first item of business on Saturday morning.

THE MOTION TO POSTPONE CARRIED

On Saturday morning, Agenda Item 3a, Uniform Change Approval Process, was brought from the table.

During discussion, Col Chazell/CS clarified that it was never the intention of the team to remove the authority for commanders to authorize items such as encampment tee shirts and shorts (activity-type). The focus of the team was to make modifications to approve uniforms, such as BDUs, which would be problematic if an approved tee shirt were combined with the BDU because that would be a modification to an approved Air Force-type or Corporate uniform. He further clarified that there is no intention to change those items already authorized for approval by commanders.

MS. PARKER/DP further clarified that there are provisions for commanders to determine what members will wear at a particular activity, on a temporary basis.

COL LEE/PAMOVED TO AMEND and COL BISHOP/OR seconded the amendment to change the Process Action Report as follows:

:

1. Paragraph 5.a. CAPM 39-1 (Draft), Paragraph 1-4, Changes to the Uniform, Paragraph a. How to Recommend Changes to the Uniform:

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Strike the words: "This includes such specialty wear as distinctive shirts and other "informal" items worn by groups of members performing similar specialty CAP functions and duties."

2. Paragraph 5.a. CAPM 39-1 (Draft), Paragraph 1-4, Changes to the Uniform, Paragraph b. Composition of the Uniform Committee: The fourth paragraph amended to read as follows: "The committee will be comprised of one wing commander from each region selected by the region commander. The committee will also seek individuals with substantive knowledge of uniforms either from US military or CAP background. Various mission areas will be represented on the committee, as well as the National Historian and CAP Chief Master Sergeant, and a CAP-USAF advisor, appointed by the CAP-USAF/CC, will serve ex officio."
3. Paragraph 8. (ADDED). Uniform items will be vetted through and recommended by the Uniform Committee and (1) will be posted for a 30-day comment period, (2) will be submitted through the chain of command, and (3) comments from National Board members will be listed first and comments from members will follow.
4. Paragraph 9. (ADDED). A 2-year moratorium on uniform items, which will give National Headquarters Staff time to incorporate all current ICL changes into an updated CAPM 39-1, Uniform Manual so we will actually have a uniform manual that is set and ready to go.

Also, the Uniform Committee will perform a comprehensive review of all corporate uniforms and report to the National Board at the summer 2011 National Board meeting, giving the board and the membership time to review before action is taken at the 2012 boards.

THERE WAS CONSENSUS OF THE BOARD to delay this agenda item until after lunch to allow time for reviewing a printed copy, and also to delay all uniform agenda items until after lunch in case some of them may be impacted by this agenda item.

On Saturday afternoon, discussion continued on this item and the following printed version of the amendment to the Uniform Process Action Team Report, as further amended by the Process Action Team (to include adding the word "major" between "on" and "uniform" on line 1, paragraph 8, ITEM III), was presented: NOTE: A vote was taken on each item.

ITEM I

Paragraph 5.a. CAPM 39-1 (Draft), Paragraph 1-4, Changes to the Uniform: Paragraph a. How to Recommend Changes to the Uniform. Strike the following sentence: This includes such specialty wear as distinctive shirts and other "informal" items worn by groups of members performing similar specialty CAP functions and duties.

THE MOTION TO AMEND CARRIED

COL DAVIDSON/NH MOVED TO AMEND and COL BRITTON/AR seconded that the Uniform Process Action Team Report be amended as follows: Paragraph 5.a. 1-4, paragraph a., last sentence of the first paragraph: After the words “will be returned” delete the words “to National Headquarters/DP for announcement and implementation” and add the words: “to the National Board for approval/disapproval by an up or down vote.”

THE MOTION TO AMEND DID NOT PASS

ITEM II

Paragraph 5.a. CAPM 39-1 (Draft), Paragraph 1-4, Changes to the Uniform: Paragraph b. Composition of the Uniform Committee. Replace the second to last paragraph with the following: The committee shall be comprised of one wing commander from each region selected by the region commander. The committee will also contain individuals with substantive knowledge of uniforms either from US military or CAP backgrounds. Various mission areas will be represented on the committee, including the National Historian, the CAP Chief Master Sergeant, and the Chair of the National Cadet Advisory Council; a CAP-USAF advisor, appointed by the CAP-USAF/CC will serve ex-officio.

COL HERRIN/NLO MOVED TO SUBSTITUTE and COL CARR/GLR seconded that paragraph b. is changed to read as follows:

The Chair of the Uniform Committee will be selected using the same procedure used for all other National Staff positions. The Uniform Committee will report to the National Commander through the National Chief of Staff. The committee shall be comprised of one wing commander from each region selected by the region commander, the National Historian, the CAP Chief Master Sergeant, and the Chair of the National Cadet Advisory Council; a CAP-USAF advisor, appointed by the CAP-USAF/CC will serve without vote. The committee will solicit input from individuals with substantive knowledge of uniforms either from the US military or with CAP backgrounds. As members of the Uniform Committee, officers would be expected to hold the membership and overall program above parochial or unit-based loyalties. Internal operation of the Uniform Committee will be at the discretion of the Chair.

COL HERRIN/NLO MOVED TO AMEND and COL CARR/GLR seconded the amendment, as follows: (1) Strike the words: “comprised of 5-10 officers,” and the words: “and will be selected by Chair with prior approval by the National Chief of Staff and National Commander;” and (2) Delete the second paragraph under b.

THE MOTION TO AMEND CARRIED

THE SUBSTITUTE MOTION AS AMENDED CARRIED

ITEM III

Paragraph 8. (ADDED). A 2-year moratorium on major uniform items will give the national staff time to incorporate all current ICL changes into an updated CAPM 39-1, Uniform Manual. The Uniform Committee will perform a comprehensive review of corporate uniforms (service, utility, flight) and report to the National Board at the summer 2011 to give the board and the membership time to review before action is taken at the winter 2012 National Board.

Paragraph 9. (ADDED). All uniform items vetted through and recommended by the Uniform Committee will be posted for a 30-day comment period; comments will be submitted through the chain of command, and comments from National Board members specially identified.

THE MOTION TO AMEND CARRIED

COL GUIMOND stated that through the years in working uniform issues it has become a necessity to have a female member on the Uniform Committee. The board provided clarification and guidance that the chair of the Uniform Committee would have sufficient authority to appoint a female member if one were not in one of the de facto positions.

THE AMENDED MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to CAPM 39-1, CAP Uniform Manual.

AGENDA ITEM 3b
Uniforms

ED
Uniforms

Action

SUBJECT:

Extension of the wear-out date of the Corporate Service Uniform

Author: Col Castle

OKWG/CC – Col Castle

INFORMATION BACKGROUND:

In August 2006, an optional Corporate Service Uniform was developed and fielded which received wide acceptance from the general membership. This uniform was eliminated by National Executive Committee action in November 2009. During the period of its existence, members expended funds to obtain the uniform as a whole or its various components, including expensive dress jackets and outerwear. The uniform has a brief wear-out period, ending on 31 January 2011.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approves

- 1.) an extension of the wear-out period to 31 December 2012 and
- 2.) the establishment of a committee, the composition and membership of which is to be approved by the National Board during the 2010 Summer National Board Meeting, to develop a Corporate Uniform System that complies with law and with Air Force Instruction 10-2701 and would be acceptable to the National Board and to the United States Air Force. Said committee would present its findings, together with a finalized Air Force approved uniform design, to the National Board at its Winter National Board meeting in 2011, which allows members to obtain full value of the money expended to purchase this uniform.

ESTIMATED FUNDING IMPACT:

No funding impact. Potential to save individual member funds and prevent members from waste of individual funds for additional uniform purchases.

NHQ will have to review funding impact with our business partner Vanguard on any changes to uniforms.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP NHQ will draft the appropriate regulations changes based on the decision of the National Board.

CAP-USAF HEADQUARTERS' COMMENTS:

1) CAP-USAF non-concurs with a wear-out date of 31 Dec 2012. No date later than 1 Jan 2012 will be allowed. This provides for greater than 2 years of wear from the time the uniform was disapproved.

2) CAP-USAF concurs with the recommendations of the previously established uniform process action team as referred to in Item 2a above. The goal of replacing the recently disapproved "new corporate uniform" is problematic. CAP already has an AF-style uniform and a corporate uniform. The "new corporate uniform" appears to have been to attempt to devise an AF-style uniform but title it "corporate" as a method to bypass the requirement to meet AF weight and appearance standards. Redesigning the gray/white corporate uniform is fine, but any attempts to provide another AF-like uniform will be disapproved.

ADVISOR / NATIONAL STAFF COMMENTS:

Sr Advisor Support agrees with the Uniform Team that this is a two part AI. With regard to the extension of the wear period for the phased out Corporate Service Uniform, steps have already been taken to request an extension of the phase out date from the Air Force. By the time of the actual NB Meeting we hope to have an approval of this request. The Senior Advisor also recommends approval of the recommendations of the Uniform PAT which was composed of NB, NEC, Staff, and CAP-USAF members.

Uniform Team:

"The Uniform Team considers this a two part agenda item and responds accordingly:

Part 1) Extension of the wear-out period from Jan 2011 to Dec 2012. The Uniform Team does not concur with this item. The USAF in Aug 2006 expressed concern on whether the new distinctive Corporate Uniform (now known as the military style Blue/White uniform) met the letter and intent of policy guidance from the USAF. In other words it was not properly chopped through the USAF chain of command. This is another way of saying the uniform was never approved by the USAF as required before it was authorized for CAP wear. In the interim period, from USAF questioning the uniform's distinctiveness to the emergency action taken by the NEC in Nov 2009, CAP leadership attempted several compromise efforts leading to the emergency action. It wasn't until the Nov 2009 NEC meeting that CAP leadership felt it necessary to take emergency action to establish a phase out date of Jan 2011. CAP membership and the USAF have suggested that the CAP reduce the uniform inventory to a manageable level. The suggestion while just that alludes to a return to two option uniform system - the USAF military style uniform and the already approved corporate uniform consisting of the blue blazer, grey slacks and white shirt that served the CAP for many years. One other major point that occurred with the USAF questioning the new military style Blue/White uniform that we should not forget was a requirement that all changes to the uniform (both USAF style and CAP corporate style uniform) be processed through the chain of command for USAF approval before being authorized for wear by the membership. The NEC is the responsible agent when the NB is not in session. The

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NEC action should be supported by the NB. This portion of the AI should not be approved.

Part 2) Establishment of a committee to develop a new distinctive Corporate Uniform. The Uniform Team concurs in principal with this portion of the AI however the tasking should be given to a process action team not the Uniform Team (remember that the Uniform Committee no longer exists). The Uniform Team has a different charter from years past. In lieu of the Uniform Team leading the charge I would suggest that the Nat/CC appoint a PAT with a charter to explore the underlying reasons for the need for a distinctive Corporate uniform along the lines of a military uniform, the development of a distinctive Corporate Uniform (if that is to be the PAT's recommendation) that complies with the law and with AFI 10-2701 guidance that would be acceptable to the USAF, that the report be completed and available at the 2012 Summer NB meeting, and that a sum of \$5,000 be appropriated for development and purchase of sample articles to be presented to the NB. If the PAT's recommendation is not to pursue a distinctive uniform the report should be made to the NB at the winter 2011 NB meeting.

For the uniform team to expand its charter to take on the onerous task would be impossible at this juncture and would be unreasonable. To fully support a new design will cost money. To obtain designs, approvals and samples in less than a 6 month period is extremely unreasonable and should be appropriately disapproved by the NB. This portion of the AI should be amended to include the suggestion noted above.”

National Historian

The dictionary definition of a uniform “A distinctive set of clothes worn to identify somebody's occupation, affiliation, or status”. As the U.S Air Force Auxiliary since May 1951 the Secretary of the Air Force has authorized CAP to wear the blue USAF uniform but with distinctive and distinguishable modifications so as not to be confused with the active duty Air Force. Moreover since 1980 the USAF has set grooming standards to maintain the professional appearance for their own and CAP with permissible variance to reflect our auxiliary status and yet maintain the same professional appearance.

As the USAF auxiliary we must always obtain permission to add to or to digress from the uniform standards all ready in place. The current “Corporate Uniform” was not approved by the USAF. Moreover by its design truly does not reflect to the public that one is a member of the USAF Auxiliary. For that reason I would hasten its quick removal and demise not to be extended past 31 December 2010.

REGULATIONS AND FORMS AFFECTED:

CAPM 39-1, *CAP Uniform Manual*

NATIONAL BOARD ACTION

The Chair stated that this item has already been referred to committee

AGENDA ITEM 3c
Uniforms

ED
Uniforms

Action

SUBJECT: Consolidation of CAP Service Dress Uniforms

Author: Col Saile

MIWG/CC – Col Saile

INFORMATION BACKGROUND:

The current Civil Air Patrol Air Force-style Service Dress Uniform does not comply with AFI 10-2701, paragraph 1.3.4. as it does not clearly identify an individual as a CAP member at a distance and in low-light conditions. The current Civil Air Patrol Corporate-style Service Dress Uniform does not comply with AFI 10-2701, paragraph 1.3.4. because CAP distinctive uniforms must be sufficiently different from U.S. Armed Forces uniforms so that confusion will not occur. (See attachments 1 and 3.)

The Civil Air Patrol National Executive Committee believed it necessary to eliminate the CAP Corporate Service Uniform and accessories by motion and vote at the fall 2009 NEC meeting. Phase-out is currently slated for 31 January 2011. (See Attachment 2.)

At the NEC meeting, there was concern that the CAP Corporate-style Service Dress Uniform should have been approved by the Air Force before it was authorized to be worn, per AFI 10-2701, paragraph 1.3.4 because it was too similar to military uniforms and the wish of a HQ USAF/A3/5 General Officer who wrote to the BoG in 2006

- Concerned that the blue/white uniform “does not meet the letter and intent” of policy guidance
- Concerned that it “is not significantly different from the U.S. Armed Forces uniforms to avoid confusion”
- Directed that all future corporate uniforms to be vetted through USAF, too. (to ensure distinctiveness). (See Attachment 1 and 4.)

Another possible concern was that the Army’s latest choice of a service dress uniform was too similar to the CAP Corporate-style Service Dress Uniform and would conflict with AFI 10-2701 paragraph 1.3.4. (See Attachments 1 and 3)

A Power Point Presentation was distributed by National Headquarters regarding the demise of the Corporate Uniform. (See Attachment 4) One slide I do not agree with in part. It is titled “Factors – 4”. It reads:

- *Corporate style uniforms exist to provide a uniform that is appropriate for:*
 - *Those who do not meet the weight standards, or*
 - *those who do not meet the grooming standards, or*
 - *those who choose to use it because of the circumstances, for example, when meeting with others wearing “suits” – the corporate uniform may be more appropriate.*
- **Corporate style uniforms do not exist to allow those who may not wear the USAF-style to have a military-looking alternative.**

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The part I do not agree with is emphasized. The CAP Corporate style uniform was created to allow those senior members who may not wear the USAF-style uniform to have a military-looking alternative. It was an attempt at inclusion of all members rather than exclusion of some of our members and not others. The CAP Corporate-style Uniform allowed CAP members to fulfill their social needs of belonging and their self esteem needs of recognition as defined by Maslow's Hierarchy of Needs. (See Attachment 5)

When the NEC chose to eliminate the Corporate Service Dress Uniform, they did not offer a replacement to fill this void to those who are unable to wear the AF-style Service Dress Uniform. Many members purchased the Corporate-style CAP Service Coat out of pocket at a cost of \$180 each and these coats are still very serviceable.

A uniform should serve three purposes. The first is to let the commander of the field identify their team for a quick status check as to where every one is and to differentiate the various teams from each other and to let each team member know who and where their co-workers are at. The second purpose is to provide some utilitarian function to the wearer that will assist them in carrying out their assigned tasks and aid in their comfort and survival, while still permitting the first purpose to succeed. The third purpose is to provide a mechanism for recognition of each individual's status as part of the team and their individual accomplishments as a member.

Many of our Emergency Services customers have commented positively that one thing they like about CAP is that its members are disciplined and uniformed. This has a calming effect on the population being served when they can see that professional uniformed assistance has arrived on scene. Doing away with all military looking uniforms and just wearing suits is therefore not in our customers best interests, or ours.

Many CAP members have longed for a single service dress uniform for quite a while. They would like a service dress uniform that can be worn by all members. It would allow all members to display their status with pride as a member of an organization, which when performing Air Force Assigned Missions is the proud auxiliary of the United States Air Force. Our members also long for a uniform that doesn't cost each one an arm and a leg every few years to remain a member of an identifiable team.

AFI 10-2701 paragraph 1.3.3 does permit the Air Force to modify weight and grooming standards for the AF style uniform for CAP, as it states "*Variations in these standards are subject to Air Force approval.*" (See Attachment 1.)

AFI 10-248, applicable to all Air Force Total Force members (not CAP), states

"8.2.7. Failing to present a professional military image while in uniform.

8.2.7.1. CCs must ensure members present a professional military image while in uniform. A professional military image/appearance may or may not directly relate to an individual's fitness level or weight."

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There are many potential solutions to this issue, both short-term and long-term. One short-term solution might be the addition of a national shoulder patch to either or both current style service dress uniforms, on one or both shoulders, on both coats and shirts. A side benefit might be that this would be an opportunity for corporate brand recognition through a simplistic design on the patch. Another short-term solution might be the standardization of grade and collar insignia worn on shirts, coats or both. Another short-term solution might be the standardization of nameplates. The standardization or elimination of sleeve braid might also be a short-term solution. Some long-term solutions might be the standardization of coat type and shirt color.

Some factors to consider would be the affect on cadet service dress uniforms, if any. Commonality with the cadet uniform might be preferred than something different. Availability of Air Force stock items would be less expensive than non-AF stock items due to supply and demand and should be another consideration.

PROPOSED NB ACTION:

That the National Board approve, effective immediately, the postponement of the phase-out of the CAP Corporate style uniform until the Air Force and the CAP jointly create a single service style uniform that may be worn by all members. That the CAP Uniform committee be authorized to represent CAP's interests on this joint committee. And that, upon approval of a new jointly approved CAP Service Dress Uniform by this committee, a phase out date for any other uniform combination affected will be announced that will be mandatory not less than 36 months from the date of approval of the new uniform, or phased out sooner with 2/3 concurrence of the full National Board.

ESTIMATED FUNDING IMPACT:

Postponing the dismissal of the CAP Corporate-style uniform will save members money. Creation of a single uniform will at some point cost members money. Short-term solutions would be more economical than long term solutions. How much will depend on what design is created.

NHQ will have to review funding impact with our business partner Vanguard on any changes to uniforms.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP NHQ will draft the appropriate regulations changes based on the decision of the National Board.

CAP-USAF HEADQUARTERS' COMMENTS:

Please see comments on Item 2b regarding wear-out date for "new corporate uniform."

More broadly, CAP is welcome to redesign a single dress uniform ensemble suitable for all members. If CAP desires to use a military style uniform, all wearers must meet weight and appearance standards. Members must keep in mind, wear of a military

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style uniform reflects not only on CAP, but also on the AF; that's precisely the reason the AF is in the approval chain for CAP uniforms.

ADVISOR / NATIONAL STAFF COMMENTS:

Uniform Team:

"The Uniform Team considers this AI to be very similar to AI 2b – Extension of the Wear-out Date of The Corporate Service Uniform. This is also a two part agenda item and the team responds accordingly:

Part 1) Postponement of the phase-out of the CAP Corporate style uniform. The Uniform Team does not concur with this item. The USAF in Aug 2006 expressed concern on whether the new distinctive Corporate Uniform (now known as the military style Blue/White uniform) met the letter and intent of policy guidance from the USAF. In other words it was not properly chopped through the USAF chain of command. This is another way of saying the uniform was never approved by the USAF as required before it was authorized for CAP wear. In the interim period, from USAF questioning the uniform's distinctiveness to the emergency action taken by the NEC in Nov 2009, CAP leadership attempted several compromise efforts leading to the emergency action. It wasn't until the Nov 2009 NEC meeting that CAP leadership felt it necessary to take emergency action to establish a phase out date of Jan 2011. CAP membership and the USAF have suggested that the CAP reduce the uniform inventory to a manageable level. The suggestion while just that alludes to a return to two option uniform system - the USAF military style uniform and the already approved corporate uniform consisting of the blue blazer, grey slacks and white shirt that served the CAP for many years. One other major point that occurred with the USAF questioning the new military style Blue/White uniform that we should not forget was a requirement that all changes to the uniform (both USAF style and CAP corporate style uniform) be processed through the chain of command for USAF approval before being authorized for wear by the membership. The NEC is the responsible agent when the NB is not in session. The NEC action should be supported by the NB. This portion of the AI should not be approved.

Part 2) The Air Force and the CAP jointly create a single service style uniform that may be worn by all members. The Uniform Team concurs in principal with this portion of the AI however the tasking should be given to a process action team composed of CAP-USAF and CAP members. The uniform team suggests that the Nat/CC appoint a PAT, composed of a member of the uniform team, a sitting member of the NB, a member of CAP-USAF and 2 members at large, with a charter to explore the underlying reasons for the need for a distinctive Corporate uniform along the lines of a military uniform, the development of a distinctive Corporate Uniform (if that is to be the PAT's recommendation) that complies with the law and with AFI 10-2701 guidance that would be acceptable to the USAF, that the report be completed and available at the 2012 Summer NB meeting, and that a sum of \$5,000 be appropriated for development and purchase of sample articles to be presented to the NB. If the PAT's recommendation is not to pursue a distinctive uniform the report should be made to the NB at the winter 2011 NB meeting. To fully support a new design it will cost money to obtain designs,

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approvals and samples. This portion of the AI should be amended to include the suggestion noted above.”

Sr Advisor Support agrees with the recommendations of the Uniform Team. In addition we must remember that a potential elimination of the CAP Military Style uniform will also have a very substantial impact on the membership.

National Historian

Since 1951 when the new type of blue USAF Uniform was first approved with distinctive modifications for CAP. The uniform as approved is unmistakable that of the USAF but clearly lets others know we were their Auxiliary, as the years progress every new uniform that became a part of the USAF inventory was usually also approved for CAP. Currently CAP has four USAF uniform types approved for members that meet the grooming and modified weight standards, 1.) The Service Coat and shirt Combination, 2.) Mess Dress, 3.) Utility (BDU's) and 4.) Flying suit. Note: the wearing of the USAF/CAP uniform legally allows members who served in the military to wear their decoration and awards.

The Blazer and slacks combination first approved in 1957 for participants on the IACE later became the choice for members that did not meet the Grooming Standards. In 1994 the wearing of grey rank shoulder slides was added so members that removed their coats still had grade recognition that also included one aviation and specialty badge. The wearing of a bow tie, the removal of the name tag it covers the formal wear.

I suggest, to maintain uniformity, is to standardize the Blue Blazer, Grey slacks combination by obtaining USAF permission to use the “Hap Arnold Silver Buttons on the Jacket, uniformity of the slacks all must be plain front and color, a special belt and above all the proper size crest. When worn properly, it sets a professional business look.

REGULATIONS AND FORMS AFFECTED:

CAPM 39-1, *CAP Uniform Manual*

NATIONAL BOARD ACTION

COL SAILE/MI MOVED TO REFER and COL BENCKERT/VT seconded that the National Board refer this item to committee.

THE MOTION TO REFER CARRIED

FOLLOW-ON ACTION: Referral to committee and include in 2012 winter NB agenda.

**ATTACHMENT 1 to AGENDA ITEM 3c,
2010 Winter Session, Civil Air Patrol National Board Meeting**

AFI 10-2701 includes the following instructions:

1.3.2. Uniform Wear and Personal Appearance. CAP members are authorized to wear CAP or Air Force-style uniforms in accordance with CAP regulations (civilian clothing may be worn when specific missions dictate). ***The Air Force controls the configuration of the Air Force-style uniform worn by CAP members.***

1.3.3. Grooming Standards. CAP members that choose to wear the Air Force-style uniform must maintain weight, appearance, and grooming standards comparable to the Air Force. ***Variations in these standards are subject to Air Force approval.*** CAP ensures that all members wearing Air Force-style uniforms adhere to these standards. CAP senior members who do not meet these standards are restricted from wearing the Air Force-style uniform but are not barred from membership or active participation in CAP. In these circumstances the senior members may only wear authorized CAP uniforms, or civilian attire as appropriate.

1.3.4. CAP Distinctive Uniforms and Insignia. ***The emblems, insignia, and badges of the CAP Air Force-style uniform will clearly identify an individual as a CAP member at a distance and in low-light conditions.*** The Air Force must approve changes to the CAP Air Force-style uniform. ***CAP distinctive uniforms must be sufficiently different from U.S. Armed Forces uniforms so that confusion will not occur.***

Look at the following photograph of several CAP Officers and one Air Force Officer. How easy is it for someone to tell the CAP members from the Air Force officer? Show it to some new CAP members, show it to some AF members and show it to some civilians if you have any doubts.

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Does either the AF-style CAP Service Dress Uniform or the Corporate style CAP Service Dress Uniform conform to the above requirements of AFI 10-2701, paragraph 1.3.4.?

**ATTACHMENT 2 to AGENDA ITEM 3c,
2010 Winter Session, Civil Air Patrol National Board Meeting**

Whether or not the Civil Air Patrol National Executive Committee had the authority to rule on any uniform question is debatable but moot. Some members feel that only the full National Board has the authority to rule on any and all uniform questions, per resolution of the 2001 CAP Summer National Board (Exhibit 1) and then only at it's Winter sessions. Others believe the NEC has the authority to do what they did based on the CAP Constitution and Bylaws (Exhibit 2). In either case, there are several examples in the minutes of various Summer Board meetings and NEC meetings since 2001 where uniform items were also discussed (2005, 2006, etc.).

Exhibit 1 -- MINUTES OF NATIONAL BOARD MEETING AUGUST 2001

AGENDA ITEM 6 XP-08-0801 Action
SUBJECT: Committee Reports
CAP/NCS – Col McMillan

1. Development Committee—Col Convery.

Paragraph 12. Consolidated, scheduled, consideration and publication of all suggested uniform changes.

COL CONVERY moved that the National Board approve the proposal as printed with the following changes: The winter NB will review all uniform items that have been suggested from the previous year. Changes to regulations will be published the following June. All proposed uniform items must be to CAPNHQ/DPP prior to 1 Oct for consideration at the following winter NB.

AMENDED MOTION CARRIED

FOLLOW-ON ACTION: DP notification to the field and change to CAPM 39-1.

Exhibit 2 -- CAP CONSTITUTION AND BYLAWS

ARTICLE XI
THE NATIONAL EXECUTIVE COMMITTEE

1. When the National Board is not in session, the National Executive Committee shall be vested with all the powers of the National Board, except those powers which may be reserved exclusively to the National Board.

ATTACHMENT 3 to AGENDA ITEM 3c
2010 Winter Session, Civil Air Patrol National Board Meeting

One reason possibly cited for the elimination of the CAP Corporate Uniform was its somewhat similarity to the new Army Blue Service Dress Uniform. The Army has done away with their green service dress uniform and has updated an older blue uniform style for the modern era. Differences are many between the CAP Corporate Uniform and this Army uniform, but as you can see below, some similarities do exist.

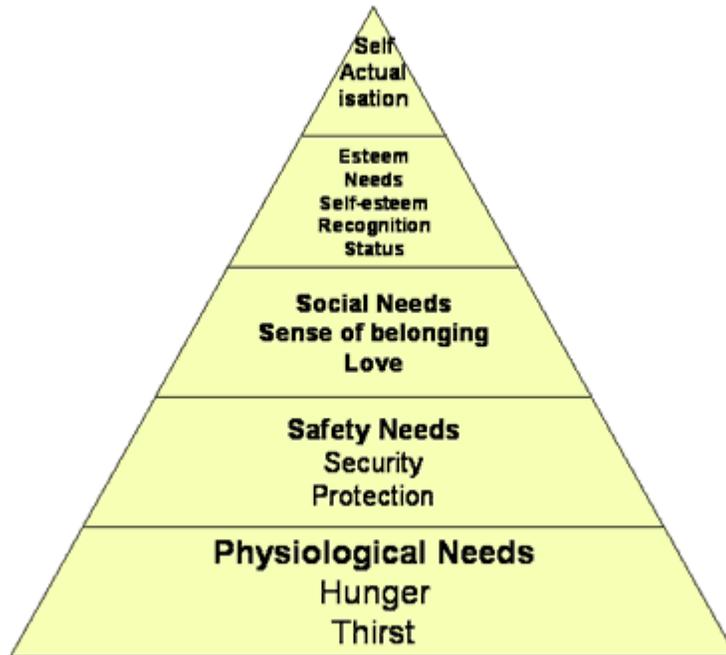


**ATTACHMENT 4 to AGENDA ITEM 3c,
2010 Winter Session, Civil Air Patrol National Board Meeting**

(Insert from Military Style Uniform - Considerations and Deliberation FINALIZED Handouts.pdf)

**ATTACHMENT 5 to AGENDA ITEM 3c,
2010 Winter Session, Civil Air Patrol National Board Meeting**

Maslow's Hierarchy of Needs



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- branded insignia only to find out a year later it was being phased out. We also would agree that we need to put more thought, process, research, and review into any future uniform decisions because our last five years have been filled with poorly thought-out, and poorly executed uniform decisions.

First of all, as a "passed" action of the National Board, even if this were posted into regulation, could simply be overridden in the future by the same voting majority needed to pass a uniform change. In other words, if such a "Mandatory Guaranteed Minimum Usage Term" were passed and on the books, and a majority of the National Board wanted to phase-out the newly created Incident Commander badge, for example, that majority of NB members would only need to make a motion to repeal or suspend the minimum usage term and then immediately pass a motion to make the change.

Second, if we do find a need to make uniform changes, for legal, practical, or other important reasons and the organization made the necessary changes, the National leadership would lose considerable trust and respect from the membership for violating their own self-imposed rule.

While we understand the reasoning Col Andreu, NYWG has in wanting to limit the needless and seemingly "willy-nilly" changes to our uniforms (so many so that we can't even keep up with incorporating them into regulations), and while we think most of us are in the same camp, making this toothless and mostly unenforceable rule will not accomplish that. Rather, a gesture from the NB to commit to staffing all uniform-related decisions through a Uniform Committee or Board would accomplish far more in reducing impulsive and poorly-researched decisions. This should be an on-going process rather than just a once-a-year urgent effort to get uniform agenda items passed.

We recommend against approval of this item.

National Historian – The NLO is absolutely correct.

REGULATIONS AND FORMS AFFECTED:

CAPM 39-1, *CAP Uniform Manual*

NATIONAL BOARD ACTION

COL CHARLES/NATCON MOVED and COL CARR/GLR seconded that the National Board, in light of the board passing the modifications to 3a (noting that 3b has already been removed) approve referring 3d, 3e, 3f, and 3g under the new Process Action Team with the new committee to be appointed and handled in that process.

MOTION AS RESTATED BY THE CHAIR:

Motion to refer to committee, agenda items 3d, 3e, 3f, and 3g.

THE MOTION CARRIED

FOLLOW-ON ACTION: Referral to committee and include in 2012 winter NB agenda.

AGENDA ITEM 3e
Uniforms

ED
Uniforms

Action

SUBJECT: Badges on Aviator Shirt Uniform Combinations

Author: Col Haffner

WIWG/CC – Col Haffner

INFORMATION BACKGROUND:

Per CAPM 39-1 para. 6-3, para.6-5 and the current Interim Change Letters supplementing it, members that are within weight standards may wear the Air Force Style Long-sleeve or Short-sleeve uniform, and can wear four earned badges/devices. Members who are not within weight standards may only wear the Aviator Shirt Uniform combinations and are only allowed to wear two badges/devices.

This presents the unintentional message that if a member is not within weight standards, they are not worthy of wearing the same number of badges that their peers that meet weight standards are allowed to wear.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve a uniform change on the Aviator Shirt Uniform combinations to allow the same number of badges/devices as worn on the Air Force Style Long-sleeve and Short-sleeve uniforms.

ESTIMATED FUNDING IMPACT:

Cost of updating related publications.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP NHQ will draft the appropriate regulations changes based on the decision of the National Board.

CAP-USAF HEADQUARTERS' COMMENTS:

None.

ADVISOR / NATIONAL STAFF COMMENTS:

Uniform Team Leader and Sr Advisor Support: Do not agree with this proposal. The current regulation does not allow any four badges. On the USAF style uniform shirt the wearer can wear 2 devices above the left pocket—one a US military aviation badge (if earned) and one a CAP aviation specialty badge. One specialty badge may be worn below the pocket flap on the left and right breast. If a commander, the command badge may be worn above the right breast pocket. For 2 devices above the pocket, only one insignia and one aeronautical badge can be worn. Military badges/devices continue to be prohibited from wear on any item of the Corporate uniform.

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REGULATIONS AND FORMS AFFECTED:

CAPM 39-1, *CAP Uniform Manual*

NATIONAL BOARD ACTION

COL CHARLES/NATCON MOVED and COL CARR/GLR seconded that the National Board, in light of the board passing the modifications to 3a (noting that 3b has already been removed) approve referring 3d, 3e, 3f, and 3g under the new Process Action Team with the new committee to be appointed and handled in that process.

MOTION AS RESTATED BY THE CHAIR:

Motion to refer to committee, agenda items 3d, 3e, 3f, and 3g.

THE MOTION CARRIED

FOLLOW-ON ACTION: Referral to committee and include in 2012 winter NB agenda.

AGENDA ITEM 3f
Uniforms

ED
Uniforms

Action

SUBJECT: Grade Insignia for Cadet Senior NCOs'

Author: Lt Col Greenwood

GAWG/CC – Col Boylan

INFORMATION BACKGROUND:

Currently, CAP Enlisted Cadets wear their grade insignia on their shirt collars of the blue Air Force Uniform with the side of the insignia parallel to the front of the collar. When cadets reach the senior NCO grades (MSGT, SMSGT and CMSGT), the points of these insignia are directed towards the cadet's neck and Jugular Vein. Because of the size of the insignia, and the fact that many of our cadets are small, this could allow the point of the insignia to be resting against the skin of the Cadet's neck. This "**is**" a safety concern because the point is sharp, and given the proper circumstance, could easily cause injury to a cadet. On the Service Coat, the cadet Enlisted Insignia is worn straight up and down. When the service coat is worn, it causes an awkward appearance between the coat and the shirt collar, since one set of insignia is going one way and the other set is ninety degrees off.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve a change to CAPM 39-1, *The Civil Air Patrol Uniform Manual* to allow the wear of the Cadet Enlisted Grade Insignia on the Air Force Blue Shirt to be worn in the same manner as on the Service Coat..

ESTIMATED FUNDING IMPACT:

Little to no funding impact. Cost of changing the online regulation.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP NHQ will draft the appropriate regulations changes based on the decision of the National Board.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur with Advisor/National Staff Comments.

ADVISOR / NATIONAL STAFF COMMENTS:

Uniform Team and Sr Advisor Support:

We do not concur with this AI. There appears to be two issues reflected in this AI. One is the perceived problem and second is the orientation of the Cadet grade insignia on the blue USAF uniform shirt collar to mitigate the perceived problem. Several members of the uniform team who have worked with cadets do not believe this is a problem – only a perceived problem. No evidence was provided with this agenda item that would argue this is other than perceived.

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First point, there was no evidence presented that the point on the grade insignia have been a problem. Perhaps CAP Safety has some statistics to reflect the magnitude of the problem. The point on the NCO insignia is not sharp. Even if it were, Cadet unit-leadership should be able to snip off the ends of the points if they are sharp. The points are not against the neck but are protected somewhat by the shirt collar fabric. Even if a cadet were to somehow fall “just right” they would more likely sustain a poke from the post-back pins on their nameplates, ribbons, or other insignia than from the post-back pins of their chevrons. The length of the points may be too long and extend past the clip. If this is the real problem then we have a quality issue that needs to be resolved by the CAP uniform suppliers. There just isn’t sufficient justification to support this change.

The second point concerning orientation if changed will prevent the cadet from wearing the shirt with an open collar. With a closed collar, the orientation corresponds to the configuration when wearing the service dress uniform. We don’t believe “awkward appearance” is sufficient justification to make a change to the wear standards. It would appear that the change would make an equally awkward appearance. Current wear standards contained in CAPM 39-1, Chapters 2 and 6 should be maintained.

National Historian

Might I suggest that like the USAF, CAP Cadets that achieve the Master, Senior and Chief Sergeants’ grade wear the rank on the blue shoulder loop this would eliminate the collar problem and be more in keeping with the military.

REGULATIONS AND FORMS AFFECTED:

CAPM 39-1, *CAP Uniform Manual*

NATIONAL BOARD ACTION

COL CHARLES/NATCON MOVED and COL CARR/GLR seconded that the National Board, in light of the board passing the modifications to 3a (noting that 3b has already been removed) approve referring 3d, 3e, 3f, and 3g under the new Process Action Team with the new committee to be appointed and handled in that process.

MOTION AS RESTATED BY THE CHAIR:

Motion to refer to committee, agenda items 3d, 3e, 3f, and 3g.

THE MOTION CARRIED

FOLLOW-ON ACTION: Referral to committee and include in 2012 winter NB agenda.

AGENDA ITEM 3g
Uniforms

ED
Uniforms

Action

SUBJECT: Recognition for the Organizational Excellence Program

Author: Lt Col Turner

MIWG/CC – Col Saile

INFORMATION BACKGROUND:

CAPP 229 states “The Organizational Excellence (OE) track is divided into four progressive ratings: Technician, Senior, Master and Executive.” Its purpose is to facilitate the development of the finest corps of commanders, staff officers, and executive-level leaders for service to CAP and the nation.

Some unique professional development features built into the new OE Track include: (1) expansion of the standard training track ratings from Technician, Senior, and Master to include a follow-on “Executive Level;” (2) the incorporation of all five levels of our basic Professional Development Program outlined in CAPR 50-17; (3) accommodation of duty performance promotions per CAPR 35-5; (4) incorporation of wing commander qualifications contained in CAPR 35-9, Section B; (5) provisions for a performance feedback process for trainees; **(6) establishment of an awards program to recognize senior member progress;** (7) development of a supplemental “Mentoring” program to assist participants; and, (8) development of associated educational products to guide Mentors.

When the appropriate commander requests NHQ at prodev@capnhq.gov to update a member’s record, the request should also ask for issuance of a certificate appropriate to the training level achieved and provide a mailing address for the certificate. To enhance the prestige of OE track achievements, wing and region commanders and the National Commander are encouraged to personally present these certificates whenever possible.

Is a certificate the best we can do as an organization to reward those members who go the extra miles to complete any level in the OE Program? Is there a way to also recognize these individuals with an item to be worn on the uniform that is distinctive and that will accomplish this purpose?

PROPOSED NATIONAL BOARD ACTION:

That the National Board authorizes the creation of a device to be worn on the Leadership Award Ribbon, or some other ribbon, that is different than current devices, to denote completion of each level of the Organizational Excellence program. Only the highest rated OE device would be worn. If on the Leadership Award Ribbon, up to two other devices could still be worn to continue to recognize senior and master ratings in other specialty tracks. The Uniform Committee would be responsible for creating the actual device and any other ribbon if necessary and draft the appropriate changes to CAP directives.

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ESTIMATED FUNDING IMPACT:

Unknown.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP NHQ will draft the appropriate regulations changes based on the decision of the National Board.

CAP-USAF HEADQUARTERS' COMMENTS:

None.

ADVISOR / NATIONAL STAFF COMMENTS:

Sr Advisor Support: The OE Program is still a work in progress. The OE Team—both volunteer and NHQ—recognizes the need for proper recognition. The OEO Team Leader, (Col Pearson), the PD Advisor (Col Cooper), and the NHQ staff have requested that they be allowed to finalize other critical portions of the program prior to defining OE recognition details.

National Historian

I suggest that we ask the USAF for permission to wear the “Reserve Hour Glass” attachment which comes in Bronze, Silver and Gold as a fitting attachment. For the Senior Master and Executive level accordingly.

REGULATIONS AND FORMS AFFECTED:

CAPM 39-1, *CAP Uniform Manual*
CAPR 50-17, *CAP Senior Member Professional Development Program*
CAPR 39-3, *Award of CAP Medals, Ribbons, and Certificates*
CAPP 229, *Specialty Track Study Guide-Organizational Excellence*

NATIONAL BOARD ACTION

COL CHARLES/NATCON MOVED and COL CARR/GLR seconded that the National Board, in light of the board passing the modifications to 3a (noting that 3b has already been removed) approve referring 3d, 3e, 3f, and 3g under the new Process Action Team with the new committee to be appointed and handled in that process.

MOTION AS RESTATED BY THE CHAIR:

Motion to refer to committee, agenda items 3d, 3e, 3f, and 3g.

THE MOTION CARRIED

FOLLOW-ON ACTION: Referral to committee and include in 2012 winter NB agenda.

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AGENDA ITEM 4a
Regulatory Approvals

EX
CAP Regulations

Action

SUBJECT: National Board Approval of Regulations- Part 1

Author: Col Todd

NEWG/CC – Col Todd

INFORMATION BACKGROUND:

Regulations and changes to regulations are being made without sufficient input from the National Board. In some cases, this creates undo burden on the volunteers. Wording changes and clarification of intent are required to make some of these regulation changes workable and complete. It is the duty of the National Board to review regulations and insure that they are satisfying the original concept agreed upon and do not inhibit the retention of members.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve changes CAPR 5-4, paragraph 2d, as follows:

Add the sentence “All comments and the OPR recommendations of whether a comment was incorporated or not will be made available on-line and a notice sent to all National Board members of the location of this document.

Change CAPR 5-4, paragraph 2e, as follows:

Add this sentence after “...National Commander for approval.”

“Final approval for adoption will be made by the National Board at the next scheduled winter or summer meeting.”

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Due to the fact that one or more of the Agenda Items relating to CAPR 5-4 contradict one another, and the fact that the Information Background of these items indicate an apparent misunderstanding of the current regulatory approval process, NHQ recommends that these Agenda Items be referred to an adhoc committee consisting of National Board members appointed by the National Commander, to include the authors of these Agenda Items.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. Approving regulations is not the role of the National Board. The National Board states policy. This distinction was made clear by a Dec 06 change to the CAP constitution. CAP NHQ has a well defined process for translating policy into regulation. It includes ample opportunity for member input (including board members) and provides

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disposition of every received comment. Approving individual regulations would be an inappropriate diversion from the National Board's policy deliberations.

ADVISOR / NATIONAL STAFF COMMENTS:

CS - Does not concur with this agenda item. As requested, comments received by NHQ are being addressed and the answers to the comments are being posted with the new/revised directive as a "comment letter". Several of these comment letters can already be found on the publications page of the CAP website. This item proposes a solution to a problem that no longer exists. Regarding National Board approval of all regulations, I concur with the NLO comments.

NLO - Concurs with the first proposed action, but does not concur with the second proposed action. There is already a robust regulation publication and review procedure that permits all National Board members to comment upon drafted regulations and therefore to ensure that the regulations as drafted meet NB policy guidance. If the National Board feels that a regulation does not meet its established policy guidance, then the National Commander, the NB, or the NEC (acting for the NB) can issue further guidance or direct the change of the regulation.

Senior Advisor Support does not recommend the approval of this agenda item. The National Board has previously decided that the function of the NB and NEC is to establish policy which is then to be implemented by the staff. While the current system might be improved, it is far superior to all past policy. The NHQ Staff (paid staff) developed a staff review process for all regulation changes, including ICLs, which allows for review, comment, and signoff by every staff section affected by the proposed change. This review includes ensuring that the policy set by the NB is properly implemented. The volunteer staff has been brought into this process recently which has yielded major improvements.

There is no question that we are behind in the regulation review process, including the inclusion of ICLs into regulations. This is due to budget limits, and since the great majority of the work is done by the NHQ staff, any changes will require additional appropriated or Corporate dollars.

As an alternate suggestion, the NB might consider the creation of a Process Action Team consisting of members of the NB, NHQ Staff, and volunteer Staff to make recommendations to the Summer NB on a better method of assigning priority to the regulation review/creation process. This would, by design, include the roll-over of ICLs into the appropriate regulations. Of course, the NB or NEC can always change a policy in its normal course of business.

REGULATIONS AND FORMS AFFECTED:

CAPR 5-4, *Publications Forms Management*

NATIONAL BOARD ACTION

This agenda item was divided into two parts in order for them to be considered separately.

PART I, CAPR 5-4, Publications Forms Management, paragraph 2d:

COL TODD/NE MOVED and COL BENCKERT/VT seconded that the National Board approve changes to CAPR 5-4, paragraph 2d, to add the sentence: “All comments and the OPR recommendations of whether a comment was incorporated or not will be made available on-line and a notice sent to all National Board members of the location of this document.”

THE MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to CAPR 5-4, Publications Forms Management.

PART II, CAPR 5-4, Publications Forms Management, paragraph 2e:

COL TODD/NE MOVED and COL DAVIDSON/NH seconded that the National Board approve a change to CAPR 5-4, paragraph 2e, as follows: After the words, “National Commander for approval.” add the sentence: “Final approval for adoption will be made by the National Board at the next scheduled winter or summer meeting.”

COL SAILE/MI MOVED TO AMEND and COL EGRY/DE seconded the amendment to strike out “winter or summer” in the last sentence and replace with “face-to-face, telephonic, or electronic.”

THE MOTION TO AMEND CARRIED

COL DAVIDSON/NH MOVED TO AMEND and COL JENSEN/SWR seconded the amendment to add the sentence: “Said vote will be by approval or disapproval only.”

THE MOTION TO AMEND DID NOT PASS

The amended motion reads: “Final approval for adoption will be made by the National Board at the next scheduled face-to-face, telephonic, or electronic meeting.”

The Chair asked the Executive Director to comment on staffing actions after receipt of comments on regulations and manuals prior to publication.

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MR. ROWLAND/EX explained that the Staff Summary Sheet is used to send the comments to each applicable office, including the volunteer staff and directors. After that in-depth review, the comments then go to EX and CAP-USAF before going to the National Commander.

COL SAILE/MI MOVED TO REFER and COL HERRINN/NLO seconded that the National Board approve referring this matter back to the National Headquarters staff to propose a change to CAPR 5-4 and send to the field for comment, recognizing that the staff has a process in place but not completely codified.

THE MOTION TO REFER DID NOT PASS

THE AMENDED MOTION DID NOT PASS (19 yes; 43 no)

AGENDA ITEM 4b
Regulatory Approvals

EX
CAP Regulations

Action

SUBJECT: National Board Approval of Regulations Part 2

Author: Col Todd

NEWG/CC – Col Todd

INFORMATION BACKGROUND:

Regulations and changes to regulations are being made without sufficient input from the National Board. In some cases, this creates undo burden on the volunteers. Wording changes and clarification of intent are required to make some of these regulation changes workable and complete. It is the duty of the National Board to review regulations and insure that they are satisfying the original concept agreed upon and do not inhibit the retention of members.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve changes to CAPR 5-4 as follows:

Delete paragraph 4b.

Add this sentence to paragraph 4a. "All ICLs, which have not expired, will be approved by the National Board at the next winter or summer meeting in order to be extended beyond the date of that National Board meeting."

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Due to the fact that one or more of the Agenda Items relating to CAPR 5-4 contradict one another, and the fact that the Information Background of these items indicate an apparent misunderstanding of the current regulatory approval process, NHQ recommends that these Agenda Items be referred to an adhoc committee consisting of National Board members appointed by the National Commander, to include the authors of these Agenda Items.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. Approving regulations is not the role of the National Board. The National Board states policy. This distinction was made clear by a Dec 06 change to the CAP constitution. CAP NHQ has a well defined process for translating policy into regulation. It includes ample opportunity for member input (including board members) and provides disposition of every received comment. Approving individual regulations would be an inappropriate diversion from the National Board's policy deliberations.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Does not concur. The National Board should not have the ability to review or adopt regulations as a matter of routine beyond current processes. If the National Board feels that a regulation does not meet its established policy guidance, then the National Commander, the NB, or the NEC (acting for the NB) can issue further guidance or direct the change of the regulation.

Senior Advisor Support does not recommend the approval of this agenda item. The National Board has previously decided that the function of the NB and NEC is to establish policy which is then to be implemented by the staff. While the current system might be improved, it is far superior to all past policy. The NHQ Staff (paid staff) developed a staff review process for all regulation changes which allows for review, comment, and signoff by every staff section affected by the proposed change. This review includes ensuring that the policy set by the NB is properly implemented. The volunteer staff has been brought into this process recently which has yielded major improvements. After all signoffs are in place the draft regulation is published for comment for a period of thirty days. The comments are reviewed, and the final regulation published.

There is no question that we are behind in the regulation review process. This is due to budget limits, and since the great majority of the work is done by the NHQ staff, any changes will require additional appropriated or Corporate dollars.

As an alternate suggestion, the NB might consider the creation of a Process Action Team consisting of members of the NB, NHQ Staff, and volunteer Staff to make recommendations to the Summer NB on a better method of assigning priority to the regulation review/creation process.

REGULATIONS AND FORMS AFFECTED:

CAPR 5-4, *Publications Forms Management*

NATIONAL BOARD ACTION

COL TODD/NE MOVED the PROPOSED NATIONAL BOARD ACTION.

The motion failed due to the lack of a second.

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AGENDA ITEM 4c
Regulatory Approvals

EX
CAP Regulations

Action

SUBJECT:

Change to CAPR 5-4 / Review of Regulations and Publications

Author: Large Wing Affinity

PAWG/CC – Col Lee

INFORMATION BACKGROUND:

In accordance with CAPR 5-4, paragraph 2, the National Board/National Executive Committee/Board of Governors is empowered to establish policies in accordance with the Constitution and Bylaws of Civil Air Patrol. The National Commander is empowered to establish immediate regulations under the provisions of Article XX, paragraph 3, of the Constitution of Civil Air Patrol, when circumstances dictate. National Headquarters (NHQ) staff, including volunteer members of CAP assigned to the National Commander's staff, are required to incorporate all policies, or changes to existing policies, into drafts of CAP regulations, manuals, or revisions thereof. Presently, however, there is no provision within CAPR 5-4 for the periodic review of regulations or other publications for currency once published.

Additionally, CAPR 5-4 provides only for Interim Change Letters (ICL) that need to be incorporated, renewed, made permanent or allowed to expire.

There is no provision for the review of ICL's for currency or permanency once issued. There is no provision to extend ICL's that have expired.

As of 1 January 2010, there were 10 ICL's that are in excess of one-year old; there are more than 25 regulations that are more than five years old; there are more than 25 pamphlets that are approaching or over 10 years old. This affects forms associated with these publications. Additionally, major changes not involving emergency situations that have been promulgated by the National Commander have not been incorporated into regulations.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve amending CAPR 5-4, Paragraph 2, as follows:

a. The National Board/National Executive Committee/Board of Governors will establish policies in accordance with the Constitution and Bylaws of Civil Air Patrol. The National Board will review regulations and associated publications at each of its meetings for currency. The National Commander may establish immediate regulations under the provisions of Article XX, paragraph 3, of the Constitution of Civil Air Patrol, when circumstances dictate.

b. National Headquarters (NHQ) staff, including volunteer members of CAP assigned to the National Commander's staff, shall incorporate all policies, or changes to existing policies, into drafts of CAP regulations, manuals, or revisions thereof. The NHQ staff may also implement non-policy publications or changes

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to publications (e.g., address changes, points of contact, Air Force or other DoD mandated changes, statutory or other legal requirements) as needed. The NHQ staff including volunteer members of CAP assigned to the National Commander's staff, shall prepare and present a report concerning the status of incorporation of all new policies or changes to existing policies, into CAP regulations, manuals, and revisions thereof to the National Board for ratification at the Board meeting immediately following incorporation of policies or changes to existing policies. Said NHQ staff shall provide, at each National Board meeting, a report on the six earliest dated publications concerning ratification of present regulations or present those revisions required for currency, including those promulgated by Interim Change Letter, to the National Board for ratification or approval, as necessary.

ESTIMATED FUNDING IMPACT:

Funding impact will be negligible. The writing of the paragraph and insertion into the regulation would be the extent of the impact. Proposed action provides guidance and timetable for oversight function already required and foreseen by the Constitution and Bylaws of Civil Air Patrol, and by regulations already promulgated.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Due to the fact that one or more of the Agenda Items relating to CAPR 5-4 contradict one another, and the fact that the Information Background of these items indicate an apparent misunderstanding of the current regulatory approval process, NHQ recommends that these Agenda Items be referred to an adhoc committee consisting of National Board members appointed by the National Commander, to include the authors of these Agenda Items.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. Approving regulations is not the role of the National Board. The National Board states policy. This distinction was made clear by a Dec 06 change to the CAP constitution. CAP NHQ has a well defined process for translating policy into regulation. It includes ample opportunity for member input (including board members) and provides disposition of every received comment. Approving individual regulations would be an inappropriate diversion from the National Board's policy deliberations.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Concur that a process to review old regulations on a timetable basis should exist. However, NLO does not concur that the NB should be in the business of micromanaging the content and number of regulations. There is a process for the revision of regulations already in existence that should not require the intervention of the NB for "ratification." Only policy changes should be brought to the NB.

Sr Advisor Support is in agreement with the comments and recommendations of the National Headquarters' Staff noted above.

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REGULATIONS AND FORMS AFFECTED:

CAPR 5-4, *Publications Forms Management*

NATIONAL BOARD ACTION

COL LEE/PA MOVED and COL HERRIN/NLO seconded (for the purpose of making an amendment) the PROPOSED NATIONAL BOARD ACTION.

COL HERRIN/NLO MOVED TO AMEND and COL CHARLES/NATCON seconded the amendment to strike all provisions of the motion except the last sentence, as amended: (1) to delete the word “Said” and add the word “The” and (2) to delete the words “for ratification or approval, as necessary” and add the words “as an information item.”

By request, the CAP-USAF/CC explained the process of updating Air Force instructions and TOs, which is far different from Civil Air Patrol.

THE MOTION TO AMEND CARRIED

The amended motion reads: “That the National Board approve amending CAPR 5-4, Paragraph 2, as follows: The NHQ staff shall provide, at each National Board meeting, a report on the six earliest dated publications concerning ratification of present regulations or present those revisions required for currency, including those promulgated by Interim Change Letter, to the National Board as an information item.”

THE AMENDED MOTION CARRIED

FOLLOW-ON ACTION: Include in the agenda of each winter and summer National Board meetings.

AGENDA ITEM 4d
Regulatory Approvals

EX
CAP Regulations

Action

SUBJECT:

**Change to CAPR 5-4, Procedure For National Board Establish New or Validate
Changes to Regulations and Manuals**

Author: Large Wing Affinity

PAWG/CC – Col Lee

INFORMATION BACKGROUND:

The current procedure for validating and implementing both new regulations and changes to regulations, includes that regulations are submitted to the NHQ publications manager by the Office of Primary Responsibility (OPR) for posting on the NHQ website for comment. Comments are then provided to the OPR for evaluation and inclusion or rejection. The draft regulation has then been submitted to the National Board or NEC at a meeting of that body for approval/validation. Should changes to that regulation be proposed at that meeting, the regulation would often be held over until the next meeting of the body before it can be implemented. Of course in extreme cases where an emergency is deemed to exist, the National Commander could implement the new regulation in the interim until the body meets.

Today, as we implement more and better electronic communications, mission reporting and technology improvements in our financial dealings, there is no reason to delay the validation/approval or even change the process for implementation of regulations and manuals. We have proved the capabilities and validity of voting and taking action on financial matters using Sertifi in a distributed manner. In fact, since Sertifi has a proven track record, you'll find it used for much more than Finance Committee votes. We should take advantage of the technology to both ensure the regulatory process and to reduce delays in implementing improved regulations, forms, manuals et al. By doing this, the National Board can exercise its constitutional function to establish policies while doing so in a secure, proven and cost effective manner, without the delay or cost of a physical meeting at which to do so.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve the following change to the process for validating/approving new, and changes to, regulations, and manuals

Upon the completion of the final version of the draft regulation or manual, after the comment period, resolution of comments and review, the final draft regulation or manual will be submitted to the members of the National Board via Sertifi and the members will be given two weeks in which to vote affirmatively or negatively. Once approved, it will be sent to the NHQ publications manager for publication and distribution.

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ESTIMATED FUNDING IMPACT:

Negligible, Sertifi is already in use both at the national level and in the Wings. Training too should be negligible for the same reason.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Due to the fact that one or more of the Agenda Items relating to CAPR 5-4 contradict one another, and the fact that the Information Background of these items indicate an apparent misunderstanding of the current regulatory approval process, NHQ recommends that these Agenda Items be referred to an adhoc committee consisting of National Board members appointed by the National Commander, to include the authors of these Agenda Items.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. Approving regulations is not the role of the National Board. The National Board states policy. This distinction was made clear by a Dec 06 change to the CAP constitution. CAP NHQ has a well defined process for translating policy into regulation. It includes ample opportunity for member input (including board members) and provides disposition of every received comment. Approving individual regulations would be an inappropriate diversion from the National Board's policy deliberations.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Does not concur with the proposal as written. There is already a robust regulation publication and review procedure that permits all National Board members to comment upon drafted regulations and therefore to ensure that the regulations as drafted meet NB policy guidance. If the National Board feels that a regulation does not meet its established policy guidance, then the National Commander, the NB, or the NEC (acting for the NB) can issue further guidance or direct the change of the regulation.

Sr Advisor Support is in agreement with the comments and recommendations of the National Headquarters' Staff noted above.

REGULATIONS AND FORMS AFFECTED:

CAPR 5-4, *Publications Forms Management*

NATIONAL BOARD ACTION

This agenda item was been withdrawn by maker of the motion, Col Lee/PA.

AGENDA ITEM 4e
Regulatory Approvals

EX

Action

SUBJECT: Obsolete Regulations
PCR/CC – Col Myrick

Author: Col Myrick

INFORMATION BACKGROUND:

Electronic records and approvals have been introduced over the past few years faster than regulations can be rewritten. There are many instances of Wings receiving CI findings when practice has outrun regulations, and these findings are very difficult to close since the CI process relies on regulation alone and does not recognize documented changes in practice which have not yet been reflected in regulation. The purpose of this agenda item is to create a formal policy for situations where the regulations are out-of-date, and to provide a simplified mechanism for resolving similar issues in the future.

CAPR 35-1 notes that “Duty positions are normally assigned by using the on-line duty assignment application available in eServices.” However, it does not specifically state that duty positions assigned via eServices do NOT require a CAPF 2a or Personnel Authorization. Several CI teams have issued findings that the latter documents are required even with eServices appointment.

CAPR 50-17 para 2-4c acknowledges that the “PDO updates specialty training tracks in the on-line Specialty Track administration utility in eServices” However, it does not specifically state that the eServices entry obviates the need for duplicate entry on the CAPF 45. Findings have been issued on this as well.

CAPR 50-17 para 3-10 requires that copies of CAPF 11’s for Level I be sent to unit, Wing and (optionally) group and region – despite the fact that submission is now electronic to NHQ and the completion is entered by NHQ into eServices. Wings are receiving findings for not maintaining copies of these obsolete documents.

There are many more examples where there is either ambiguity in the regulations, or the regulations have not been modified to keep pace with new CAP procedures.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve forms which document information that is available in eServices, WMIRS or other CAP-approved online databases do not need to be kept on file, and the information does not need to be entered on other CAP forms. CI findings will not be issued when the published regulation has been effectively superseded by procedural instructions from NHQ. Wings receiving findings which they believe to be in conflict with this policy may close the finding by asking the appropriate NHQ director to confirm in writing that the Wing’s procedure is consistent with current CAP practice.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Concur. A motion from the Paperwork Reduction Committee permitting electronic records use in lieu of paper documents was presented and passed at the August 2003 National Board.

(Committee Report Agenda Item 6b)

(b) BRIG GEN WHELESS/CV moved and COL KAUFFMAN/CS seconded that the National Board approve a policy that, as electronic processes are developed to replace paper forms, CAP units are authorized to use the electronic process of filing as an alternative to the paper form. This policy shall apply to all CAP publications.

MOTION CARRIED WITH NO DISSENTING VOTES

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to regulations for this purpose only.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Concur, with the proviso that all regulations be changed to reflect the NHQ-approved electronic storage option as a compliant methodology, and that future regulations be amended as new eservices capabilities come online without the necessity of further NB approval.

Sr Advisor Support – Concur.

National Historian - Please always make sure that Historian has a copy of the old E-Regulation on a CD with an accompanied by a hard copy; this is a reference for historical research.

REGULATIONS AND FORMS AFFECTED:

To be determined.

NATIONAL BOARD ACTION

COL MYRICK/PCR MOVED and COL CORTUM/RMR seconded the PROPOSED NATIONAL BOARD ACTION.

THE MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy and notification to the field.

AGENDA ITEM 5a
Governance

GC

Action

SUBJECT: Wing Commander Selection Process

Author: Public Trust Task Force CAP/CS – Col Chazell

INFORMATION BACKGROUND:

CAPR 35-9 lists a suggested process for region commanders to select new wing commanders assigned to their regions. The suggested process is for the region commander to notify the members of the affected wing of the upcoming opening, to solicit interested members to apply for the position, and to appoint a board to interview those interested members and to recommend a candidate to the region commander. The region commander has also been given the opportunity to select wing commanders without following this process. The current wording of CAPR 35-9 may give the impression that region commanders can appoint wing commanders without opening up the process to all qualified candidates. The goal of following the suggested process in CAPR 35-9 is to standardize the wing commander selection process. The process cannot be standardized if it is only a suggested process. We suggest that requiring region commanders to follow the above process will make the selection process more transparent to the members and to our stakeholders.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve changing CAPR 35-9 so that the process for selecting wing commanders be changed from a suggested process to a required process.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Article XIII of the Constitution states that "Wing commanders shall be appointed by the Commander of the respective region." CAPR 39-5 further indicates that "The final decision concerning selection still rest with the Region commander concerned."

If the process is changed from "*suggested*" to a "*required*" process, the National Board should bear in mind that the Region commander's final decision must now be based exclusively on the selection process.

Recommend the Board specify that the process shall be in accordance with the Memorandum to Applicants for the **** Region Commander attachment.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO – Concur.

REGULATIONS AND FORMS AFFECTED:

CAPR 35-9, *Board of Governor and Wing Commander Selection Procedures*

NATIONAL BOARD ACTION

COL VERRETTE/PCR/VC & Legal Officer and Chairman of the CAP Governance Review Committee, presented a slide briefing prior to the board's consideration of those items under Agenda 5.

COL CARR/GLR MOVED and COL VAZQUEZ/MER seconded that the National Board refer all items under Agenda Item 5 (a., b., c., d., e., f., g., h. i., and j.) to the Governance Review Committee (working with the Public Trust Committee and Constitution and Bylaws Committee) for review and report back to the National Board.

COL HERRIN/NLO MOVED TO AMEND and COL JENSEN/SWR seconded that Items 5.c, 5.d, and 5.j. be deleted from referral to the Governance Review Committee.

THE MOTION TO AMEND CARRIED

The amended motion reads: "That the National Board refers items 5.a., 5.b., 5.e., 5.f., 5.g., 5.h., and 5.i. under Agenda Item 5 to the Governance Review Committee (working with the Public Trust Committee and Constitution and Bylaws Committee) for review and a report back to the National Board.

THE AMENDED MOTION CARRIED

FOLLOW-ON ACTIONS:

Referral to committee;

By request of committee chair, two other corporate officers to be named to committee;

By request, names of committee members provided to National Board;

Comments from National Board members will be sent to the committee chair (contact information to be provided to board members);

Interim report presented at the June 2010 Board of Governors Meeting;

Include in the June 2010 BoG Agenda;

Report of committee made available for comment prior to the summer 2010 National Board Meeting;

Include in the September 2010 National Board Agenda.

AGENDA ITEM 5b
Governance

GC

Action

SUBJECT: Region Commander Selection Process

Author: Public Trust Task Force CAP/CS – Col Chazell

INFORMATION BACKGROUND:

The Civil Air Patrol Constitution and Bylaws give the national commander the responsibility to appoint and remove region commanders. However, neither the constitution nor CAP's regulations give the national commander guidelines on what process to follow to appoint region commanders. The process needs to be standardized so that the national commander may select the best qualified region commanders to lead the organization while maintaining a transparent and open process.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve the rewriting of CAPR 35-9 to include a standardized process for the national commander to use to select region commanders. The process should be similar to the letter used by the current national commander to advertise and select for open region commander positions.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Article XIII of the Constitution states that "Region commanders shall be appointed by the National Commander."

If the process is changed from "*suggested*" to a "*required*" process, the National Board should bear in mind that the National Commander's final decision must now be based exclusively on the selection process.

Recommend the Board specify that the process shall be in accordance with the Memorandum to Applicants for the **** Region Commander attachment.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO – Concur.

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REGULATIONS AND FORMS AFFECTED:

CAPR 35-9, *Board of Governor and Wing Commander Selection Procedures*

NATIONAL BOARD ACTION

Sent to Governance Committee for action.



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OFFICE OF THE NATIONAL COMMANDER
NATIONAL HEADQUARTERS
CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
MAXWELL AIR FORCE BASE, ALABAMA 36112-6332

1 January 2008

MEMORANDUM TO APPLICANTS FOR THE ***** REGION COMMANDER

FROM: CAP/CC

SUBJECT: Notice of Application and Process Position

1. This document and its attachments are official notice of the application, interview and selection process for the position of the ***** Region Commander.

2. Interview Board Overview.

- (1) The interview board will be formed by and report to the CAP/CC.
- (2) Each member will review and consider applications individually.
- (3) The members will interview the selected candidates as a board.
- (4) Each member will discuss and then cast their votes independently.
- (5) The interview board will provide information exclusively to the CAP/CC.
- (6) The CAP/CC will make the final selection decision.

3. Process.

a. **A call for applications** will be published, and this letter serves as that call.

b. **Applications:** (including supporting documentation).

(1) Applications must include:

(a) Curriculum Vitae (résumé) for CAP, Military, Business, etc.

(b) A signed release form, which may be obtained from Ms. Susie Parker.

(c) Answers to all of these questions (not to exceed 2 pages total):

1 What is your vision for the future of the region?

2 What strategies and partnerships will you use to strengthen CAP in the region?

3 What have you experienced that prepares you for the role of Region CC?

4 How will you balance the missions (AE, CP, ES) of CAP in the region?

5 What time and CAP/family/business/other support will you have to ensure your success as Region CC?

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(2) Applications must be e-mailed to the CAP/CC at *****(e-mail)** and to the interview board chair, Colonel ****** ****, at *****(e-mail)**.

(3) Applications must be e-mailed prior to midnight (applicant's local time) of the deadline stated in paragraph 4 of this letter.

(4) Applications with original signatures must be mailed/shipped to the attention of Ms. Susie Parker at NHQ within one day following the deadline.

(5) Applications must include all required information to be considered.

c. **Application Receipt.**

(1) An e-mail receipt will be sent by the interview board chair to the applicant when his/her application is received.

(2) If receipt is not received by *****(date)**, inform the CAP/CC.

d. **Application Review and Interview Selection.**

(1) Each member of the board will review and consider each application.

(2) Each member of the board will agree to any narrowing of the field for the interviews (if any board member requests the interview, it will be granted).

(3) A list of the applicants to be interviewed will be made available **[how]** and any current CAP member may provide feedback directly to the CAP/CC at *****(email)** prior to the interviews. Exception: Wing Commanders in this chain of command should contact the CAP/CC via telephone to share their thoughts, and they are encouraged to do so.

e. **In-person Interviews.**

(1) Applicants selected for interviews will be notified by the board chairperson.

(2) Any applicant not selected for an interview will be notified by the CAP/CC.

(3) Candidates for interviews will be notified at least 7 calendar days prior to the interview date.

(4) Interviews will be held in a location determined by the board chairperson.

(5) Two days will be set aside for interviews.

(6) Applicants must make all attempts to meet the interview schedule.

(7) What should be done if there is a valid reason for a candidate not to make the scheduled dates?

f. **Selection.**

(1) The interview board will provide perceived strengths, areas for improvement, and other relevant information of the applicants to the CAP/CC immediately following the completion of the interview process.

(2) The CAP/CC will review the information provided by the interview board.

(3) The CAP/CC may hold telephonic interviews of selected candidates.

(4) The CAP/CC will render the decision and document the selection.

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(5) The CAP/CC will make notification to all interviewed applicants of the decision.

4. **Etiquette/Ethics/Protocol.**

a. This is a confidential process, and information regarding applicants, their interviews, or other information garnered in the process of this selection will not be shared with others outside of the process. All information will be treated confidentially.

b. Any questions from applicants about waivers, the overall selection process, or timing should be directed to the CAP/CC. Any questions about the interview process should be directed to the interview board chairperson.

c. Any concerns with the interview committee or process may be shared with the CAP/CC. Similarly, any process improvement suggestions will be welcomed by the CAP/CC.

d. As noted above, current CAP members may go outside of the chain of command to provide feedback, both positive and negative, to the CAP/CC after the list of interview applicants has been announced and before the interviews are held.

5. **Timing.**

- a. dd mmm yyyy Application deadline
- b. dd mmm yyyy Interview selection and notification to all applicants
- c. dd mmm yyyy Interviews will be held
- d. dd mmm yyyy Selection will be made and all interviewees notified
- e. dd mmm yyyy Assumption of command

6. **Qualifications.** The minimum qualifications for application to the position of Region Commander are:

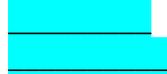
- a. Be a member in good standing currently holding the grade of Colonel.
- b. Level IV of the CAP Professional Development program (Level V preferred), and 4-year college degree is preferred.
- c. Three years of command and corporate officer experience at the wing, region or national level.
- d. Budget and asset allocation experience within or external to CAP.
- e. Five years of Leadership/Management experience within or external to CAP.
- f. Ten years of CAP membership with no less than 3 years of continuous service prior to applying for this position.
- g. Prior to appointment as Region Commander, the applicant must successfully complete a fingerprint rescreening, and agree to and successfully complete the CAP-selected Commander Background Check.

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7. The role of a region commander in our Civil Air Patrol is significant, and requires a person ready to devote time, talent and energy to this position. As you consider submission of your application, I ask that you please weigh your abilities, availability and motivations carefully.

AMY S. COURTER
Major General, CAP
National Commander

Attachments:



cc:

CAP/EX

CAP/EXA

CAP/CV

CAP/CS

All CAP Region Commanders

CAP-USAF/CC

CAP-USAF/CV

BoG Chair

AGENDA ITEM 5c
Governance

GC

Action

SUBJECT: Continued Membership Eligibility
CAP/CS – Col Chazell

Author:

INFORMATION BACKGROUND:

At the present time, CAP members complete the screening process upon their initial membership and are generally only required to be rescreened if they have a break in service, participate in the counterdrug program, or apply for a Corporate Officer position. The Senior Member Oath of Membership that is agreed to upon joining and reconfirmed on an annually basis states that members are obligated to notify CAP if there are any changes to their background/screening information. It has recently been discovered that this requirement is not being following by members at all times. A formal procedure for submitting this information needs to be established.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve a policy that states all senior members must notify the National Headquarters Screening Division (NHQ/PMM) of any changes to the background/screening information originally submitted on their CAP Form 12 within 30 days of the offense/arrest and/or conviction. Upon receipt of the updated information, National Headquarters will follow the established procedures for reviewing background information to determine continued membership eligibility. Failure to properly notify National Headquarters of any change in information may result in automatic loss of membership.

ESTIMATED FUNDING IMPACT:

The current budget should be able to accommodate the small increase in fingerprint screening that is anticipated as a result of this proposal.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Concur.

CAP-USAF HEADQUARTERS' COMMENTS:

To be presented.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO – Concur.

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REGULATIONS AND FORMS AFFECTED:

CAPR 39-2, *CAP Membership*
CAPR 35-3, *Membership Termination*

NATIONAL BOARD ACTION

COL CHAZELL/CS MOVED and COL RUSHING/SER seconded the PROPOSED NATIONAL BOARD ACTION.

COL SAILE/MI MOVED TO REFER and COL BROWN/AK seconded the amendment to refer this to the Membership Action Review Board and staff for appropriate language to make the intent of this proposed action more clear and to include a review of Form 12.

THE MOTION TO REFER CARRIED

FOLLOW-ON ACTION: Referral to committee and staff with guidance from the National Board to include review of Forms 12 and 2b in deliberations as well as the appropriate language to apply all CAP members. Include in 2010 summer NB Agenda.

AGENDA ITEM 5d
Governance

GC

Action

SUBJECT: NEC Fingerprinting

Author: Public Trust Task Force CAP/CS – Col Chazell

INFORMATION BACKGROUND:

Members that are appointed to the National Executive Committee (NEC) hold an office of extreme importance to Civil Air Patrol and are under intense scrutiny by our members, our customers, and interested outsiders. NEC members should be held to the highest ethical standards and the National Commander should be assured that potential NEC members will live up to those high standards. CAPR 39-2 addresses FBI background checks for CAP senior members and states that senior members may be required by National Headquarters to undergo a rescreening. We feel that it is prudent to require all new NEC members undergo an FBI fingerprint rescreening. This will uncover any major transgressions that may have occurred since any previous screening.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve the rewriting of CAPR 39-2 to require that all new members of the National Executive Committee submit an FBI fingerprint card to National Headquarters so that a confidential FBI criminal records check can be performed.

ESTIMATED FUNDING IMPACT:

Minimal.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Concur.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO – Concur; however, there should be a rescreening requirement if there is any gap in service between NEC appointments, even though the “new” NEC member once served on the NEC.

Sr Advisor Support – Concur.

REGULATIONS AND FORMS AFFECTED:

CAPR 35-9, *Board of Governor and Wing Commander Selection Procedures*

NATIONAL BOARD ACTION

COL CHAZELL/CS MOVED and COL DAVIDSON/NH seconded the PROPOSED NATIONAL BOARD ACTION.

COL JENSEN/SWR MOVED TO AMEND and MAJ SMITH/OK (PROXY) seconded the amendment to strike the words “members of the National Executive Committee” and add the words “all new corporate officers,” and add the following words at the end of the sentence: “and repeated on a 2-year basis while serving in a corporate officer position.”

COL PARRIS/CA MOVED TO AMEND THE AMENDMENT and COL VAZQUEZ/MER seconded to strike the words: “and repeated on a 2-year basis while serving in a corporate officer position.”

THE MOTION TO AMEND THE AMENDMENT CARRIED (to delete 2-year repeat)

THE MOTION TO AMEND CARRIED (change NEC to all new corporate officers)

The amended motion reads: “That the National Board approve the rewriting of CAPR 39-2 to require that all new corporate officers submit an FBI fingerprint card to National Headquarters so that a confidential FBI criminal records check can be performed.”

THE AMENDED MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to CAPR 39-2, CAP Membership.

AGENDA ITEM 5e
Governance

GC

Action

SUBJECT: Core Competencies for CAP's Executive Leaders

Author: Public Trust Task Force CAP/CS – Col Chazell

INFORMATION BACKGROUND:

The National Board has put a lot of emphasis on looking for ways to strengthen the executive leadership of Civil Air Patrol. It has looked for ways to standardize selection procedures. It has held executive leaders to higher ethical standards than in the past and it has tasked groups such as the Public Trust Committee to seek ways to improve the level of CAP's executive leadership. The Public Trust Committee proposes that Civil Air Patrol adopt a set of core competencies of a Civil Air Patrol executive leader. These core competencies, which are modeled off of executive officer competencies from Air University, can be used by all levels of the organization to select, develop, and improve CAP's present and future executive leaders. We feel these competencies will give our members a roadmap to set their development goals so they can prepare themselves for senior leadership roles. It will also give us a better structure to assess members as we select them for executive level positions.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve the attached core competencies for CAP's executive leaders and direct National Headquarters to adopt them in the development, selection, and training of CAP's executive leaders.

ESTIMATED FUNDING IMPACT:

To be determined.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Tools are being developed in the normal course of the PD program and in response to the specific agenda request:

Office Basic Course

Commanders Courses (Unit and Wing, Group commander's course in concept development)

PD Lending Library (used to help instructors at wing and region levels augment/support their courses as well as support the Organizational Excellence program)

Continual revisions of NSC and WCC curriculums to address the changing needs of executive/operational member education.

CAP-NHQ will continue to work with the leadership to improve education/training in this area.

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CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO – Concur. These should be incorporated into the Wing CC and Region CC selection processes that are the subject of other agenda items.

Sr Advisor Support – Concur, and will continue to work with the NHQ Staff to improve education/training in this area.

REGULATIONS AND FORMS AFFECTED:

To be determined.

NATIONAL BOARD ACTION

Sent to Governance Committee for action.

Core Competencies of a Civil Air Patrol Executive Leader

Self-Development

[Lifelong Learning](#)
[Self Assessment](#)
[Values & Ethics](#)
[Reading](#)
[Professionalism](#)
[Leadership Theory](#)

Thinking Skills

[Critical Thinking](#)
[Creativity & Innovation](#)
[Argumentative Writing](#)
[Decision Making](#)
[Problem Solving](#)

Communication Skills

[Writing](#)
[Speaking](#)
[Listening](#)
[Interviewing](#)
[Cross-Cultural](#)
[Mediation & Facilitation](#)
[Media Relations](#)
[Nonverbals](#)

Leading Organizations

[Command & Control](#)
[Organizational Learning](#)
[Strategic Planning](#)
[Risk Management](#)
[Basic Process](#)
[Improvement](#)

Leading People

[Counseling](#)
[Mentoring](#)
[Negotiation](#)
[Volunteerism](#)

Leading Transformation

[Lessons Learned](#)
[Future Studies](#)
[Strategic Planning](#)
[Creativity & Innovation](#)
[Innovation Adoption](#)

AGENDA ITEM 5f
Governance

GC

Action

SUBJECT:

**Amend the Constitution of Civil Air Patrol Regarding Appointment and Removal
of Civil Air Patrol Members at Large to the Board of Governors**

Author: Col Lee

PAWG/CC – Col Lee

INFORMATION BACKGROUND:

The present Constitution of Civil Air Patrol, in Article IX, vests power to appoint and remove members of the Board of Governors by the National Executive Committee, without any ratification or action by the National Board, which has responsibility for corporate governance. Absent an emergency situation, the present state of technology permits the Board, as a whole, to vote on important matters of corporate governance without physically gathering:

ARTICLE IX

SELECTION OF CAP APPOINTEES TO THE BOARD OF GOVERNORS

1. The National Commander and National Vice Commander shall serve *ex officio*.
2. Two CAP Members at Large shall be selected as follows:
 - a. Candidates for consideration must be senior members in good standing; be in the grade of major or above; have been awarded the Paul G. Garber Award; and have at least five years CAP service.
 - b. Applicants will submit a written application to the National Executive Committee and be selected in accordance with published CAP directives.
 - c. A Member at Large may not hold any other concurrent position as a CAP corporate officer.
 - d. Members at Large will be appointed to serve a single four-year term.
 - e. The Members at Large may be removed from office by a 2/3 vote of the National Executive Committee.

PROPOSED NATIONAL BOARD ACTION

Motion A:

The National Board approve, subject to approval of the Board of Governors, in accordance with 10 U.S.C. § 9447, a proposal to amend the Constitution of Civil Air Patrol as follows:

ARTICLE IX

SELECTION OF CAP APPOINTEES TO THE BOARD OF GOVERNORS

1. The National Commander and National Vice Commander shall serve *ex officio*.
2. Two CAP Members at Large shall be selected as follows:

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- a. Candidates for consideration must be senior members in good standing; be in the grade of Major or above; have been awarded the Paul E. Garber Award; and have at least five years CAP service.
- b. Applicants will submit a written application to the National Executive Committee and will be selected by the National Board from among all applicants, in accordance with published CAP directives.
- c. A Member at Large may not hold any other concurrent position as a CAP corporate officer.
- d. Members at Large will be appointed to serve a single four-year term.
- e. The Members at Large may be removed from office by a two-thirds vote of the National Executive Committee, which will be ratified by a two-thirds vote of the National Board.

Motion B:

That the National Board approve, subject to approval of the forgoing by the Board of Governors, changes to CAP Regulation 35-9, providing for selection and removal of CAP Members at Large to the Board of Governors:

ESTIMATED FUNDING IMPACT:

No funding impact. Information systems that would be used are already used to communicate between members of the National Board.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP-NHQ adheres to the will of the National Board on this matter.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. Sound procedures exist for appointing and removing at large BOG members. The only rationale provided for making the change is the state of technology today. Conference call technology has existed for generations; that is all that would be required to conduct official votes without meeting in person. The underlying premise appears to be that the NEC can only take action on those items specifically "delegated" to it. By contrast, the constitution gives the NEC authority to rule on all areas of CAP business that are not specifically reserved for the national board.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Does not concur. The Board of Governors has already established a policy that requires certain standards be met for the removal of a Board of Governors member.

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REGULATIONS AND FORMS AFFECTED:

Constitution of Civil Air Patrol

CAPR 35-9, *Board of Governor and Wing Commander Selection Procedures.*

NATIONAL BOARD ACTION

Sent to Governance Committee for action.

AGENDA ITEM 5g
Governance

GC

Action

SUBJECT:
**Commander's Action during Election for National Commander
and / or Vice Commander**

Author: Col Weiss

MDWG/CC – Col Weiss

INFORMATION BACKGROUND:

During the last three and a half years as a National Board member there have been investigations by the Air Force, the BoG and our own internal processes concerning leadership authority. One investigation during the previous National Commander's tenure spoke to undue commander influence and in the military that is very serious business. It is prudent as the US Air Force Auxiliary to avoid such appearances. Also as the Civil Air Patrol we are non-profit organization and therefore it is wise for us as a National Board to follow the best practices of non-profit organizations so as to not jeopardize our 501c3 status.

Applying the tenant of avoiding undue command influence and employing the best practices of non-profit organizations is a wise path to follow in all actions and especially for elections. Our current system of nominations, receiving resumes for review, communications from the candidates and the presentations at the Board Meeting appear to already exceed the norm for non-profit organizations which in many cases consists of a mailing with information about the candidates, notification of the election place and time and a proxy form.

Because of the above concerns and following the current National Commander's (Maj Gen Courter) prudent statement during the last National Vice Commander election process that she would not make her preference known and therefore not influence the outcome and in an effort to place in writing specific guidance as a follow-up to this excellent precedent, and to provide transparency and to ensure ethical standards the following is proposed.

PROPOSED NATIONAL BOARD ACTION:

That the National Board recommend to the Board of governors to revise Section 16 of the CAP By-Laws by adding the following:

“Starting on the day of the closing of nominations for National Commander and Vice Commander, until the close of the CAP general meeting and conference in which the elections are held, the current National Commander shall “remain silent” and shall not convey, in any manner either written or orally to the membership or external sources, his/her desires, wishes, or requests concerning the outcome of the election. The National Commander shall not provide input into, nor direct any part of, the election process.

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The National Commander-elect shall “remain silent” and shall not convey his/her desires, wishes, or requests concerning the outcome of the election for National Vice Commander”.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP-NHQ adheres to the will of the National Board on this matter.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. Extending the military analogy of undue command influence to CAP elections is inappropriate. In fact, the military precedent is for a commander to either select, or be involved in the selection of a vice or deputy commander. This ensures unity of command, which is critical to the efficient and effective operation of a military unit. The term undue command influence generally refers to attempts to influence promotion boards or to use a subordinate commander as a proxy by directing their actions, not to elections. Unity of command is critical to the effective and efficient administration of Civil Air Patrol. The national commander must remain free to provide input to the process.

Maj Gen Courter opted to not communicate her preference for any of the nominees as a personal choice. To institute that decision as a policy absolute could have unintended consequences for future elections. The decision to “remain silent” should rest with the member.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Does not concur unless the candidates for the position of National Commander and National Vice Commander are limited to the kinds of written and spoken advertisements mentioned above. There cannot be a “one-way street” of election communication. Further, any guidance on this point should require a candidate that breaks these election rules to be disqualified.

REGULATIONS AND FORMS AFFECTED:

CAP By-Laws – Section 16

NATIONAL BOARD ACTION

Sent to Governance Committee for action.

AGENDA ITEM 5h
Governance

GC

Action

SUBJECT:
Clarification and Revision of Duties and Responsibilities
of the National Executive Committee

Author: Col Egry

DEWG/CC – Col Egry

INFORMATION BACKGROUND:

Article XI of the Civil Air Patrol Constitution and By-Laws describes the duties and responsibilities of the National Executive Committee (NEC), including being vested with all powers and duties of the National Board except those powers and duties given exclusively to the National Board. Furthermore Section 14, paragraph 14.8 of the Civil Air Patrol Constitution and By-Laws states “The National Executive Committee shall meet at least twice annually and, except as otherwise directed or limited by the National Board, may consider any business properly brought before it.”

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve, subject to approval of the Board of Governors, in accordance with 10 U.S.C. § 9447, a proposal to revise the Constitution of Civil Air Patrol, Article XI, paragraph 1 to read:

“1. Except those powers which may be reserved exclusively to the National Board; the National Executive Committee shall, unless authorized by the National Board with a 2/3rds majority vote, only act on issues or meeting agenda items that pertain to:

- a) Items requiring immediate change as mandated by the U.S. Air Force,
and/or
- b) Items requiring immediate change as mandated by applicable law,
and/or
- c) Personnel actions requiring immediate attention,
and/or
- d) Budgetary issues,
and/or
- e) Safety items.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP-NHQ adheres to the will of the National Board on this matter.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. This proposed change seeks to limit the authority of the NEC to act on behalf of the corporation. It appears arbitrary in that no rationale is provided for making such a significant change in governance. It unnecessarily restricts the efficacy of the NEC, in contradiction to the duty structure outlined by the BoG in the constitution.

ADVISOR / NATIONAL STAFF COMMENTS:

Support Staff does not comment on matters of CAP governance. The Senior Advisor Support does note, however, that based upon the recent agendas of the National Board and NEC meetings it would be difficult to accomplish the business of the Corporation with the present meeting and budget structure if this agenda item is adopted.

REGULATIONS AND FORMS AFFECTED:

CAP Constitution & By-Laws Article XI

NATIONAL BOARD ACTION

Sent to Governance Committee for action.

AGENDA ITEM 5i
Governance

GC

Action

SUBJECT: Selection of Region Commanders

Author: Col Davidson

NHWG/CC – Col Davidson

INFORMATION BACKGROUND:

In 2006, a "Complaint Analysis" was performed by the Office of the Air Force Inspector General regarding a complaint in 2005 against the CAP National Commander. Although an investigation into the complaint was not warranted, the analysis "illuminated potential deficiencies in the system of checks and balances and internal controls restraining abuses of authority by CAP leadership". The analysis goes further to stipulate that abuse of authority "can have a chilling effect on meaningful discourse within the organization"; and that "This appears to be particularly true of the National Commander, who not only appoints the Region Commanders, but also appoints much of the National Staff. In circumstances where offices are elected or ratified, this is done by either the National Board or National Executive Committee – all appointed by the National Commander. This has the effect of concentrating an unusual amount of unchecked power in the office of National Commander".

PROPOSED NATIONAL BOARD ACTION:

Motion 1

1) That the National Board recommend to the BoG a revision to Article XIII, paragraph 1(b), of the CAP Constitution and By-Laws to read:

"Region Commanders shall be selected by the Wing Commanders from within the specific Region(s). A committee of at least 3, but not more than 5, current or former Wing Commanders from the specific Region will be selected by a vote of all current Wing Commanders. Candidates for the position will be ineligible for this committee. This vote should occur NLT 120 days from the expiration of the current term.

Candidates for Region Commander will submit resume's for the position 90 days prior to the expiration of the current term, to those members of the selection committee.

On or before 60 days from the expiration of the current term, the committee members will hold interview conference calls or in-person interview meetings with the candidates. The senior ranked Commander not applying for the position (designated by the CAP-NHQ/DP using Wing Commander inception dates), will chair the conference call(s) and/or the meeting(s).

It is incumbent upon the members of the committee to maintain professionalism and decorum during this process and select a Region Commander who is befitting of the office to which they are being selected.

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Parameters for selection as Region Commander shall include, but not be limited to, Command experience, CAP professional development level, time in grade, service time and exemplary history.

The committee, after interviewing all candidates during the conference call(s) and/or meeting(s) will make a selection on or about 30 days from the expiration of the current term.

The designated chair will keep the current Region Commander and National Commander advised of the progress of the selection process and once a selection is finalized, the current Region Commander and the National Commander will be formally notified.

The National Commander will then notify the Chairman of the CAP Board of Governors.

The National Legal Officer will be available to the Chair of the committee to assist in this process, if needed”.

Motion 2

2) That the National Board recommends to the BoG the deletion of Section 10, paragraph 10.1(c), of the CAP Constitution & By-Laws.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAP-NHQ adheres to the will of the National Board on this matter.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. The concept of unity of command would be significantly degraded if the region commander was answerable only to the members of his region. The ability of the national command element to implement national policies and goals would be hindered if appointment authority was removed from their discretion. Wing and region commanders are not just corporate officers representing their constituents at the national board. They are also commanders in a military style hierarchy. As such, the organizational construct must also reinforce fidelity up the chain toward the shared goals of the corporation.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Does not concur. The process of election by a person's subordinates in command would have a chilling effect on the ability of the region commander to discipline errant wing commanders and enforce systemic orthodoxy. Additionally, the

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item as proposed should allow the NLO “or his designee” to serve as the legal advisor to the committee.

REGULATIONS AND FORMS AFFECTED:

CAP Constitution & By-Laws Article XIII.

CAP Constitution & By-Laws Section 10, paragraph 10.1(c) (TO BE DELETED)

NATIONAL BOARD ACTION

Sent to Governance Committee for action.

AGENDA ITEM 5j
Governance

CAP-USAF

Action

Author: Col Myrick

SUBJECT: SAV Close Out
PCR/CC – Col Myrick

INFORMATION BACKGROUND:

SAV's are conducted prior to CI's, and one of the purposes is to prepare the Wing for the CI. However, the current CAPR 123-3 requires that all findings be closed before the SAV is completed and a close-out letter is issued.

Generally, the actual CI occurs BEFORE all SAV items are closed out. This imposes a double-reporting burden on the Wing. Since the CI team receives a copy of the SAV and is aware of open items, the simpler solution is for the CI team to determine whether the finding needs more work and include it in the CI report if it does.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve that all SAV's will be considered complete once the next Compliance Inspection is conducted. Open SAV items needing further attention should be included in the CI report and closed IAW CI procedures.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Concur with CAP-USAF comments.

CAP-USAF HEADQUARTERS' COMMENTS:

CAP-USAF concurs. The SAV is conducted to provide the wing commander an advance review of his/her programs in order to focus preparation for the upcoming CI. That SAV report will be provided to the CI team in advance of the CI. At that point, the SAV is closed. During the course of the CI, the CI team should review the status of all areas that received SAV findings. Any areas that remain below standards should be identified as findings in the CI report and tracked to closure.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Concur, with the proviso that all regulations be changed to reflect the eservices option as a compliant methodology, and that future regulations be amended as new eservices capabilities come online without the necessity of further NB approval.

Senior Advisor/Ops: I concur with the recommended agenda action.

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Sr Advisor Support – Concur.

IG

Currently all Staff Assistance Visits (SAVs) conducted in preparation for an upcoming Compliance Inspection (CI) are accomplished by CAP-USAF (not CAP) under the provisions of CAP-USAFI 10-2701 paragraph 1.2.5, which states”

1.2.5. Staff Assistance Visits (SAVs) are used to help prepare a Wing for their joint CAP/CAP-USAF Compliance Inspection (CI). A SAV will be conducted IAW the SOW, CAPR 123-3, and CAP Wing Inspection Guide. The SAV should be timed to allow the CAP Wing the opportunity to correct areas needing improvement prior to the actual CI; typically six to nine months prior to the CI is the desired window. When feasible, SAVs should be conducted as a joint CAP and CAP-USAF effort.”

CAP does NOT control CAP-USAF in the performance of their duties and for that reason, the current CAPR 123-3 does NOT require the findings of SAV conducted by CAP-USAF LR to be closed before the SAV is complete and a close out letter is issued. The process for CAP-USAF conducted SAVs is solely their responsibility.

The current CPR 123-3 paragraph 10b which applies only to a SAV conducted by CAP HQ, does say:

“b. SAVs Conducted by a CAP HQ.

(1) Two copies of the SAV report are furnished to the evaluated unit approximately 30 days after completion of the visit. Information copies are provided the next higher headquarters. An electronic copy of all SAVs conducted of region and wing HQ, preferable in Microsoft Word, will be forwarded to the IG Administrator.

(2) Replies of corrective action(s) to deficiencies are submitted to the assessing agency that completed the SAV. Use an electronic format supplied by the assessing agency, as a format for replying to SAV deficiencies.

(3) When all deficiencies are corrected, the appropriate IG and Commander of the assessing agency will issue a SAV close-out letter to the assessed unit, with copies to the next higher headquarters.”

The CI team receives a copy of the SAV for the wing to be inspected approximately 10 days prior to the scheduled CI. To date NO information of what findings are open or closed in the SAV has ever been provided to the CI team prior to the CI.

If the status of the responses were provided and available during the CI, findings that were found during the SAV and found by the CI team would then be a repeat finding and certain Safety and FWA findings that were repeated could potentially force the wing to cease operations.

The SAVs that are currently conducted by CAP-USAF have the sole purpose to help the wing prepare for the CI. The wing should use this information and make any necessary corrections.

REGULATIONS AND FORMS AFFECTED:

CAPR 123-3, *Civil Air Patrol Compliance Assessment Program*

NATIONAL BOARD ACTION

COL MYRICK/PCR MOVED and COL VAZQUEZ/MER seconded the PROPOSED NATIONAL BOARD ACTION.

There was clarification that the SAV and CI are joint programs conducted by the CAP-USAFA liaison region. The SAV is to point out those things that will be written up and needs to be taken more seriously nation-wide for both the SAV write-up parts of the CI and follow-up on items written up in the CI in a timely manner.

THE MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field (with command emphasis on helping move the items from the SAV to the CI to reduce the number of open items), and change to CAPR 123-3, Civil Air Patrol Compliance Assessment Program

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AGENDA ITEM 6a
Awards

ED
Aerospace Education

Action

SUBJECT: Aerospace Education Mission Awards Process

Author: Col Saile

MIWG/CC – Col Saile

INFORMATION BACKGROUND:

Each year, CAP honors outstanding Wings in each Region and the top three wings in the country with an Aerospace Mission Award, based upon the annual AE Activity Report from each Wing. However, a discrepancy exists in the current process. The top three Wings in the country are currently selected from the top Wings in each Region and not necessarily the three highest scoring Wings overall. This is not a fair process and needs to be remedied.

PROPOSED NATIONAL BOARD ACTION:

That, effective immediately, the National Board approve that the top Wing in each Region, and the three highest scoring Wings out of all 52 Wings be recognized with the CAP Aerospace Education Mission Award, based upon submissions of the Annual Aerospace Education Activity Report from each Wing.

ESTIMATED FUNDING IMPACT:

No additional cost.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Concur.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

AE Advisor and Sr Advisor-Support: There are times when a Wing may not win the Region AE mission award, yet will out score the winner of another Region. Despite the higher score, however, under current policy the Wing is eliminated from the being considered for the National Top Three because they did not win their Region. On occasion, circumstances could allow a National Top Three with lower scores than another wing. We recommend passage of this agenda item.

REGULATIONS AND FORMS AFFECTED:

CAPR 280-2, *Civil Air Patrol Aerospace Education Mission*
CAPP 15, *Aerospace Education Officers' Handbook*
CAPP 215, *Specialty Track Study Guide-Aerospace Education Officer*

NATIONAL BOARD ACTION

COL SAILE/MI MOVED and COL LARSON/IL seconded the PROPOSED NATIONAL BOARD ACTION.

THE MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to CAPR 280-2, Civil Air Patrol Aerospace Education Mission; CAPP 15, Aerospace Education Officers' Handbook; and CAPP 215, Specialty Track Study Guide—Aerospace Education Officer.

AGENDA ITEM 6b
Awards

ED
Cadet Programs

Action

SUBJECT: Quality Cadet Unit Award
Author: Col Hayden **NER/CC - Col Hayden & NHWG/CC - Col Davidson**

INFORMATION BACKGROUND:

The most successful cadet units all seem to display the same characteristics: their cadets are flying, earning promotions, attending encampment, renewing their membership, recruiting their friends, etc. The hallmarks of a great cadet unit are no secret.

To help put more squadrons on the road toward success, we need to motivate them to focus on the fundamentals.

This proposal calls for creating a Quality Cadet Unit Award. Every unit that meets certain criteria would earn the award. A big wing like California, for example, might set a goal of having 30 squadrons earn the Quality Cadet Unit Award, and every unit would know it could meet that goal if it works hard enough. In contrast, one shortcoming of the Squadron of Merit Award / Squadron of Distinction Award programs is that every year one, *but only one*, unit will win it, regardless of how many squadrons are performing well. It's also worth noting that SOM/SOD is entirely subjective, while the Quality Cadet Unit Award would be based on objective criteria.

The Quality Cadet Unit Award would give all cadet units something to strive for. Such a *criteria-based* award could help grassroots units focus on the Cadet Program's fundamentals. In turn, we would make a positive impact on how individual cadets experience CAP.

PROPOSED NATIONAL BOARD ACTION:

That the National Board authorizes National Headquarters to establish a Quality Cadet Unit Award program, as outlined below. This award would replace the Squadron of Merit and Squadron of Distinction Award programs.

Goal: Motivate squadrons to excel in Cadet Programs by focusing units on the fundamentals

Eligibility: All cadet and composite squadrons are eligible

Criteria: The award criteria are entirely objective. Any squadron that meets at least 5 of the 8 criteria listed below, as of 31 December of a given year qualifies for the award:

- a. Cadet Achievement: 33% of cadets on roster have attained the Wright Brothers Award
- b. Orientation Flights: 40% of cadets on roster have participated in at least 1 flight

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- c. Encampment: 40% of cadets on roster have completed encampment
- d. Growth: Unit's cadet roster increased by at least 10%, or 10 cadets during previous year
- e. Retention: Unit retained at least 40% of first year cadets during previous year
- f. Enrollment: Unit has at least 25 cadets listed on its roster
- g. Aerospace: Unit earned the Aerospace Excellence Award (AEX) during previous year
- h. Adult Leadership: Unit has at least 2 Training Leaders of Cadets graduates on its roster

Award Elements: All units that qualify for the Quality Cadet Unit Award would receive the benefits listed below.

- a. Permission to place a Quality Cadet Unit Award emblem on the unit website and letterhead
- b. An award certificate
- c. Permission to attach to the unit flag a blue and gold streamer, to be available through Vanguard (style will be similar to the Squadron of Merit streamer).

Award Process: Each January, NHQ will examine data from the preceding calendar year to determine winning squadrons. All squadrons are automatically considered for the award and all winners will automatically be notified by NHQ – this is to be a “push system” with no application process.

Amending the Program: NHQ is authorized to adjust the award criteria from year to year, with permission of the National Commander.

Wing-Level Award. Further, in each region, the wing that has the highest percentage of cadet units earning the squadron-level award will win the Wing-Level Quality Cadet Unit Award. The award elements will be similar to those used for the squadron-level award.

ESTIMATED FUNDING IMPACT:

Approximately \$100 per year for award certificates.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Concur. Members have responded very enthusiastically to this idea and criteria based award would be an important new metric for the Cadet Program.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO - Concur, and suggests that the current National Commander's Unit Citation Ribbon be converted to a Quality Unit ribbon to recognize members of such units, such ribbon to rank in precedence immediately below the Unit Citation ribbon.

Awards and Promotions Team and Sr Advisor Support:

We are in agreement with the basic idea of this agenda item, but do not believe that it has been sufficiently staffed to refer to the NB. This lack of detailed evaluation resulted in the failure of the old "CAP-MAP" award system. In addition, the cost and manpower necessary for the award needs further consideration. A total cost of \$100 per year is not realistic, and we do not believe it is proper to have the receiving units purchase their own streamer (current cost \$35 per unit). We also believe that the Wing Commander must have the final review on concurrence on all awards to his or her units.

Finally, we do not recommend the elimination of the Squadron of Merit/Distinction Award. Winning these prestigious awards have been the goals of many squadrons across the nation, and we believe the Quality Unit Award should supplement, not replace, the SOM/SOD.

In order for these items to be addressed, we recommend this AI be referred to a joint Cadet Programs/Awards Committee for return to the summer 2010 NB for final action.

REGULATIONS AND FORMS AFFECTED:

CAPR 39-3, *Award of CAP Medals, Ribbons, & Certificates*
CAPR 52-16, *Cadet Program Management*

NATIONAL BOARD ACTION

COL HAYDEN/NER MOVED and COL COOPER/NH (PROXY) seconded the PROPOSED NATIONAL BOARD ACTION, amended as follows: (1) Withdraw the second sentence of the motion; (2) Change the first sentence to read: That the National Board authorizes National Headquarters to establish a Quality Cadet Unit Award program, as outlined below, including a banner on the squadron flag, as an incentive for working toward and achieving the Squadron of Distinction Award.

COL HERRIN/NLO MOVED TO AMEND and COL ROBINSON/AL seconded the amendment to provide direction to the Uniform Committee to develop an appropriate ribbon or devise for members of a quality unit to wear on their uniform.

THE MOTION TO AMEND DID NOT PASS

COL PHELKA/CO MOVED TO REFER and COL WINTERS/OH seconded that the board approve this motion, in concept, and refer to committee with guidance to study the criteria and award elements, if any, and the study results brought forward to the next NEC meeting.

THE MOTION TO REFER CARRIED

FOLLOW-ON ACTION: Referral to committee with a report to the May 2010 NEC Meeting. Include in the May 2010 NEC Agenda.

AGENDA ITEM 7a
Operations

MD

Action

SUBJECT: Limited OPSEC Waiver
CAP/CS – Col Chazell

Author: Col Murrell

INFORMATION BACKGROUND:

Currently, Civil Air Patrol requires Operational Security (OPSEC) training for all CAP members. The following is an excerpt of the OPSEC requirement as found in the Operations area of the Emergency Service section of the CAP website:

“OPSEC is the basis for the protection of information that regardless of the designation, the loss or compromise of sensitive information could pose a threat to the operations or missions of the agency designating the information to be sensitive. All CAP members have had to complete OPSEC Training and sign the non-disclosure agreement to remain emergency services qualified since 30 March 2008.”

At this time, CAP offers memberships that are limited in scope to specific participation that does not present exposure to the potential loss or compromise of sensitive information; however, they fall under the definition of “all CAP members”. One example of a limited member is the Aerospace Education Member (AEM). Other than participating in the optional Teacher Orientation Program Flights, (TOP FLIGHTS), there is no mission or operational participation and no exposure to vulnerable areas needing OPSEC. As the statement reads, however, AEMS must complete OPSEC training in order to participate. The AE Advisory Team is very concerned that this could place undue burden on these limited members and discourage new membership and retention.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve a waiver to exclude limited membership categories from the OPSEC requirement.

ESTIMATED FUNDING IMPACT:

Unknown.

CAP NATIONAL HEADQUARTERS’ COMMENTS:

Concur. The other limited membership categories the NB should consider in this discussion are: Patron, Cadet Sponsors, Congressional, Legislative Squadrons, and Honorary.

CAP-USAF HEADQUARTERS’ COMMENTS:

Concur. CAP should consider extension to other limited membership categories, as well.

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ADVISOR / NATIONAL STAFF COMMENTS:

Sr Advisor Support and the AE Team concurs with this agenda item. During TOP FLIGHTS the AEM members are essentially acting as passengers on the flight similar to our Cadets during Cadet Orientation flights. The AEM program has become a small but vibrant contributor to the overall CAP mission and this AI will assist in its continued growth.

Senior Advisor/Ops: If there is no potential for an AE member or any special category member to obtain and disclose any Operational sensitive information, then I see no objective to allowing that membership category to be excluded from the OPSEC requirement. If a potential exists for a member in a special category to observe sensitive information such as on an orientation flight or other activity then they should be required to meet the OPSEC requirements.

NLO - Concurs and would suggest the waiver be expanded to patron members.

REGULATIONS AND FORMS AFFECTED:

To be determined.

NATIONAL BOARD ACTION

COL CHAZELL/CS MOVED and BRIG GEN CHITWOOD/CV seconded that the National Board approve a waiver to exclude limited membership categories from the OPSEC requirement which, in addition to the Aerospace Education Member, also includes Patron, Cadet Sponsors, Congressional, Legislative Squadrons, and Honorary members.

COL BENCKERT/VT MOVED TO AMEND and COL ROBINSON/AL seconded the amendment to exclude Cadet Sponsors from the limited membership categories under discussion.

THE MOTION TO AMEND CARRIED

COL JENSEN/SWR MOVED TO AMEND and COL CORTUM/RMR seconded the amendment to allow the National Headquarters staff the flexibility to adjust those categories as circumstances they identify may permit.

THE MOTION TO AMEND CARRIED

The amended motion reads: "That the National Board approve a waiver to exclude limited membership categories from the OPSEC requirements which in addition to the Aerospace Education Member also includes Patron, Congressional, Legislative Squadrons, and Honorary members, and allow the National Headquarters staff the flexibility to adjust those categories as circumstances they identify may permit."

THE AMENDED MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to appropriate regulations and forms. NOTE: There was a request for the excluded list to be specified.

AGENDA ITEM 7b
Operations

MD/XP

Action

SUBJECT: Single Qualification Record
NVWG/CC – Col Miller

Author: Col Miller

INFORMATION BACKGROUND:

In pre-computer days each Directorate developed its own forms to document qualifications. As a result, members must carry a number of documents – 101 card, CAP driver's license, radio operator's card, etc. Moreover, a number of achievements are not documented on any of the existing forms, so members may need to carry a SQTR. Examples would include survival training and various levels of first aid training. In the computer age, there is no need for multiple documents to serve multiple directorates.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve NHQ/IT develop a single printable form, similar to a CAPF 101, which documents ALL qualifications tracked in eServices.

ESTIMATED FUNDING IMPACT:

Unknown.

CAP NATIONAL HEADQUARTERS' COMMENTS:

If approved, NHQ/IT will work with the IT Committee to create and field the desired form. NHQ will need additional clarification to determine whether this proposed form is intended to replace the CAPF 101, the CAP driver license and the radio operator card and how big (wallet size?) the NB wants this new consolidated document to be. Although not all information for the license and operator's card are currently tracked, we can capture additional data within the Ops Qual system to meet the intent of this agenda item. Due to the size, we recommend that SQTRs remain in their current format.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

NLO: Concur.

Senior Advisor/Ops: Concur with the recommended action.

REGULATIONS AND FORMS AFFECTED:

To be determined.

NATIONAL BOARD ACTION

COL MILLER/NV MOVED and COL PHELKA/CO seconded the PROPOSED NATIONAL BOARD ACTION.

THE MOTION CARRIED

FOLLOW-ON ACTION: Staff action to implement policy, notification to the field, and change to appropriate regulation.

AGENDA ITEM 7c
Operations

MD

Action

SUBJECT: Changes to CAPR 60-1
Author: Col Kuddes Col Vazquez, Col Jensen, Col Kuddes

INFORMATION BACKGROUND:

CAP needs to readdress some aspects of the Standardization/Evaluation (Stan/Eval) program in order to continue providing safe and proficient pilots for CAP missions. These recommended policy changes affect the entire Stan/Eval program to include the emphasis being placed at all levels of command from the national commander to region commanders, wing commanders, unit commanders, Stan/Eval officers and all the way down to the individual pilot. The changes are designed to ensure that CAP's Stan/Eval program is strong and effective in every region/wing. Supporting this agenda item will give CAP's instructor pilots and check pilots additional training/tools and the leadership support they need to continue making critical decisions about our pilots. These decisions are difficult at times but our instructor pilots and check pilots must fully understand that CAP leaders will support them in ensuring only those pilots who are satisfactorily trained/evaluated will continue flying CAP's important missions. These needed Stan/Eval program changes will help continue to instill confidence in our Air Force partners that CAP should retain its currently assigned Air Force missions and the changes will also help CAP gain support for more Air Force missions in the future. All of these policy changes are designed to increase risk management and safety.

PROPOSED NATIONAL BOARD ACTION:

That the National Board increase the leadership oversight and strengthen the CAP Stan/Eval program by doing the following:

1. National Stan/Eval will provide more oversight of the program through periodic teleconferences between the National Stan/Eval Advisor and the Region DOVs to discuss trends and special emphasis items. Trend Analysis will be strengthened to reflect more detailed information.
2. In order to increase pilot proficiency, Wings will be authorized to use AF training funds to help finance Pilot Flight Clinics for all CAPF-5 pilots, including those who are not current or mission qualified. The clinics will offer a curriculum to include ground school subjects and flight instruction in areas of need.
3. Wing Commanders will receive information/training from National Stan/Eval about Stan/Eval issues including trusting the counsel of their DOs and DOVs before making pilot related decisions (e.g. disciplinary actions, check pilot assignments, etc.), understanding a positive check pilot selection process, recognizing and not rewarding bad pilot judgment, and supporting the Wing DOV.
4. More oversight will be directed toward cadet orientation and AFROTC/AFJROTC orientation pilots. Two of these objectives will be accomplished by modifying the CAPF-5 with tasks specifically for cadet orientation and AFROTC/AFJROTC pilots. These

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tasks will require the pilot to review and discuss the syllabus before the flight and include in-flight demonstrations, to the check pilot, of parts of an O-ride flight. The third objective will be accomplished through recurrent training by requiring the online orientation pilot exam to be taken every four years. It is now only required to be taken once.

In a further effort to improve the Stan/Eval program at all levels, the duties of Region and Wing Stan/Eval Officers will be expanded as follows:

5. Region DOVs or their designee will conduct CAPF-5 check rides for all Wing DOVs. This will be funded with AF training funds.
6. Region/Wing DOVs will conduct no notice flight checks of check pilots and IPs during organized region/wing activities.
7. Region DOVs will provide more oversight of their program through periodic teleconferences with their Wing DOVs to discuss trend analysis and special emphasis items. This should serve to bolster all wing Stan/Eval programs.
8. Wing DOVs will conduct one or more check pilot meetings a year to discuss trend analysis, local issues, and special emphasis items. The form of these meetings (in-person, teleconference, web meeting etc.) will remain open to the needs and capabilities of the Wing.
9. National will provide a confidential system that will make it easy for members to submit reports of questionable pilot practices for referral to Region/Wing CCs, DOs and DOVs for investigation and action.

ESTIMATED FUNDING IMPACT:

The cost associated with Region DOVs conducting flight checks for Wing DOVs. This will be funded with AF training funds.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Concur.

CAP-USAF HEADQUARTERS' COMMENTS:

CAP-USAF has great concern regarding the conduct of orientation rides, both for CAP cadets and AFROTC/AFJROTC cadets. These AFAMs are no more important than other AFAMs, however, whenever CAP conducts these missions, they bear a special burden regarding the safety of the program and of the pilots conducting them. These pilots operate the mission alone, with no safety observer or additional crew member. The power differential between a young teenager and a CAP O-ride pilot is tremendous

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and imposes barriers against that cadet speaking up, even if they have the wherewithal to recognize unsafe conduct or conditions. Mission briefing items/checklists should encourage and promote input and feedback from all crewmembers and passengers. O-ride pilots who fail to perform at the safe level demanded for AFAMs should ideally be prevented through the normal means of standards enforcement, the CAPF 5 check ride and the O-ride certification. While there are some outstanding wing Stan/Eval programs and equally superior orientation ride programs, there have been a number of incidents to indicate this process is not robust enough in its current form to prevent situations that present a danger to cadets. There are many more instances where the conduct isn't unsafe, but degrades the value/benefit of the event for the cadet and the organization. Stan/Eval programs also appear to vary widely from region to region, and even more, from wing to wing. It is commendable that this agenda item seeks to apply consistent, reliable standards to the Stan/Eval program nationwide. Obviously, this benefit will accrue to all mission areas.

Trend analysis will enable earlier targeting of specific weak areas. With proper feedback mechanisms, instructors and leadership will be able to provide targeted training to reverse undesirable trends. Successful implementation will be completely dependent on actually capturing performance data detailed enough to yield meaningful analysis.

Special emphasis items are designed to mitigate or eliminate specific risks and/or trends and are a vital part of a successful flight program. These interest items should not only be pulled from trend analysis data, but should incorporate other sources such as flight safety incidents/accidents, potential problems with equipment and/or procedures, and "lessons learned" from operations evals, flight clinics, inspections, Profile 7 sortie debrief items, and other events. In addition, special emphasis items should be reviewed periodically by National Stan/Eval to capture the latest trend information.

Flight Clinics can be an important component in improving overall proficiency/safety. Appropriated funds are generally reserved for training that specifically addresses AFAM qualifications (mission, transport mission, and cadet orientation ride certified pilots). To expand beyond this pool would require strong rationale/justification and would certainly require funded clinics to adhere to a recognized standard (e.g. FAA WINGS program). In addition, expanding the Mission Pilot Proficiency Flight Profile 7 to include CAP Orientation Pilots would benefit this group of pilots in both proficiency and professional competence. This aspect would require further discussion prior to a CAP-USAF decision on the use of appropriate funds.

CAPF 5 check rides that result in O-ride certification must sample elements of that program. Additionally, only check pilots who are O-ride pilots should be certifying O-ride pilots. The exam should be an annual requirement.

Accountability is required to maintain a professional program. Mandatory oversight by region Stan/Eval will enhance standardization between the wings. A well documented no-notice check ride program will also enhance accountability and provide valuable data for trend analysis.

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While all these proposed aspects of a strengthened Stan/Eval process are commendable and should improve reliability (and by extension, safety), they are still subject to shortcomings in implementation at the individual wing/unit/check pilot level. The FAA implemented a mandatory retirement age (65) for commercial airline pilots as a Bona Fide Occupational Qualification precisely because it was determined to be too difficult/impractical to determine job fitness on an individual basis. Despite the value of the proposed changes, it may still be necessary to restrict the age of pilots performing orientation rides where there is no additional crew member to intervene.

ADVISOR / NATIONAL STAFF COMMENTS:

Senior Advisor Operations: Concur with the proposed NB action with the following additional requirement: Check pilots conducting CAPF 5 proficiency flights for cadet orientation certification shall be qualified cadet orientation pilots also.

Senior Advisor Support: Concur with the Senior Advisor Operations comments.

REGULATIONS AND FORMS AFFECTED:

CAPR 60-1, *CAP Flight Management*

NATIONAL BOARD ACTION

The original agenda item 7c, Changes to CAPR 60-1, was withdrawn and a substitute agenda item was presented (distributed to National Board members the previous day). The above is the substituted item.

COL VANZQUEZ/MER MOVED and COL JENSEN/SWR and COL KUDDES/NCR seconded THE PROPOSED NATIONAL BOARD ACTION included in the substitute Agenda Item 7c, Stan/Eval Program Changes.

THE MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to CAPR 60-1, CAP Flight Management, and CAPF 5.

SUBJECT: AE Officer of the Year

February 2009 National Board Meeting
Agenda Item 12
September 2009 National Board Meeting
Agenda Item 18c

AE Officer of the Year

PCR/CC – Col Pearson

**FEBRUARY 2009 NB
INFORMATION BACKGROUND:**

The recent additions to the national awards were nearly all named in memory of well known CAP members with the exception of the Aerospace Education Officer of the Year. Pacific Region is requesting consideration of naming that award in memory of Lt Col Julie Zumwalt.

Lt Col Zumwalt served for many years in a wide variety of AE positions at California Wing, Pacific Region, Pacific Liaison Region, National Headquarters CAP and CAP-USAF. She was instrumental in expanding the AE program and fostering recognizing the outstanding efforts of local AE officers. She emphasized the co-ordination of our AE program with local schools and the recruiting of teachers into CAP. She established an annual Pacific Region Aerospace Education Conference for teachers and was an enthusiastic supporter of the National Congress on Aerospace Education (NCASE).

Upon her retirement from CAP-USAF service, she moved to Seattle and became affiliated with the Boeing Museum of Flight as Program Manager for educational programs. Lt Col Zumwalt established many innovative programs for school groups of every level. Among these was a space shuttle simulation that included both mission control and orbiter functions with students interacting between the functions. In addition she provided many opportunities for teachers to gain aerospace knowledge and experience to share with their students.

Lt Col Zumwalt remained active in CAP, serving as Pacific Region DAE until her untimely passing. It would be extremely fitting to recognize her supreme contributions to our organization by naming this award in her memory.

**FEBRUARY 2009 NB
PROPOSED NATIONAL BOARD ACTION:**

That the National Board approves naming the recently approved Aerospace Education Officer of the Year award after Lt Col Julie Zumwalt.

**FEBRUARY 2009 NB
ESTIMATED FUNDING IMPACT:**

None.

**FEBRUARY 2009 NB
CAP NATIONAL HEADQUARTERS' COMMENTS:**

Non-concur as drafted. In agreement with the Aerospace Education Advisor comments. In lieu of consideration of a single individual at this Board, recommend opening it up for competition.

**FEBRUARY 2009 NB
CAP-USAF HEADQUARTERS' COMMENTS:**

No comment.

**FEBRUARY 2009 NB
ADVISOR / NATIONAL STAFF COMMENTS:**

[Sr Advisor-Support and AE Advisor] Non-concur. Recommend that this award not be renamed at this time, and if the Board does desire to rename the award, recommend that a team of CAP AE officers review all possible candidates, and make recommendations to the Board for action.

REGULATIONS AND FORMS AFFECTED:

CAPR 39-3, *Award of CAP Medals, Ribbons, and Certificates*
CAPR 280-2, *Civil Air Patrol Aerospace Education Mission*

**FEBRUARY 2009 NB
NATIONAL BOARD ACTION**

COL PEARSON/PCR MOVED and COL MILLER/NV seconded the PROPOSED NATIONAL BOARD ACTION.

COL JENSEN/CT MOVED TO AMEND and COL WEISS/NFO seconded the amendment to strike the words "after Lt Col Julie Zumwalt," and open up the naming for competition.

THE MOTION TO AMEND CARRIED.

THE AMENDED MOTION CARRIED.

NOTE: The amended motion as restated by the chair reads:

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“That the National Board approves naming the recently approved Aerospace Education Officer of the Year Award and opening the selection to all potential wing and region candidates.

FOLLOW-ON ACTION: Referral to the Aerospace Education area to have a committee determine the nominee from the information submitted to them. Include in the September 2009 National Board Agenda.

September 2009 NHQ Comments:

Concur with AE National Advisor.

September 2009 CAP-USAF Comments:

No comment.

September 2009 ADVISOR/STAFF Comments:

Highlights of AE Letter to Sep 09 NB meeting addressing this item:

a. Wings and Regions submit candidates to the Education Programs Directorate/ Aerospace Education, who will in turn send them to the AE Advisor who will appoint a committee to review and make recommendations. They should be submitted directly by the wings and regions by a date to be determined.

b. A candidate's submission should include a detailed presentation of biography and history with accomplishments believed to elevate that candidate above all others.

c. The AE Advisor's Committee will review each submission and select the top three candidates. The selections along with comments from the committee members will be submitted to the full National Board no less than 45 days prior to the next National Board Meeting, at which time the National Board will either make the selection or, if they do not believe the nominees rise to the occasion, re-open it to other candidate nominations, at which time the process will begin anew.

September 2009 National Board Action

NO ACTION TAKEN. Item remains Open

ACTION
February 2010 National Board

Committee Report:

WINTER 2010 NB

National Board Action:

COL GUIMOND reported that no candidate submissions for naming the Aerospace Education Officer of the Year award, as requested at the September 2009 National Board meeting, have been received to date, in a written form. He requested permission to recognize Col Carter, VA Wing Commander, who has provided a verbal recommendation, which is wholeheartedly supported by the AE team.

COL CARTER/VA MOVED and COL CHARLES/NATCON seconded that the National Board approve naming the Aerospace Education Officer of the Year in memory of Major General Jeanne M. Holm, USAF (Ret).

THE MOTION CARRIED

FOLLOW-ON ACTION: This nomination will be vetted with General Holm's family to ensure that CAP has appropriate approval, after which there will be notification to the field and change to appropriate regulations.

THIS ITEM IS CLOSED.

**September 2009 National Board Meeting
Agenda Item 3**

Organizational Missions - Elections

ALWG/CC – Col Oakman

INFORMATION BACKGROUND:

There have been many advances in technology that has increased our corporate and interpersonal communications capabilities across our organization. These advances change the way in which the leadership could be vetted, interviewed, selected or elected, and supported.

Behind the many ways elections and campaigns are run in our country, there are supporting mechanisms that enable the process that exists: the media, the campaign committees, the fund-raising process, etc. While CAP is a large organization, bearing the costs of these check-and-balance systems may not be feasible. All of these considerations should be reviewed.

As there are many choices for the ways in which CAP could select or elect our leaders at the wing, region and national level, we should have a team of experts from our membership assist us in determining the reasonable options.

PROPOSED NATIONAL BOARD ACTION:

A. That the National Board direct the National Commander to select and charge a task force to research and propose options for garnering our Executive Officers in CAP. The “Executive Officer Selection/Election Task Force” will report all progress back to each NEC, NB, and BoG meeting, providing final recommendations at the 2011 Winter National Board meeting. The Task Force should be comprised of a minimum of the following personnel:

- Chairman National Chief of Staff
- National Legal Officer
- National Human Resources
- National Personnel & Member Actions
- One National Executive Committee Member – Region Commander
- One National Board Member – Wing Commander
- One Squadron Commander – Level 4 – Level 5 Qualified

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B. That the National Board direct the NHQ staff and Volunteer staff to write/update detailed job descriptions and develop qualifications and selection process of positions for the NEC members and Region and Wing Commanders.

ESTIMATED FUNDING IMPACT:

To be determined.

CAP NATIONAL HEADQUARTERS' COMMENTS:

No comment.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur. The concept of unity of command would be significantly degraded if, for instance, the wing commander was answerable only to the members of his wing. The ability of the national commander or any region commander to implement national policies and goals would be hindered if appointment/removal authority was removed from their discretion. Wing and region commanders are not just corporate officers representing their constituents at the national board. They are also commanders in a military style hierarchy. As such, the organizational construct must also reinforce loyalty up the chain toward the shared goals of the corporation.

ADVISOR / NATIONAL STAFF COMMENTS:

To be given at the meeting.

REGULATIONS AND FORMS AFFECTED:

CAPR 20-1, *Organization of Civil Air Patrol*
CAPR 35-9, *Board of Governor and Wing Commander Selection Procedures*
CAP Constitution & Bylaws

NATIONAL BOARD ACTION

COL OAKMAN/AL MOVED and COL HAYDEN/NER seconded the proposed National Board action.

COL JENSEN/SWR MOVED TO AMEND and COL BROWN/AK seconded the amendment that assignment of volunteer candidates as listed be voluntary with the option that those individuals may agree or decline to participate and those who agree to participate agree that they will not be a candidate for selection or election by a process that they developed for at least the first cycle of election or selection after the process is adopted.

RESTATED BY THE CHAIR. An amendment with guidance that candidates are allowed to decline and that any candidates who accept cannot use the process with which they are a part for the first cycle.

THE AMENDMENT CARRIED

COL CHAZELL/CS MOVED TO AMEND and COL MYRICK/PCR seconded the amendment that the list of members of the committee or Task Force include an attorney — a national legal or legal officer appointed by the National Legal Officer.

THE AMENDMENT CARRIED

COL WEISS/NFO MOVED and COL PHELKA/CO seconded to refer this item to the Public Trust Committee.

THE MOTION TO REFER CARRIED

FOLLOW-ON ACTION: Referral to Public Trust Committee to work this issue, using guidance provided during or after this meeting, and report back with recommend action. Inclusion in the 2010 winter National Board agenda.

ACTION
February 2010 National Board

Committee Report: Public Trust Task Force

National Board Action:

There was note that this item has already been moved to the Governance Committee and work is in progress. The current AL Wg/CC, Col Robinson, will provide additional guidance to the committee (in lieu of removing the item since it is already in committee).

FOLLOW-ON ACTION: Include in future agenda.

AGENDA ITEM 8c

OLD BUSINESS

**SUBJECT: Revision and Update of CAPR 35-7:
Removal of National Commander and National Vice Commander**

**September 2009 National Board Meeting
Agenda Item 4**

Revision and Update of CAPR 35-7: Removal of National Commander and National Vice Commander

CAP/IG – Col Linker

INFORMATION BACKGROUND:

CAP Regulation 35-7 promulgates procedures for removal of the CAP National Commander and National Vice Commander. It was adopted 1 April 1997, prior to the formation of the CAP Board of Governors. The BoG, which is the governing body of Civil Air Patrol charged by the CAP Constitution to “govern, direct and manage the affairs of the corporation”, does not, therefore, have a defined role in the removal of the top elected leaders of CAP.

PROPOSED NATIONAL BOARD ACTION:

That the National Board direct the Constitution and Bylaws Committee to review CAPR 35-7 to consider necessary revisions and updates in recognition of the interests and responsibilities of the Board of Governors in removal actions against the National Commander and National Vice Commander. Any proposed revisions shall be coordinated with the BoG and presented for consideration by the National Board in its 2010 winter meeting.

ESTIMATED FUNDING IMPACT:

No funding impact is anticipated.

CAP NATIONAL HEADQUARTERS’ COMMENTS:

No comment.

CAP-USAF HEADQUARTERS’ COMMENTS:

Concur, however the review should include not only 35-7, but also 123-2 and the Constitution and Bylaws to ensure the role and anticipated potential actions of the BoG are clarified and described as fully as possible. This would necessitate the order of

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revision to ensure changes to the Constitution and Bylaws are approved by the BoG prior to revision of CAPRs 35-7 and 123-2.

ADVISOR / NATIONAL STAFF COMMENTS:

(NLO) – Concurs.

REGULATIONS AND FORMS AFFECTED:

CAPR 35-7, *Removal of National Commander or National Vice Commander*.
CAP Constitution and Bylaws.

NATIONAL BOARD ACTION

COL LINKER/IG MOVED and COL RUSHING/SER seconded the proposed National Board action.

COL SAILE/MI offered an informal recommendation that the Constitution & Bylaws Committee look at the process used by the U. S. Senate to remove a member.

COL JANSEN/SWR offered an informal recommendation for the Constitution & Bylaws Committee to seek guidance from the National Advisory Council on this important issue.

COL WEISS/NFO MOVED A SUBSTITUTE MOTION, and COL LEE/PA seconded that CAPR 35-7 and/or CAP 123-2 be clarified as to the procedures involved to remove the National Commander and/or National Vice Commander in accordance with the current CAP Constitution & Bylaws or to synchronize the regulations with the Constitution & Bylaws.

COL WEISS/NFO withdrew his substitute motion. Col Lee/PA concurred.

COL JENSEN/SWR MOVED A SUBSTITUTE MOTION, and COL MYRICK/PCR seconded that the National Board take action to establish an Ad Hoc Committee to study this important matter and bring recommendations and a report back to the February 2010 National Board meeting. The Ad Hoc Committee would consist of a small group of National Board members to be determined by the National Commander; a small group of Constitution & Bylaws Committee members to be determined by the Chairman of the Constitution & Bylaws Committee, and that a request for representation on the Ad Hoc Committee also be sent to the Board of Governors for its participation as it sees fit, and a request for participation by a representative of the National Advisory Council for input on the matter.

MOTION RESTATED BY THE CHAIR: “that the National Board establish an Ad Hoc Committee to study this important matter and bring recommendations and a report back to the February 2010 National Board meeting. The Ad Hoc Committee would consist of a small group with representation from the National Board, Constitution & Bylaws Committee, Board of Governors, and National Advisory Council.”

THE SUBSTITUTE MOTION CARRIED UNANIMOUSLY

FOLLOW-ON ACTION: Naming of Ad Hoc Committee chair and members to study this matter with a report back to the winter 2010 National Board meeting. Include in the winter 2010 National Board agenda.

ACTION
February 2010 National Board

Committee Report:

National Board Action:

This item has already been moved to the Governance Committee and work is in progress.

FOLLOW-ON ACTION: Include in future agenda.

**September 2009 National Board Meeting
Agenda Item 9**

Cadet Advisory Council Term Limits

WIWG/CC – Col Haffner

INFORMATION BACKGROUND:

By current regulation, cadets are limited to serving two terms at each echelon (Group, Wing, Region, National) on the Cadet Advisory Council. Therefore, a cadet who serves as the Squadron CAC Representative to the Wing CAC for two years is not allowed to serve a third year as the Wing CAC Recorder or Vice Chairperson. For a cadet to serve in a leadership position on the Wing CAC, he or she would have to serve as the Squadron Representative the first year and immediately be elected to the Recorder or Vice Chair position the second year. Because of the two-year term limit, a cadet who is appointed as the Squadron Representative may either never have enough time to be elected to a leadership position, or be elected at too young of an age to be an effective leader over the Wing CAC.

As a result of the term limits and number of younger and inexperienced cadets, these CACs often have only a small number of senior cadets to provide the needed leadership to ensure that the council performs successfully and maintains continuity between each term.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve removing the two-year term limit per echelon from Group and Wing CAC representatives, effective ___/___/___.

ESTIMATED FUNDING IMPACT:

Minimal.

CAP NATIONAL HEADQUARTERS' COMMENTS:

CAC representatives have term limits so that we can allow as many cadets as possible to serve. NHQ is generally opposed to extending the term because that would limit opportunities for other cadets. This proposal assumes that cadets will serve as assistant representatives, then primary representatives, and then as officers on the council. Many wings and regions have found success with different paradigms while

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still adhering to the regulation's policy. CAP NHQ suggests the National Board may want to consider referring this issue to the National Cadet Advisory Council.

CAP-USAF HEADQUARTERS' COMMENTS:

No comment.

ADVISOR / NATIONAL STAFF COMMENTS:

Concur: National CAC Advisor.

Non-Concur: National Cadet Program Advisor and Senior Advisor for Support. Even with the current term limits, only a minority of cadets will be able to experience service as a CAC member at any level. Current term limits allow cadets as long as six years as they progress through the wing, region, and national levels (8 yrs if the wing has a group structure). By increasing term limits, this proposal will significantly reduce the number of cadets who will receive the benefits of CAC training and experience. A cadet serving as a representative on an active council with a dedicated officer advisor should be well prepared to serve as a CAC officer at the same level the second year.

REGULATIONS AND FORMS AFFECTED:

CAPR 52-16, *Cadet Program Management*

NATIONAL BOARD ACTION

COL HAFFNER/WI MOVED and COL MYRICK/PCR seconded to refer the proposal to remove the 2-year term limit per echelon from Group and Wing CAC representatives to the National Cadet Advisory Council (NCAC).

THE MOTION CARRIED

FOLLOW-ON ACTION: Referral to NCAC. Include in the winter 2010 National Board agenda.

ACTION

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Committee Report: See attached NCAC report.

National Board Action:

CADET/LT COL KING, Chairman of the NCAC, briefed the written report and stated that final action would be proposed at the summer 2010 National Board meeting.

FOLLOW-ON ACTION: Include in the September 2010 National Board Agenda.

SUBJECT: Making Accident / Incident Information available to Pilots

**September 2009 National Board Meeting
Agenda Item 12**

Making Accident / Incident Information available to Pilots

INWG/CC – Col Reeves

INFORMATION BACKGROUND:

Currently, the information from accidents and incidents is not disseminated in a manner to help prevent future accidents and incidents. For example, the IN Wing had its second tail strike on a C182T. We had no information about what happened, only that the aircraft was down. Later, I learned, by accident that the incident occurred during a training exercise during a soft field take off maneuver. As a CFI and check pilot, this is important information to know if we are to try and prevent future similar incidents. Any information regarding the safety of flight, particularly involving flight training or check rides should be disseminated to all pilots and particularly check pilots.

PROPOSED NATIONAL BOARD ACTION:

That the National Board approve making the Form 78, *Safety Mishap Report* and the Form 79, *Safety Report of Investigation* available to all CAP members, effective ___/___/___.

ESTIMATED FUNDING IMPACT:

Cost associate with eServices report development and establishment of duty position permissions. New analysis report will require additional requirement definition from Safety team.

CAP NATIONAL HEADQUARTERS' COMMENTS:

We agree that the information gained from incidents may be valuable in preventing similar events; however, we feel that CAPF 78 and 79 are not the appropriate vehicle for communicating this information. Instead, we propose the use of a sanitized summary of flight and ground incidents that describe findings and recommendations without unit or individual data.

CAP-USAF HEADQUARTERS' COMMENTS:

Non-concur as written. It is important to the Civil Air Patrol mishap prevention program to provide to the membership, lessons learned from accidents and incidents. This feedback can help educate CAP and avert some mishaps in the future. Some mishaps are already detailed in the monthly Sentinel newsletter. Providing full mishap accounts to all members raises legal issues. See CAP NHQ comments.

The US Air Force has a monthly report called Blue 4 News where mishaps are discussed openly. However, these incidents are sanitized and password protected. Names, tail numbers, precise locations are edited to protect the individuals involved. Therefore, the mishap can be used as a mishap prevention tool to other Air Force members. These reports are kept secure by the unit safety officer and provided only upon request. If CAP provided a more detailed, yet sanitized mishap and investigation report for the membership and kept it secure, it would be an invaluable tool to the organization.

ADVISOR / NATIONAL STAFF COMMENTS:

(NLO) – No recommendation. As a matter of information, release of these reports beyond the current scope of distribution will not affect any privilege that might otherwise shield these reports from discovery in litigation, *provided* that none of the reports are the result of investigations undertaken pursuant to direction of counsel.

(NSE) – Non-Concur. Wing CCs have the capability of reading every Form 78/79 in their wing as they are the one delegated to sign the 79 and concurring or making changes to their wing Form 78/79 mishap reports. Why the CC had to “accidentally” find this information regarding his own wing, I don’t know as the Form 79 only gets to the NSE after it is signed by both the Wing and Region CC.

Senior Advisor for Support: Easy access to safety and accident information is always a good idea. The best method of doing so is in question. We suggest that the Board consider the appointment of a group of NHQ personnel and volunteers to investigate the creation of a simple database similar to the federal database managed by the NTSB to allow members at all levels to both search and access accident and incident data. The database search option will allow a commander or activity director to customize the search to areas of direct applicability to his or her activity. We believe that this task could be completed by the Winter NB.

REGULATIONS AND FORMS AFFECTED:

Form 78, *Safety Mishap Report*
Form 79, *Safety Report of Investigation*

NATIONAL BOARD ACTION

COL REEVES/IN MOVED and COL CARR/GLR seconded that the National Board refer this item to committee with guidance to make a sanitized summary of information contained on Form 78, Safety Mishap Report, and Form 79, Safety Report of Investigation, available to all CAP members.

THE MOTION CARRIED

FOLLOW-ON ACTION: Referral to committee with a report to the winter 2010 National Board meeting.

ACTION
February 2010 National Board

Committee Report:

National Board Action:

COL HERRIN/NLO reported that the National Legal Team is coordinating this item and a final recommendation will be made at the summer 2010 National Board meeting. The chair accepted the report.

FOLLOW-ON ACTION: Include in the September 2010 National Board Agenda.

SUBJECT: Conduct of Members Using Social Media

**November 2009 National Executive Committee Meeting
Agenda Item 2**

Conduct of Members Using Social Media

GLR/CC – Col Carr

INFORMATION BACKGROUND:

Social media is a broad term that describes increasingly popular software tools and techniques, primarily Internet based, that allows groups and individuals to engage in peer-to-peer conversations and to exchange content. Current examples of social media are YouTube™, flickr®, Facebook, MySpace™, Twitter™, and many others.

The primary demographic of social media is young adults, ages 18-34. However, use by other age groups is rapidly growing, including a reported 193% growth in users over the age of 55.

Statistics on social media use vary wildly, including projections that there are currently over 100 million active Facebook users daily, and that since its inception close to 5-billion “tweets” have been sent over Twitter™.

Social media outlets have had an enormous impact on global communications, most of it positive. Groups and sites have formed for every imaginable interest, not the least of which is the Civil Air Patrol. CAP has its own Facebook page with 4,753 fans. (http://www.facebook.com/CAP.USAF.Aux?fb_noscript=1), as well as a presence on Twitter™ (http://twitter.com/CAP_USAF_AUX) with 883 followers. Twitter™ was even used for emergency response (Southern California Wildfires) when other methods of communications were unavailable or had failed.

Unfortunately, there is a dark side to social media use, just as there is with other Internet technologies.

Inappropriate content – As with any form of personal expression, the topics discussed and methods used are limited only by the user’s imagination. What may be innocent communication to one person may offend the next. This is certainly true of the Internet. People regularly post photographs displaying near or total nudity, public drunkenness and antics of questionable safety and legality. Most such posters would be profoundly embarrassed to disclose the same material to their parents, children, spiritual leader, or CAP commander.

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Other, less obvious, offenses include public disagreements, which deteriorate into “flame wars” and become the textual equivalent of hazing. Another easily envisioned scenario is posting of text or photographs from Civil Air Patrol missions that are classified as FOUO or otherwise not for public dissemination.

Malicious content – The popularity of social media sites has not been lost on those who would use them for gain or crime. Virus, worms and other malicious program delivery via social media sites has been on the rise since its inception. It is estimated that up to 80% of all web sites are infected with some type of malware. Facebook has had 8 documented vulnerabilities in less than one year. The reason that malicious content works so well on social media sites is simple: There is an implicit trust of those on one’s network or social circle, a willingness to share information, little or no identity and the ability to run arbitrary code (in case of user-created apps) with minimal review. This all adds up to users becoming an easy target for the bad guys and then unknowingly distributing the content to their contact lists.

Illegal uses – Notwithstanding the distribution of malicious software, social media can also be used for other illegal activities, the foremost of which is, predictably, the solicitation of minors. Pages and posts can be, and too often are, configured to deceive children and attract them to in-person meetings. Many social media outlets claim to have controls in place, but unfortunately, the techniques of those who abuse social media are always several steps ahead of such controls.

Recommendation

It should not be CAP’s intent to stunt use of social media. Rather, with the issues discussed in the preface to this proposed action in mind, CAP needs to tell its members what are CAP’s expectations for social media use.

Civil Air Patrol members are expected to behave professionally at all times, not just while in uniform. This includes not only our appearance and speech, but in all ways we comport ourselves in public. Our use of social media should be no exception to these expectations.

Any CAP policy must distinguish guiding moral and ethical behavior from legal requirements. This is challenging. On the one hand are the behaviors guided by, for example, CAP Core Values, Ethics Policy and the bases for termination under CAPR 35-3. These standards provide the most concrete statements of CAP’s commitments to member personal accountability insofar as they express CAP values, member fiduciary obligations, avoidance of conflict of interest, respect, fairness and openness, good faith, due care, and confidentiality. On the other hand, however, expressing these attributes, controlling actions that conflict with them and the legal constraints imposed by the United States Constitution and the Amendments to the Constitution (not to mention State constitutions) are in natural tension. Simply forbidding any speech that interferes with CAP Core Values, Ethics Policy, etc., is plainly unworkable.

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A functional policy must be one that can be understood and followed by all members and that does not constrain a member's speech. This policy proposal attempts to meet those conflicting needs.

PROPOSED NEC ACTION:

That the National Executive Committee approve the following wording being added to CAPR 35-3, *Membership Termination*:

Social Media. CAP, its commanders, officers, and staff shall not constrain any communication by a member, whether senior or cadet, including without limitation use of the Internet. Provided, however:

- (1) CAP member generated material constituting "speech" shall not use either sexually explicit or suggestive language, profanity, photograph or graphic material of sexually explicit or suggestive or depictions of violence or mayhem;
- (2) CAP member generated material constituting "speech" shall not violate any CAP regulation or policy directive;
- (3) CAP member generated material constituting "speech" shall not link or redirect any person who may receive such material to any such proscribed material.

Violation. Violation of subparagraphs (1) through (3) may be deemed misconduct and may be subject to adverse membership action including membership termination. Before any adverse membership action is commenced for violation of this subpart of the regulation, it shall be reviewed by the Wing Commander, Wing Legal Officer, and CAP General Counsel. Any final adverse decision shall be reviewed by the National Commander or his or her designee.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Non-concur: Due to considerations of First Amendment rights (Freedom of Speech), enforcement is very unlikely beyond making it clear that members participating in Social Networking Media in their individual capacity have no authority to speak for Civil Air Patrol.

In addition, Civil Air Patrol may properly enforce protection of non-authorized use of its logos, brands, and symbols in a Social Networking environment.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur with National Staff comments.

ADVISOR / NATIONAL STAFF COMMENTS:

Senior Advisor - Support: The entire Support Section agrees that social media has become a major factor in our lives with both a positive and negative side. The USAF and DOD have been struggling with this issue for some time; however, members of the armed services are subject to the UCMJ which is not the case in CAP.

A review of the proposed Agenda Item indicates that there are several areas which may have substantial legal issues involved. For that reason we recommend that the NEC refer this to a committee comprised of both NHQ and volunteer staff (including the CAP General Council) to develop recommendations on this important issue and report back to the NEC at the spring 2010 Meeting.

REGULATIONS AND FORMS AFFECTED:

CAPR 35-3, *Membership Termination*.

NEC ACTION:

COL CARR/GLR MOVED and COL MYRICK/PCR seconded that the National Executive Committee approve sending this item to an appropriate committee for consideration and return to the appropriate body (no guidance provided by the maker of the motion).

THE MOTION CARRIED UNANIMOUSLY

FOLLOW-ON ACTION: Referral to a committee to be created by the National Commander, with the following guidance: (1) Legal officer people who are aware of social media to review the internet policy; (2) Committee will be requested to send status interim reports at each of the next upcoming meetings until the final report. Include in the winter 2010 National Board agenda.

ACTION
February 2010 National Board

Committee Report: The Social Media Committee is being formed with representation from all appropriated areas. The National Commander has approved the National Public Affairs Team Leader, Maj Al Pabon as Chairman. NHQA has designated Mr. Marc Huchette as their representative. A formal report will be submitted to the 2010 summer National Board meeting.

National Board Action:

The chair noted that another report will be given at the summer 2010 National Board meeting.

FOLLOW-ON ACTION: Include in the September 2010 National Board Agenda.

SUBJECT: Air Patrol Ribbon

**November 2009 National Executive Committee Meeting
Agenda Item 3**

Air Patrol Ribbon

NER/CC – Col Hayden

INFORMATION BACKGROUND:

The Civil Air Patrol has performed many types of “patrol” missions that do not meet the criteria for award of either the Search and Rescue Ribbon or of the Disaster Relief Ribbon. Examples of these types of missions include fire patrols, sundown patrols, bay patrol, as well as counter drug flights. We have also been taking on additional missions in support of Homeland Security that require our members to give of their time and talents, for which they should be recognized.

Proposed Criteria: Participate actively in at least ten patrol watch sorties as an aircrew member occupying any crewmember station. A bronze clasp is awarded for each additional ten sorties. A silver clasp replaces five bronze clasps. All sorties must be in support of patrol watch missions authorized by competent authority. The same would apply to each mission staff member who gives of their time to supervise and/or assist with these missions. Each mission staff sortie would be a minimum of four hours of mission staff time.

PROPOSED NEC ACTION:

That the National Executive Committee approve the proposed Air Patrol Ribbon and corresponding miniature medal criteria. That they also instruct the National Historian to research an appropriate design and the Uniform Team to determine the appropriate position for this ribbon in the Order of Precedence.

Alternative motion: Rename the Counterdrug Ribbon the Air Patrol Ribbon and incorporate all the various patrol type flying missions and related mission staff participation requirements into criteria for this award.

ESTIMATED FUNDING IMPACT:

None. After design and approval, CAPM 39-3 and CAPM 39-1 will require updating and a vendor must be selected for production and sale.

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If the alternative motion is used, new designs would not be required.

CAP NATIONAL HEADQUARTERS' COMMENTS:

Defer to the Senior Advisor/Support comments.

CAP-USAF HEADQUARTERS' COMMENTS:

None.

ADVISOR / NATIONAL STAFF COMMENTS:

Senior Advisor – Support: Awards and Promotion Team Leader and the Senior Advisor Support favor recognizing the efforts of these members. We do, however, recommend that this Agenda Item be referred to the Winter NB where award and uniform issues have been traditionally handled.

In addition, we believe that this award is too restrictive and the opportunity to earn it would be available to only a small percentage of members. We recommend that the award criteria be opened to allow the award to include other similar missions such as coastal patrol, fire watch, Surrogate Predator, etc. We also suggest that the award criteria be expanded to include all participating members, not only air crews. This delay would also allow the Agenda Item to be fully staffed including the design of the ribbon with the assistance of the National Historian.

REGULATIONS AND FORMS AFFECTED:

CAPM 39-3, *Award of CAP Medals, Ribbons, and Certificates*

NEC ACTION:

COL HAYDEN/NER MOVED and COL HERRIN/NLO seconded the PROPOSED NEC ACTION.

COL JENSEN/SWR MOVED and COL VAZQUEZ/MER seconded to refer this information to the Uniform Committee with input from the Heraldry Committee and bring back to the winter 2010 National Board Meeting.

THE MOTION CARRIED UNANIMOUSLY

FOLLOW-ON ACTION: Referral to the Uniform Committee to work with Heraldry and include in Uniform Committee Report at winter 2010 National Board. There was clarification that in considering the Air Patrol Ribbon, the Uniform Committee has broad latitude to provide criteria and bring forth suggestions for recognition of other missions and things that could be included in this proposal.

ACTION
February 2010 National Board

Committee Report:

The Awards and Uniform Teams, in conjunction with the Operation Section recommend the Air Patrol Ribbon should be approved using the following criteria:

1. Applies for any USAF Approved Mission in the A or B category that does not qualify for an existing ribbon or award, such as SAR, DR, and CD. C Missions do not count toward the award. Members must complete 10 sorties to earn the award or each additional device on the ribbon
2. Aircrew members obtain one sortie for each flight successfully completed.
3. Ground Team Members obtain one sortie credit for each 4 hours in the field in support of a qualifying mission
4. Mission staff members obtain one sortie credit for each 4 hours they participate as a mission staff member on a qualifying mission.
5. Ribbon/Medal design as presented by National Historian should be accepted
6. Still need to determine the order of precedence for this ribbon on the uniform

National Board Action:

COL MOSLEY made the following changes to the printed Committee Report:

1. Change paragraph 1, line 1: Insert between “category” and “that” the following words: “and any C Missions that are approved by NHQ/DO or the NOC as C-14 flights.”
2. Delete the second sentence, which reads: “C Missions do not count toward the award.”

The revised first paragraph of the Committee Report reads:

“1. Applies for any USAF Approved Mission in the A or B category and any C Missions that are approved by NHQ/DO or the NOC as C-14 flights that do not qualify for an existing ribbon or award, such as SAR, DR. and CD. Members must complete 10 sorties to earn the award or each additional devise on the ribbon.

COL JENSEN/SWR MOVED TO REFER and COL MYRICK/PCR seconded that the National Board refer to committee.

THE MOTION TO REFER CARRIED

An issue was raised that there are two issues to be considered—the award and the ribbon on the uniform.

COL CARR/GLR MOVED TO RECONSIDER and COL BENCKERT/VT seconded that the National Board reconsider the previous vote.

THE MOTION TO RECONSIDER CARRIED

COL PARRIS/CA MOVED and COL LEE/PA seconded that the National Board approve the Air Patrol Ribbon (award criteria only), as presented.

THE MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to appropriate regulation.

COL JENSEN/SWR MOVED TO REFER and COL LEE/PA seconded that the National Board refer the ribbon design and designation to the Uniform Committee.

THE MOTION TO REFER CARRIED

FOLLOW-ON ACTION: Referral to committee and include in a future agenda.

SUBJECT: Membership Application – Proof of True Identity

**November 2009 National Executive Committee Meeting
Agenda Item 7**

Membership Application – Proof of True Identity

NER/CC – Col Hayden

INFORMATION BACKGROUND:

Recent Homeland Security reports indicate terrorist groups could be joining “open door” volunteer organizations such as Civil Air Patrol in order to gain security information and/or gain access to military uniforms. Nowhere in CAPR 39-2 or the Change letters of 20 December 07 and 4 September 08 do we require true and complete proof of identification when a potential new member submits a CAPF 12 or 15. Even though they are required to include a “Volunteer” fingerprint card, there is no accompanying proof that the prints were taken by law enforcement requiring full identification of the applicant. In fact anyone’s prints could be on the form as the ink rollers used are available even for home use.

PROPOSED NEC ACTION:

That the National Executive Committee approve the requirement for all persons applying for membership in the Civil Air Patrol to provide proof of true identification using the same optional forms of true identification required by the instructions accompanying the Employment Eligibility Verification Form I-9. *(In the case of a cadet applicant without such documentation, a birth certificate and school report card will suffice.)* The method of identification used will be indicated on the CAPF 12 and 15 but the numbers associated with the forms of identification will not be recorded. The unit commander accepting the application will thus attest to reviewing and authenticating the identification items used,

ESTIMATED FUNDING IMPACT:

To be determined.

CAP NATIONAL HEADQUARTERS’ COMMENTS:

Non-concur: Requirement and retention for reporting purposes of additional identification (ID) would potentially expose Civil Air Patrol to liability if said information is illegally accessed and utilized in credit scams and identity theft.

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Although we do not currently require proof of identity, our fingerprint system will tell us if the SSN, name and date of birth do not match the information in their files. We would be especially concerned about including cadets in this requirement. Many 12 year old cadet applicants do not have any form of picture ID. All schools do not issue ID cards and we have a number of home-schooled students.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur with agenda item. CAP-USAF realizes cadets may not satisfy the proposed identification requirement and therefore recommends this item be referred to committee to develop a course of action.

ADVISOR / NATIONAL STAFF COMMENTS:

Senior Advisor – Support: Senior Advisor Support agrees with the development of a uniform proof of identity, however, the proposed action as written may cause substantial difficulty. Many school age children are not issued a photo ID card at their school, especially in elementary schools and some middle schools.

We are also concerned with potential identity theft issues including possible retention in local unit files of sensitive documents such as birth certificates, passports, etc. We therefore recommend that this be referred to committee to develop a recommended policy for both senior and cadet members. The committee to be directed to report back to the spring NEC Meeting.

REGULATIONS AND FORMS AFFECTED:

CAPR 39-2, *Civil Air Patrol Membership*; CAPF's 12 & 15

NEC ACTION:

COL HAYDEN/NER MOVED and COL HERRIN/NLO seconded the PROPOSED NEC ACTION.

COL VAZQUEZ/MER MOVED TO AMEND and COL JENSEN/SWR seconded the amendment to change the first line of the motion to strike the words "all persons," and add the words "all persons, except cadets."

Following discussion regarding different ages and categories of membership, the following motion was made:

COL HAYDEN/NER MOVED and COL KUDDER/NCR seconded to refer this matter to a committee.

THE MOTION CARRIED UNANIMOUSLY

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FOLLOW-ON ACTION: This issue will be staffed by legal, Headquarters membership, and others to be determined. Guidance to the committee: (1) Recommendation that fingerprint cards be done by a law enforcement agency to reduce forgeries; (2) Recommendation to consider live scan fingerprinting rather than ink fingerprints on the card; (3) Consideration of retroactive action. Interim report at winter 2010 National Board and final report at May 2010 NEC. Inclusion in winter 2010 National Board and May 2010 NEC agendas.

ACTION **February 2010 National Board**

Committee Action: Interim Report

COL HERRIN/NLO gave the following Interim Report: He reported that the committee needs to coordinate an issue with regard to describing how fingerprint cards will be gathered if they are not done at a law enforcement agency where they attest to proof of identify of the individual whose fingerprints are being taken. If that is not ascertained, then the data collection problem will have to be worked until May when a final report will be given. The chair accepted the report.

FOLLOW-ON ACTION: Include in the May 2010 NEC Agenda.

**November 2009 National Executive Committee Meeting
Agenda Item 14-2**

Identification Cards for CAP Members

PCR/CC – Col Myrick

2. ITEM: Identification Cards for CAP Members

COL MYRICK/PCR presented CAP ID Card Discussion Points, as of October 2009 containing a two-part proposal:

- (1) To make picture ID cards mandatory for all senior members by 1 January 2011 (currently only an option), and
- (2) To form a committee to study the feasibility of getting a “Government issued” ID card.

COL MYRICK/PCR MOVED and COL JENSEN/SWR seconded that the National Executive Committee approve a 2-part motion: (1) That the current picture ID with the absence of the member’s rank and unit number will be required for all senior members by 1 January 2011, as described, and (2) An ad hoc or special committee to review the “Government issued” ID card project.

COL CHARLES/NC MOVED TO AMEND to strike the implementation date of 1 January 2011 under Part (1).

THE MOTION TO AMEND FAILED DUE TO LACK OF A SECOND

COL MYRICK/PCR MOVED TO AMEND and COL HERRIN/NLO seconded the amendment to strike Part (1) of the motion.

THE MOTION TO AMEND CARRIED

THE AMENDED MOTION CARRIED

FOLLOW-ON ACTION: The following named committee as approved in Part (2) of the motion to further review “Government Issued” ID card project: Col Myrick/PCR, Chair; Members: An additional region commander appointed by the CAP/CC; Mr. Huchette NHQ/PA or designee; a CAP-USAF representative appointed by Col Ward; Lt Col Ned

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Lee, National Cadet senior advisor; Col Chazell/CS, or designee; Col Herrin/NLO, or designee. Include interim report in February 2010 National Board agenda, May 2010 NEC agenda and each succeeding National Board or NEC meeting until a final report.

ACTION

February 2010 National Board

Committee Action: Interim Report

COL MYRICK/PCR provided an interim report and stated that he would propose action on Part I at the May 2010 NEC meeting. During the discussion that followed, input was given to the committee working this issue.

FOLLOW-ON ACTION: Include in the May 2010 NEC Agenda

**September 2009 National Board Meeting
Agenda Item 17**

National Staff College Prerequisites for NCOs

MIWG/CC – Col Saile

INFORMATION BACKGROUND:

Currently, CAPR 50-17 requires CAP Senior Members hold the grade of Major or above as a prerequisite to attend National Staff College. Since this original requirement was set, CAP has introduced the concept of a reinvigorated non-commissioned officer corps, but without any formal professional development training programs at the National level for these NCOs.

NCOs who have attained the grades of E-7 through E-9 should be allowed to participate as students at National Staff College if all other prerequisites have been met until such time as CAP develops a National level CAP Senior NCO Course.

Further, each Wing, each Region, and the National Commander are currently asked to have a Chief Master Sergeant of the Wing, Region and Civil Air Patrol, respectively. This person earned this grade in the military service by attaining an E-9 pay grade. While they know much about the role of an NCO, they don't always know enough about their role in CAP. By allowing their participation in the National Staff College, they would get an in-depth indoctrination in to the CAP culture at the highest level and the students at the NSC would also be able to benefit from a Chief's NCO experience formed in the military. This could prove especially beneficial for all when working in seminar study groups that recommend policy changes command wide.

A Chief Master Sergeant, by virtue of their earned grade, would already be a graduate of a service Senior NCO Academy, which is an equivalent course for Region or National Staff College credit, so the Region Staff College prerequisite for NSC for these members would be null as far as attaining Level IV or Level V.

This latter part of the agenda item reflects what I believe is CAP's obligation to: (1) provide executive-level development for Chiefs to better serve CAP ; (2) honor their rise to the top 1% of the USAF enlisted corps in service to our nation ; and (3), bring prominence to the Command Chief position. And finally, it adds some impetus to help achieve our objective of greater use of all NCOs, active and retired, in CAP---especially as mentors to our cadets.

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PROPOSED NATIONAL BOARD ACTION:

That the National Board approve the following resolutions, effective ___/___/___:

Resolved, that CAPR 50-17 be changed immediately to permit the enrollment in Civil Air Patrol's National Staff College of Civil Air Patrol senior members in the enlisted grade of E-7 through E-9 who have completed Level IV of the CAP Senior Member Professional Development Program; and Be it further resolved that CAPR 50-17 be changed immediately to permit the enrollment in Civil Air Patrol's National Staff College of Civil Air Patrol senior members in the grade of E-9 who are currently serving as a Wing, Region or National Chief Master Sergeant with the permission of their National Commander, Region Commander or Wing Commander, as applicable, with no other requirements necessary.

ESTIMATED FUNDING IMPACT:

None.

CAP NATIONAL HEADQUARTERS' COMMENTS:

HQ CAP/PD is making arrangements for 2009 NSC and will align arrangements and admissions to whatever the NB decides.

CAP-USAF HEADQUARTERS' COMMENTS:

Concur.

ADVISOR / NATIONAL STAFF COMMENTS:

Professional Development Advisor and Senior Advisor Support recommend that the National Board authorize 2 slots for a Civil Air Patrol member in the grade of E-9 be opened for the 2009 NSC. The NHQ and volunteer staffs will then, in consultation with the attending Chiefs, be able to make recommendations to the Board and the committee working on the CAP NCO Corps prior to formal changes to the applicable CAP regulations.

REGULATIONS AND FORMS AFFECTED:

CAPR 50-17, *CAP Senior Member Professional Development Program.*

NATIONAL BOARD ACTION

COL SAILE/MI MOVED and COL CARR/GLR seconded the proposed National Board action with the caveat that National Board has proposed a test period be employed to see if this will work. The test period would allow three members serving as Chiefs at the wing, region or national level to attend this year's staff college as a test program see if there is value for the Chiefs to attend National Staff College, either as a student or as a mentor for the other students. If the test

program is adopted postponement of this motion would be until after completion of the test period. The test period would have immediate effect for the fall of 2009.

MOTION RESTATED BY THE CHAIR: The motion is in two parts. PART I: Proposal for the test period of this item for the 2009 National Staff College, as described. PART II: A report from National Headquarters to the winter 2010 National Board as to whether the program is cost effective.

THE MOTION CARRIED UNANIMOUSLY

FOLLOW-ON ACTION: Implementation of the test program (plans already in progress) at the 2009 National Staff College, with a report to the winter 2010 National Board meeting. Inclusion in the winter 2010 National Board agenda.

ACTION
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Staff Report on test program

See attached report.

National Board Action:

COL COOPER/NH (PROXY) and PROFESSIONAL DEVELOPMENT ADVISOR briefed the written report, which recommends that the attendance of NCOs at National Staff College be limited to Chiefs.

COL COOPER/NH MOVED and COL BISHOP/OR seconded that the National Board approve that: (a) Command Chiefs be required to attend NSC within 2 years of appointment as a Command Chief, providing they meet all the other requirements to attend NSC with the exception of the grade of Major; (b) All other Chief Master Sergeants be allowed to attend NSC providing they meet all other requirements to attend NSC with the exception of the grade of Major; and (c) Attendance for NCOs be limited to E-9s.

COL PHELKA/CO MOVED TO AMEND and COL CORTUM/RMR seconded the amendment that, in addition to the grade Chief Master Sergeant, other senior NCO grades (Master Sergeants and Senior Master Sergeants) be considered for attendance at NCS, with approval of the region commander.

THE MOTION TO AMEND DID NOT PASS

In response to a question as to which would have priority to attend NSC, a senior member Major or a Command Chief, Col Herrin/NLO offered an opinion that attendance at a senior leadership school would be a prerequisite to achieving the rank of Chief Master Sergeant, therefore, the priority should go to the senior member who has not attended a senior leadership school.

COL WEISS/MD noted that the education system (ES) for CAP NCOs has not yet been defined. He added that the board needs to differentiate between the Command Chiefs who have already completed senior leadership schools versus the E-8 who wants to become an E-9 in CAP. Also, if the NCO ES, once defined, requires the NSC as a requirement to become an E-9 CAP NCO, then they need to be considered in the same way in a developmental program. And for those who have attended an E-9 academy for their service, another venue could be used to give them equivalent exposure for CAP, such as the Commanders' Course.

THE MOTION CARRIED

FOLLOW-ON ACTION: Implementation of policy, notification to the field, and change to CAPR 50-17, CAP Senior Member Professional Development Program (Changed from "the grade of Major or above" to read: "the grade of Major or above or the rank of Chief Master Sergeant.")

AGENDA ITEM 9

SUBJECT: New Business

a. Diversity

COL CHAZELL/CS MOVED and COL CHARLES/NATCON seconded that the National Board adopt the following RESOLUTION on diversity: (Reference was made to the Public Trust Committee briefing by Col Kavich, as well as the presentation by Brig Gen Wilma Vaught, USAF (Ret), earlier in the meeting):

“BE IT RESOLVED, on this 27th day of February 2010 that the National Board of Civil Air Patrol has determined there is a compelling interest to achieve a diverse membership and leadership in the Civil Air Patrol; and

“That in furtherance of this compelling interest, the National Commander will establish a Civil Air Patrol Diversity Committee; and

“The Civil Air Patrol Diversity’s Committee’s tasking will be facilitated by a demonstration of support by the National Board of the Civil Air Patrol and;

“That the National Board echoes the conviction of General Norton Schwartz, Chief of Staff of the United States Air Force that diversity is a strategic imperative putting together our creativity and innovation; and

“That the National Board further challenges the Civil Air Patrol Diversity Committee to produce a plan with specific measurable, actionable, and realistic objectives to achieve this goal.”

THE MOTION CARRIED

FOLLOW-ON ACTIONS: (1) The National Commander establish CAP Diversity Committee; (2) Committee tasked to produce a plan with specific measurable, actionable, and realistic objectives to achieve the stated goal; (3) Include in future agenda.

b. Public Trust Committee Selection Guidelines

COL SAILE/MI MOVED and COL GRIFFITH/IN seconded that the National Board task the Committee on Public Trust to develop National Team and Committee Selection Guidelines to include term of appointment, notification of vacancies, selection process, application requirements, and time lines, etc.

THE MOTION DID NOT PASS

c. Life Membership for Lt Gen Searock, USAF (Ret)

MAJ GEN COURTER/CC MOVED and BRIG GEN CHITWOOD/CV seconded that the National Board approve a Life Membership for Lt Gen Charles Searock, USAF (Ret) for his service on the CAP Board of Governors, effective immediately.

THE CHAIR (COL HERRIN/NLO) ENTERTAINED A MOTION TO APPROVE BY ACCLAMATION.

FOLLOW-ON ACTION: Presentation of CAP Life Membership to Gen Searock.

ADMINISTRATIVE ANNOUNCEMENTS:

Update remarks and slide briefings were presented by Maj Gen Courter, National Commander; Mr. Rowland, Executive Director; and Col Ward, USAF, CAP-USAF Commander. Remarks were also given by Col David (Buck) Walter, Executive Vice President, Air Force Association, who also presented a video on the Cyber Patriot Program. Also, a Safety briefing was presented.

Distinguished members and guests were recognized including members of the head table; other members of the NEC; the National Headquarters staff; the volunteer National Staff; Brig Gen Richard Anderson, Member of the Board of Governors (and new statesman from Virginia); Col Glen Atwell, CAP Life Member; the CAP-USAF staffs--HQ and liaison region commanders; Col David T. (Buck) Buckwalter, USAF (Ret), Executive Vice President, Air Force Association; Mr. R. Philip Deavel, SAF/MR; Col Sharon Olbeter, Office of SAF/MR, Director of Air Force Auxiliary Programs—Civil Air Patrol; and Brig Gen Wilma Vaught, USAF (Ret), former member of the U. S. Military Processing Command with a distinguished 28-year career. After retirement she became President of the Women’s Memorial Foundation where she led the establishment of the Women in Military Service for America Memorial located at Arlington Cemetery, and has supported CAP in its Wreaths Across America event.

Maj Gen Courter announced with regret the loss of a great friend who served CAP as a long-time member of the Congressional Squadron: United States Representative John T. Murtha from Johnstown, PA, the first Vietnam War Veteran to serve in Congress died February 8 from complications following gallbladder surgery. Representative Murtha joined the Congressional Squadron in the mid-1980s and became a big supporter to CAP, in Washington and Pennsylvania. Many times he was instrumental in helping restore the organization’s federal appropriations, as well obtaining support for squadrons in the PA Wing. Gen Courter noted his many decorations and awards throughout his illustrious military career as well as many achievements in Congress. She asked for a moment of silence to honor Representative John T. Murtha and remember everything that he has done for CAP and America.

Maj Gen Courter recognized that Lt Gen Charles Searock, USAF (Ret) will complete his term on the Board of Governors in May, and, while he is unavailable to be at this meeting, thanked him for his service to Civil Air Patrol. She added that he will continue as a proud member of CAP.

Brig Gen Chitwood/CV announced the following named new commanders and Maj Gen Courter presented heir National Board badges:

NER	Col Cassandra Hutchko, CT Wing	24 Feb 2010
	Col William Meskill, MA Wing	14 Oct 2009
MER	Col Hubbard Lindler, SC Wing	20 Feb 2010
	Col Dennis Barron, WV Wing	25 Oct 2009
GLR	Col Richard Griffith, IN Wing	13 Feb 2010

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SER	Col Lisa Robinson, AL Wing Col Tonya Boylan, GA Wing	6 Feb 2010 3 Nov 2009
NCR	Col Teresa Schimelfening, SD Wing	23 Jan 2010
SWR	Col Cecil (Art) Scarbrough, LA Wing	5 Sep 2009
RMR	Col Jerry Wellman, UT Wing (not present)	26 Sep 2009

Brig Gen Chitwood/CV recognized the following named departing National Board members and expressed appreciation for their service:

NER	Col Kenneth Andreu, NY Wing
MER	Col Gerard Weiss, MD Wing
GLR	Col Donald Haffner, WI Wing
NCR	Col Robert Todd, NE Wing Col Karl Altenburg, ND Wing
PCR	Col Carl Brown, AK, Wing Col David Maxwell, WA Wing

Col Chazell/CS announced the appointment of Col Mike Murrell as the new Senior Advisor for Operations, effective 28 February 2010. Col Chazell expressed appreciation to Col Skiba, outgoing Senior Advisor for Operations, for his professionalism and great service to CAP.

A Distinguished Service Award was presented to Col Andrew Skiba for providing outstanding performance of duty to CAP during the period 8 January 2008 – 27 February 2010, as Senior Advisor for Operations.

The General Ira C. Eaker Award, the third milestone in the Cadet Program, was presented to Cadet/Lt Col Ryan Horton, RI Wing, who was the 2,124 cadet to earn this award since its inception in Dec 1995. After earning this award, Cadet Horton was promoted to Cadet/Lt Col and is eligible to test for the General Carl A. Spaatz Award.

Mr. Rowland/EX expressed appreciation to all the members for their efforts at Legislative Day, which appeared to be very successful. He asked commanders who have not done so to fill out the requested feedback reports

Maj Gen Courter reported that CAP-USAF/CC & CV, Brig Gen Chitwood and she, as well as all the region commanders meet with the National Cadet Advisory Council over lunch and received a very comprehensive report on the great work they are doing. She expressed appreciation for their efforts throughout the nation.

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Maj Gen Courter stated that earlier this year she was contacted by Mr. Tilford Thompson of Norfolk and Suffolk Aviation Museum, located in Suffolk, England. The museum is assembling memorabilia for a Civil Air Patrol display, and requested our assistance in supplying specific materials. Each wing commander has been collecting available patches from their respective units, along with the wing patch, and a cover letter giving a short description and history of the wing. She asked that each region commander to come forward to submit these. She also asked Col Blascovich, National Historian to come forward. She noted, as shown on the screen, items already displayed in their museum—an original CAP Fairchild aircraft, with CAP markings, that was stationed at a patrol base in Rhode Island. Col Blascovich thanked the region commanders for giving all the patches for the collection. Gen Courter expressed appreciation to the board and to each unit in the field for collecting and bringing these forward and bring CAP memorabilia around the world.

Maj Gen Courter announced that Ms. Susie Parker was voted the Most Valuable Player for this meeting, and expressed appreciation for all that she does to support the board and help them move forward. She was presented with a desk clock.

CHAP, COL WOODARD gave the benediction.

COL HERRIN/NLO MOVED and COL EGRY/DE seconded that the National Board adjourn.

THE MOTION CARRIED.

THE MEETING ADJOURNED AT 1658 ON SATURDAY, 28 FEBRUARY 2010.