

# Cadet Advisory Council Guide

Civil Air Patrol

CAPP 52-19 2 October 2003

---



# CADET ADVISORY COUNCIL GUIDE

---

## PREFACE

*Cadet Advisory Councils  
and their leaders  
may use this optional  
resource as a guide to  
conducting CAC business*

This guide is an optional resource for Cadet Advisory Council (CAC) representatives and their senior member advisors.

It provides councils with tools to fulfill their core mission of advising their commanders on issues affecting cadets. Further, by emphasizing the CAC's need to be responsive to their echelon commander, the guide encourages them to follow the example of a similar advisory body, U.S. Air Force Company Grade Officer Councils.

The National Cadet Advisory Council developed much of the guide's content. Several wing and region councils also contributed to the project through field tests.

This pamphlet is governed by CAPR 52-16, *Cadet Program Management*, Chapter 3. An entirely new publication, it does not supersede a previous version.

## CONTENTS

PART I	Introduction.....	3
PART II	Communication & Teamwork.....	6
PART III	Meetings & Operations.....	11
PART IV	Developing Recommendations .....	16
PART V	Senior Member Leadership .....	19
ATTACHMENTS		
I.	Sample CAC Meeting Agenda .....	21
II.	Sample CAC Meeting Minutes .....	22
III.	Suggested Checklist for Starting a New CAC Term .....	23



Headquarters Civil Air Patrol  
United States Air Force Auxiliary  
105 South Hansell Street  
Maxwell AFB AL 36112-6332  
[www.cap.gov](http://www.cap.gov)

*Cover image courtesy of National Cadet Advisory Council*

# INTRODUCTION

---

## PURPOSE OF THE CAC

### Develop Leadership

As defined by the Cadet Advisory Council's governing regulation, CAPR 52-16, *Cadet Program Management*, CACs have three main purposes:

1. *"Provide an organization where cadets gain leadership experience at higher organizational levels."*

In their home squadron, a cadet's leadership experience is limited to local concerns and is mostly tactical in nature. CAC service is an opportunity for cadet officers to develop a more extensive approach to problem solving and a broader perspective on CAP issues. By influencing decisions that affect multiple squadrons, wings, or CAP as a whole, cadets are introduced to the strategic arena of leadership, and develop long-term goal-setting and indirect leadership skills.

### Assist Commanders

2. *"Aid the commander in monitoring and implementing the Cadet Program."*

The CAC provides a venue where the unit commander may gain a thoughtful perspective, representative of the Cadet Corps, on matters involving cadets. CACs work for their echelon commander; therefore, senior leaders may task councils with examining cadet-related topics of interest to the commander. Conversely, the CAC is also a cadet forum where cadets may discuss their CAP experiences, work together toward mutual goals, and use their collective insight to help the commander gauge the effectiveness of the local Cadet Program.

### Improve the Cadet Program

3. *"Make recommendations for improving and running the Cadet Program."*

As an advisory body, the CAC affords cadet officers opportunities to assist the echelon commander in leading the Cadet Corps. CAC representatives examine cadet-related issues, develop a consensus, craft well-reasoned recommendations in writing, and forward them to their commander for his or her consideration. CAC service is a great way for cadets to enhance their oral and written communication skills. And while the CAC has no authority to implement policy, when its members speak persuasively and in unison, the council can influence senior leaders and help improve the Cadet Program and CAP.

## ROLE OF AN ADVISORY BODY

Even the best commander can not see and know everything affecting their unit. They rely on staff, subordinate commanders, members in the field, and the CAC to enlarge their perspective so they may make informed decisions. CAC work is important work.

If a CAC provides good, sound advice to their commander, they are a successful council. Whether that advice is explicitly followed is no matter because they will have fulfilled their responsibility to serve their commander and the Cadet Corps.

### The Senator's Dilemma

When a senator goes to Washington, should he or she focus on the needs of their home state, or the national interest?

CAC representatives face a similar dilemma. They need to speak for their fellow cadets, but recognize that they do not represent them in a vacuum. A good CAC representative uses their local perspective to inform their big-picture vision, and vice versa. Councils that lose their strategic focus become parochial, narrow-minded, and fail to be useful to their commanders.

By fulfilling their responsibilities as members of an advisory body, CAC cadets learn to balance local concerns with national goals. Acquiring that skill will help cadets become good citizens.

## MEASURES OF SUCCESS

Working from an understanding of the role advisory councils should play, how should a CAC measure its success? Here are three guidelines:

### Well-Reasoned Advice

*1. Does the council provide thoughtful advice on all topics requested by the commander or Director of Cadet Programs?*

- Before making a recommendation, does the council thoroughly research the issue and consider all the factors?
- Does the council communicate their recommendations in a professional manner, using position papers, staff study reports, or oral briefings?

### Responsive Representation

*2. Does each representative apprise their cadet "constituents" of CAC proceedings following each CAC meeting?*

- When briefing cadets on CAC activities, do representatives actively seek their input in an effort to represent their views?
- Are the minutes made available via a website, newsletter, etc., for all interested CAP members to review?

Pro-Active  
Posture

3. *Does the council bring to the commander's attention opportunities to improve CAP, as envisioned by cadets?*

- While responding to the commander's taskings, is the council pro-active in making the commander aware of Cadet Program challenges as only a cadet can see them?
- Is the council productive with its time, working aggressively in an atmosphere of service before self?

# COMMUNICATION & TEAMWORK

---

## IMPORTANCE OF COMMUNICATION

### Intra-Council Communication

Because most CACs meet no more frequently than once per month, communication and teamwork during (and especially between) meetings is key. Councils that communicate well succeed; those that do not usually fail to accomplish anything of merit and lose credibility in the eyes of cadets and seniors alike.

Communication for CACs can be divided into three categories:

1. *Intra-Council Communication* occurs among council members during the time between formal CAC meetings. It is then that individual representatives and committees seek input on the issues, complete research, and write recommendations as they complete much of the council's work.

Consequently, if members do not actively communicate with one another between meetings, accountability is lost, ideas are forgotten, and work goes unfinished. Eventually the council's effectiveness and morale suffers. On the other hand, if representatives exchange ideas and complete assigned tasks between CAC meetings, they will be ready to give a favorable report of their progress at the next meeting. This enables the CAC to use their meetings to make decisions, discuss new issues, and move the council forward.

*Methods.* CACs have several opportunities to continue their dialog outside formal meetings, including:

*Email Groups:* Many web portals offer email reflectors that can help CACs stay in contact between meetings. This service allows cadets to send a single email to the web portal, where it is then relayed to all members subscribing to that service.

*Instant Messaging:* Representatives may meet on the web in a chat room where they can discuss CAC business in real time.

*Telephone Conference Calls:* On a space-available basis, CACs may use the National Headquarters toll-free conference call system. The system accommodates up to twenty callers. CAC senior member advisors may schedule a conference call by contacting the HQ CAP Operations Directorate administrative assistant at 334.953.4225.

*Rosters:* The most important tool for CAC communications is the roster. Beginning with the first meeting of the term, the recorder should publish a roster listing the representatives' and senior advisors' contact information.

Inter-Council  
Communication

2. *Inter-Council Communication* occurs when CACs from different echelons inform each other of their proceedings and work together toward mutual goals.

*Methods.* There are two main ways to promote inter-council communication: using a liaison and publishing minutes.

*Liaisons.* A cadet who serves on two echelons simultaneously may act as a liaison between each council. For example, if the chair of a wing CAC serves on the region CAC, attending meetings at both echelons, that cadet becomes capable of passing information between the councils. Even if no cadet serves on both councils simultaneously, the cadet representing the echelon at the next highest CAC could liaise and promote inter-council communication between both councils.

*Minutes.* Meeting minutes are another way that CACs can communicate between echelons. CAC recorders are encouraged to distribute their meeting minutes to the CACs immediately above and below them (see page 12 and CAPR 52-16 for more details).

External  
Communication

3. *External Communication* concerns a CAC's efforts to publicize their activities beyond the CAC community and seek input from CAP members at large.

*Methods.* There are three main methods of external communication. They are:

*Contacting the Leadership.* CAC members advise their echelon commander through the director of Cadet Programs. As such, they have a responsibility to keep them informed. Some ways to do that include: inviting the echelon commander to a CAC meeting; sending the commander copies of agendas, meeting minutes, and formal recommendations; and having the chair meet personally with senior leaders to brief them about CAC activities. If the CAC keeps the leadership informed, senior leaders will be more likely to support CAC initiatives.

*Reporting Back to the Cadet Corps.* Effective representatives remember that they have been appointed to speak on behalf of the Cadet Corps. Therefore, all representatives should report back to their constituency on a regular basis, apprise them of CAC activities, and seek their input.

*Including the General Membership.* Because the ultimate aim of a CAC is to improve Civil Air Patrol as a whole, councils should inform the general membership in their echelon of CAC activities. This can be accomplished through unit newsletters, websites, annual conferences, commander's call, and similar venues.

SPECIAL EMPHASIS  
ITEMS FOR EACH  
ECHELON

CACs are organized at the national, region, and wing level. Group CACs may also be established. While the three main purposes described on page 3 apply to all CACs, special emphasis items pertain to each echelon and the unique niche they occupy:

*Group CACs (Optional)*

- Where organized, serve as the primary forum for the average cadet to voice his or her concerns to senior CAP leaders;
- Provide feedback to the group commander and Director of Cadet Programs on cadet activities sponsored by the group.

*Wing CACs*

- Serve as the primary forum for the average cadet to voice his or her concerns to senior CAP leaders (unless Group CACs have been established – see above);
- Provide feedback to the wing commander and Director of Cadet Programs on cadet activities sponsored by the wing.

*Region CACs*

- Receive recommendations from Wing CACs that affect the region or CAP as a whole. Carefully analyze the argument, revise it as necessary, and submit endorsed recommendations to the region commander or the National CAC (NCAC), as appropriate;
- Assist the NCAC in developing recommendations for the National Commander and HQ CAP;
- Advocate CAC recommendations to their region and wing commanders; help build a consensus for them.

*National CAC*

- Think globally and help influence the long-term future of CAP and the Cadet Program;
- Advise HQ CAP and the National Cadet Programs Committee on Cadet Program matters, in addition to advising the National Commander;
- Receive recommendations from Region CACs that affect CAP as a whole. Carefully analyze the argument, revise it as necessary, and submit endorsed recommendations to the National Commander;
- When called upon, advocate for CAC recommendations at the National Board.



## ROLES & RESPONSIBILITIES

### CAC Officers

Each council should have a leadership team comprised of a chair, vice chair, and recorder. Small councils may combine the role of vice chair and recorder. For qualifications and selection procedures, see CAPR 52-16, Chapter 3.

#### *Chair*

- Presides over meetings; ensures they are run fairly, consistent with any parliamentary procedures that have been adopted, and begins and ends all meetings on-time;
- In consultation with senior advisor, helps set overall meeting schedule for the term;
- Sets agenda, with consultation of the council and senior advisor; distributes it at least 10-days in advance of the meeting;
- Represents the council before the commander;
- Officially submits recommendations to the commander, through the Director of Cadet Programs;
- Assigns cadets to committees, as the need arises.

*To promote continuity between CAC terms, the chair should be chosen from the cadets returning for their second term on the council.*

#### *Vice Chair*

- Acts as chair in the chair's absence;
- Supervises and coordinates work among committees;
- Acts as the recorder in the recorder's absence.

#### *Recorder*

- Acts as chair if the vice chair and chair are absent;
- Acts as vice chair in the vice chair's absence;
- Takes notes during meetings; publishes and distributes minutes, per CAPR 52-16;
- Compiles and distributes a roster of CAC members and their contact information.

### Representatives

#### *Primary Representatives*

- Represents the perspective and best interests of the cadets in their home echelon;
- Regularly attends all CAC meetings; if unable to attend, coordinates with the assistant representative and the chair;
- Keeps cadets in home echelon informed of CAC activities.

#### *Assistant Representatives*

- Same as primary representative; attends as many CAC meetings as logistically feasible;
- Participates in votes, when the primary representative is absent.

## Senior Members

### *Director of Cadet Programs and/or Senior Advisor*

- Ensures adequate supervision of all CAC activities, per CAPR 52-10, *CAP Cadet Protection Policy*;
- In consultation with the chair, sets the overall meeting schedule for the term;
- Helps guide the council while allowing it to remain a cadet forum;
- Receives CAC recommendations, reviews them, provides constructive criticism, and forwards the final version to the commander;
- Acts as the requesting authority for CAC awards, following the criteria set forth in CAPR 52-16;
- Verifies that cadets appointed to the CAC meet the eligibility criteria;
- Manages the CAC's finances;
- Provides personal leadership guidance to the chair;

*The Director of Cadet Programs may personally serve as the CAC senior advisor, or delegate that task to another senior.*

# MEETINGS & OPERATIONS

---

## SETTING THE AGENDA

The chair, under the supervision of the senior advisor, takes the lead in making preparations for CAC meetings.

Setting an agenda and distributing it is an important step in preparing the council for a productive meeting. Any representative and the senior advisor(s) may offer an agenda item. The chair sets the meeting agenda, not in an effort to control the council's proceedings from the outset, but to prioritize the action items using good judgment. After setting the agenda, the chair distributes it (preferably via email) to all representatives and the senior advisor(s), who review the discussion topics, seek input from the cadets they represent, and come prepared to participate actively in the meeting. See Attachment I for a sample agenda.

## ORDER OF BUSINESS

The chair calls the meeting to order at the designated time and then proceeds according to the agenda. The suggested order of business is as follows:

### Opening Business

1. *Opening Business* consists of roll call, reading and approving the minutes, and reports.

*Roll Call and the Quorum.* The recorder takes the roll, making a record of who is in attendance. Roll call is used to determine if a quorum is present. A quorum consists of one-half of the units that have appointed a representative to the council. It is customary to allow councils to meet without a quorum, provided no voting takes place.

*Reading and Approving the Minutes.* This is done to ensure all representative concur with the minutes, and also to re-cap the proceedings of the last meeting.

*Reports.* Working from the roll call, the chair calls on the units represented and the senior advisor to share brief informational items of general interest to the council. A simple review of noteworthy happenings in their unit is sufficient to help everyone understand what the various units are doing around the echelon.

### Old Business

2. *Old Business.* Parliamentary procedure places old business before new business to help ensure existing projects are completed before new ones are taken-on. Old business includes any items that the council discussed during a previous session.

New Business

3. *New Business.* New business is limited to items that the council has not discussed during a previous session. Items listed on the agenda should take priority over new business that is brought to the council's attention during the course of the meeting without having been included on the agenda.

Summation &  
Adjournment

4. *Summation and Adjournment.* Shortly before adjourning, the chair and recorder summarize the meeting's outcomes. This should include a re-cap of all votes taken, a reminder of who has agreed to complete which tasks and when those tasks are due, and a brief re-cap of what will be the most important topics discussed at the next meeting. Before adjourning, the chair reminds the council of the date, time, and location of the next meeting. Then, after completing all business, or when the meeting time has expired, the chair entertains a motion to adjourn.

## PARLIAMENTARY PROCEDURE

Some councils strictly adhere to parliamentary procedure. Others are on an almost first-name basis. As the council's leaders, the chair and the senior advisor ultimately set the tone for council meetings.

For CACs, parliamentary procedure is a means to an end, a way to ensure meetings are well-organized and run fairly. Avoid complicated procedures as they stifle discussion, alienate cadets, and impede the council from fulfilling its mission.

Listed below is a simplified parliamentary procedure, based on *Robert's Rules of Order*, which may be helpful to large councils that have a need to formalize their meeting procedures. All CACs, especially small councils (ie: ten cadets or less), are free to conduct their meetings without following formal procedures. Figure 1 outlines the basics of parliamentary procedure.

Motions

Any representative may offer a motion, upon being recognized by the chair. Motions are offered by saying, "I move . . ." not "I make a motion that . . ."

The chair does not vote unless to make or break a tie. Further, the chair does not offer motions, but may entertain them.

*Seconds.* All motions require a "second." If no representative seconds, the motion fails. After receiving a second, the chair allows the author of the motion to begin the discussion.

*Discussion* proceeds as the chair recognizes cadets for and against the motion. Only one representative may speak at any time, and all discussion must directly relate to the motion. When they have the "floor," cadets are not required to argue points of their own, instead they may ask questions to learn more about the issue.

*Amending the Motion.* As the discussion develops, a representative may want to amend the motion. This is permitted if the author of the original motion consents and there is a second.

*Ending Discussion.* When a representative believes it is time to end discussion, he or she may move the previous question. If two-thirds of the voting members affirm, debate ends. Otherwise, discussion and debate continues.

*Voting.* Finally, when all discussion has ended, the recorder re-reads the motion (as amended, if applicable). The chair then calls for the yeas and nays. As the council is a collegial environment where cadet officers work together to provide their commander with needed advice, voting should be conducted by open ballot, except elections should be conducted by secret ballot.

*Special motions.* Any representative may offer any of the motions listed below. Each requires a second and a majority vote to pass.

*Withdraw a Motion.* The author may withdraw his or her motion at any time. All discussion on the motion then stops.

*Motion to Table.* This procedure lays aside the question at hand. It may be offered at any time and is voted on immediately.

*Take from the Table.* This motion directs the council to immediately resume discussion on the specified topic.

*Refer to Committee.* Complicated issues are often best left to a small committee of cadet experts who have a special interest in the issue. The chair selects committee members. The vice chair supervises committee work, and may be asked to serve as the committee chair.

*Recess.* A recess is a brief break (ie: for lunch). For managerial purposes, the chair and/or the senior advisor may veto this motion.

*Adjourn.* After a council adjourns, all business ceases and cadets are expected to leave for home or return to the other CAP activities being held in conjunction with the meeting.

- 
1. Cadet offers motion (requires a second)
  2. Discussion ensues, chair calls on cadets one at a time
  3. Amendments offered (requires approval of original motion's author, plus a second)
  4. Discussion continues
  5. Cadet moves the previous question to end discussion (requires 2/3 approval)
  6. Chair calls for yeas and nays on the motion (as amended, if applicable)
  7. Motion passes if it receives a majority vote
- 

**Figure 1.** Parliamentary procedure simplified

---

## PURPOSE OF MEETING MINUTES

Minutes provide an accurate record of council proceedings and meeting outcomes. An important resource, councils use minutes to remind themselves of the status of their projects.

For example, CAC chairs may review the previous meeting's minutes, identify the business that is pending, and use that information to build the agenda for the coming meeting. Moreover, minutes are valuable to non-members, too: When a senior leader reads CAC minutes, they can quickly get a sense of the topics the CAC believes worthy of discussion and what the council is doing to address those issues.

Minutes should be brief and readable, but accurate and detailed enough to recount which cadet agreed to complete which task, the specific wording of all proposals, and voting results.

Distribution requirements for meeting minutes are specified in CAPR 52-16, Chapter 3.

### Format

Minutes should be prepared as an official memorandum (see CAPR 10-1, *Preparing and Processing Correspondence*), with the body organized in a simple outline. The minutes should correlate with how the meeting actually proceeded (ie: begin with opening business, proceed to old and then new business, and conclude with the motion to adjourn).

### Guidelines for Content

Taking accurate minutes is crucial to the success of the council. Listed below are some guidelines for that task.

- Include the date and meeting location or meeting method (ie: teleconference, web chat, Wing Conference, etc.).
- List all participants, and the unit they represent.
- Record all vote tallies and the specific wording of the question voted on.
- Name the individuals who offered motions.
- Do not attempt to transcribe everything that happens at the meeting. Just summarize the main points that were made and be specific about what the council decided. Was there a vote? Who offered the motion? Exactly what did the council vote to do? Who is responsible for follow-up? What is the deadline for that follow-up action? Did the recommendation include supporting documents (ie: staff study reports)? If so, include a copy of it as an attachment to the minutes.
- Include the date, time, and location of the next meeting. See Attachment II for sample meeting minutes.

### Time-Saving Tips

Recorders who arrive prepared to take minutes will save themselves valuable time during the meeting and will ultimately produce better minutes. Listed below are some time-saving tips:

- Prepare a list of expected attendees in advance. Then, simply check off the names as the roll is called.
- Prepare an outline based on the agenda ahead of time and leave plenty of white space for notes. Having the topics already written down makes it easy to jump to a new topic without a pause.
- Type the minutes soon after the meeting, while the meeting details are still memorable. Not only will this produce accurate minutes, it is quicker than having to decipher notes after they have become stale.

# DEVELOPING RECOMMENDATIONS

---

## ENSURING THE ADVICE IS SUBSTANTIVE

### Responding to the Commander's Needs

### Suggested Topics

As discussed in Part I, the CAC advises the commander on matters affecting cadets. They are responsible for providing the commander with a cadet perspective on cadet-related issues pertaining to the echelon.

Thirty days prior to the start of a new CAC term, the Director of Cadet Programs should meet with the commander (either personally or via email or phone) to learn which topics the commander would like the cadets to study and provide a cadet perspective on during the coming six months. This meeting should be repeated at the mid-point of the CAC term. It is the chair's task, in consultation with the council, to prioritize the work and set agendas for CAC meetings.

Listed below are just a few topics that commanders could task CACs with investigating for them:

- Is the echelon providing enough summer and weekend activities for cadets? How might the existing activities be improved?
- Within the echelon, are cadets receiving orientation flights on a regular basis? Are those procedures effective from the cadets' perspective?
- What might commanders and the general membership do to improve cadet retention?
- Are a significant number of cadets applying for scholarships? If not, what can be done to increase the number of applicants?
- Regarding cadet milestone awards, how does the echelon's record compare with the national average? What can be done to increase the number of award recipients?
- What are some innovative ways to recruit cadets? How can CAP attract more female cadets, especially since they comprise less than one-fifth of the Cadet Corps?
- What opportunities does CAP have, through its commanders and cadet officers, to encourage cadets to make academic excellence their top priority?
- How might cadets serve their community? Are there any opportunities for cadets to serve as role models to local youth?
- Not all units are able to participate fully in the Drug Demand Reduction (DDR) program due to constraints on those



WRITING &  
PRESENTING  
RECOMMENDATIONS

funds. What can commanders and cadets do to promote a drug-free ethic, regardless if they are a “DDR-unit” or not?

- Senior members and experienced cadets are supposed to mentor junior cadets, especially those who have just joined CAP. Are existing mentoring programs within the echelon effective?

Why are CACs asked to put their recommendations in writing?

First, it furthers the goal of providing cadets with an opportunity to increase their leadership skills. Second, it provides a clear record of how the council sees an issue and what they believe is the best response to it. Also, when a recommendation is put in writing, it may easily be shared with the commander and his or her staff.

But perhaps the most important reason for putting recommendations in writing is that it forces the council to state their position clearly. If the CAC can not form its ideas into coherent sentences, then they probably need to think through the issue more before bringing it to the commander’s desk.

Formats

Recommendations will generally take the form of a position paper or a staff study report. In some instances, the chair may orally brief the commander. Each medium is useful in its own way, but all three advocate that the commander take a certain course of action. They are outcome-orientated formats that clearly state a position and make it clear what action(s) the council recommend the commander take. For more guidance on these formats, see AFH 33-337, *The Tongue and Quill*.

*Position Paper.* Typically, this is the best format for CACs trying to influence the commander’s “sight picture,” or how the commander “sees” an issue. For example, if the CAC believes seniors need to involve cadet officers more in planning for encampment, and has some suggestions on how to do that, the position paper is apt to be the best means to communicate those ideas. Whenever the subject is fairly narrow in scope, use the position paper. It is comparable to an “advocacy briefing” (see below), and therefore should be brief – not to exceed 2 pages.

*Staff Study Reports* are the preferred format when examining a complex problem and recommending a course of action to the commander. Their highly-structured format is helpful when a CAC has to show they followed a systematic approach when looking at a complicated problem. Usually there is more than one way to solve a complex issue, but still the commander will want to know which solution will work best. The staff study report allows CACs to discuss the ramifications of each potential solution, and to argue in depth for one of them.

## Factors Affecting CAC Recommendations

*Advocacy Briefings* are useful to CACs when the commander wants to know more about a recommendation the council has made and requests an oral briefing on the topic. Cadets making advocacy briefings should organize their thoughts in a similar manner as they would if they were writing a position paper, carefully noting what they will say and the order in which they will say it. However, the briefer should speak *extemporaneously*. In other words, they should prepare notes in advance and commit the basic outline of their argument to memory, but deliver the briefing in an everyday, conversational tone, versus speaking from a manuscript.

When writing a recommendation or delivering an advocacy briefing, lead the leaders. Show that the recommendation is based in logic, not personal opinion. Try to anticipate some possible objections to the proposed solution and counter them.

*Coordination.* To show that the CAC is not working in isolation, talk with other stake-holders. For example, if the issue involves cadet flying, discuss it with the operations officer. Teamwork like that sets up a “we” environment within the echelon, instead of an “us” versus “them” attitude. Moreover, for complicated issues, input from the commander’s staff will be crucial in building a consensus for the CAC’s position.

*Level of Detail.* How much support is required to defend the recommendation? First, remember that the CAC’s task is to give the commander a cadet perspective; leave tasks that are normally assigned to senior members to the senior staff. However, it is customary for leaders to offer solutions to the problems they see, rather than just to point at the problems. Do not dwell on the minutiae; the commander’s staff will work out the final questions of how to implement recommendations the commander approves, and they can always ask for more CAC input later.

*Echelon-Focus.* CACs should concentrate on matters directly pertaining to their echelon. In the course of their discussions, if a council comes across a topic more applicable to a higher echelon than their own, they should refer it to the CAC at the next echelon. This enables cadets to have a voice on even national-level policies, while ensuring that each CAC will focus on serving the specific needs of its echelon.

*Routing.* CAC recommendations are routed through the Director of Cadet Programs and then to the commander. This is done for two main reasons. First, it saves time: The Director of Cadet Programs will be ready to discuss the recommendation if the commander calls seeking input. Second, the senior’s role includes helping the council make their ideas clear; their constructive criticism helps make the CAC’s recommendation more compelling.

# SENIOR MEMBER LEADERSHIP

---

## INTRODUCTION

Senior members at three levels work together to make the CAC a successful program within the echelon. Unit commanders select qualified cadets to serve as representatives, the Director of Cadet Programs or designee serves as the CAC's senior advisor, and the echelon commander tasks the council with studying cadet-related issues and considers that advice when leading the echelon.

## UNIT COMMANDERS

Unit commanders select qualified cadet officers for CAC service. An appointment to the council may be used to reward outstanding cadet officers. It recognizes they have progressed as leaders and are capable of applying their indirect leadership skills to the challenges encountered at a higher echelon.

Additionally, the unit commander should provide opportunities for the CAC representative to report back to the unit, seek cadets' input, and generally make the unit aware of CAC news. Unit meetings, annual conferences, newsletters, websites, etc., may be good venues for cadets to discuss CAC proceedings.

Why is important to appoint a cadet officer as a CAC representative, versus a Phase I or II cadet? Having completed a curriculum emphasizing followership and small group leadership, cadet officers are ready to lead indirectly and tackle problems that are long-term in nature. Their length of CAP service also enables them to view cadet-related issues against that experience; CAP is not still new to them. It is for these reasons that CAPR 52-16 suggests that commanders appoint only cadet officers to the CAC. (For full details about eligibility requirements, see CAPR 52-16, Chapter 3.)

## SENIOR ADVISORS

The senior advisor's primary role is to guide the council without interfering in the discussion so much that it ceases to be a cadet forum. Their leadership serves not to guarantee that the council's recommendations will be adopted, but rather that the council succeeds in the process of studying, discussing, and developing logical recommendations for the commander.

Some ways advisors may indirectly lead the council include:

- Emphasizing what the CAC is doing well and keeping the cadets' attitudes positive, not cynical;
- Challenging cadets' assumptions about the issues they discuss;

## ECHELON COMMANDERS

- Helping keep council proceedings on topic and re-focusing the cadets by asking open-ended questions, as necessary;
- Encouraging all cadets to participate in council discussions;
- Providing information about internal procedures within the echelon to help the CAC expedite its business;
- Challenging the council to work only on substantive issues worthy of the commander's attention as an executive leader; helping the council ask "So what?" and to answer that question;
- Reviewing CAC recommendations for content and grammar and asking, "What questions about this topic are left unanswered? Do the facts and the discussion lead to a sound conclusion? Is it clear and concise? Does it convey a helpful, positive attitude?"

Just being there and listening to the cadets is good in itself.

The CAC exists to provide the echelon commander with a cadet perspective, while the cadets gain leadership experience in the process. The echelon commander is the CAC's customer. Indeed, the Cadet Corps is a customer, too, as CACs aim to better CAP for their fellow cadets, but their most immediate customer is the echelon commander they have been organized to advise.

The echelon commander may assign the CAC to study, discuss, and provide a recommendation on cadet-related topics of current interest. "Cadet-related" is intended to encompass all matters that have a direct bearing on cadets. For example, technology is not a required element of the Cadet Program, but an echelon commander may task the CAC with examining how cadets might become more involved with technology during aerospace and emergency services activities.

Some guidelines echelon commanders should keep in mind concerning their CAC include:

- Tasking the CAC to examine cadet-related issues that are "big-picture" in scope and advisory in nature;
- Considering CAC recommendations fully and without bias; deciding whether to follow the advice based on its merits;
- Acknowledging CAC recommendations in a timely manner;
- Providing opportunities for the chair to discuss major recommendations in person;
- Authorizing funds to support CAC meetings and travel, if available;
- Making subordinate commanders aware of the CAC's value and encouraging them to support the program;
- Listening when the council speaks; encouraging the cadets in their work and in their development as citizens and leaders.

# SAMPLE CAC MEETING AGENDA

Publish the agenda within 10 days of the meeting.

Use the official memorandum format, see CAPR 10-1 for details.

For an explanation of the order of business, see page 11 above.

When describing old and new business, clearly state what will be discussed and who is taking the lead.

To ensure a good turn-out for the meeting, send the agenda through all available channels and include the senior advisor.



HEADQUARTERS  
CIVIL AIR PATROL NEW HAMPSHIRE WING  
UNITED STATES AIR FORCE AUXILIARY  
51 AIRPORT ROAD CONCORD NH 03301

1 September 2003

## MEMORANDUM FOR NHWG CADET ADVISORY COUNCIL REPRESENTATIVES

FROM: C/Capt John Curry

SUBJECT: CAC Meeting Agenda for 15 September

1. The Wing Cadet Advisory Council will meet Wednesday 15 September from 1900-2030 hours at Wing HQ. The uniform of the day is the AF-style short-sleeve blue uniform with tie or tab. The agenda, as approved by NHWG/CP, is as follows:
2. OPENING BUSINESS
  - A. Roll Call
  - B. Reading and approval of the minutes
  - C. Squadron & senior advisor's reports
3. OLD BUSINESS
  - A. Cadet Retention Project: C/1st Lt Arnold's committee will present their position paper on how to improve cadet retention in the wing.
  - B. Website Review Project: C/2d Lt Wright's committee will discuss their recommendations for the new wing website's content and navigation.
4. NEW BUSINESS
  - A. Encampment Hotwash: C/Capt Rickenbacker will lead the discussion on the lessons learned from the recent encampment in an effort to improve it next year .
  - B. Open Floor
5. CLOSING
  - A. Summation
  - B. Adjourn

*John F. Curry*  
JOHN F. CURRY, C/Capt, CAP  
NHWG Cadet Advisory Council Chair

cc: NHWG / CP (via email)  
NHWG CAC email reflector

# SAMPLE CAC MEETING MINUTES

Publish the minutes as soon as possible.

Use the official memorandum format, see CAPR 10-1 for details.

Organize the minutes sequentially; follow the actual order of business.

List all representatives. Note whether they were present or absent.

For the "reports," note information that concerns only the whole council.

Specify what was discussed and the outcomes of old and new business.

Note when the council adjourned and when the next meeting will occur.

Distribute the minutes using all available channels.



HEADQUARTERS  
CIVIL AIR PATROL NEW HAMPSHIRE WING  
UNITED STATES AIR FORCE AUXILIARY  
51 AIRPORT ROAD CONCORD NH 03301

20 September 2003

MEMORANDUM FOR NHWG CADET ADVISORY COUNCIL REPRESENTATIVES

FROM: C/2d Lt Charles Lindbergh

SUBJECT: CAC Meeting Minutes for 15 September

1. Listed below are the minutes for the NHWG Cadet Advisory Council meeting of 15 September, which was held at Wing HQ from 1900-2030 hours.

2. OPENING BUSINESS : C/Capt Curry called the council to order at 1902 hours.

A. Roll Call:

C/Capt John Curry, Chair, NH-056 – present

C/1st Lt Hap Arnold, Vice Chair, NH-010 – present

C/2d Lt Charles Lindbergh, Recorder, NH-048 – present

C/2d Lt Orville Wright, NH-032 – present

C/2d Lt Eddie Rickenbacker, NH-037 – present

C/Capt Robert Goddard, NH-048 – absent (excused)

Maj Amelia Earhart, NHWG/CP, senior advisor – present

B. The minutes were read and accepted unanimously by voice vote.

C. Squadron & Senior Advisor's Reports:

1. C/2d Lt Wright: NH-037 is hosting a model rocketry competition on 15 October. See the wing website for details.

2. Maj Earhart: NHWG/CC passes on her thanks to the council for working hard on the position paper on recruiting.

3. OLD BUSINESS

A. Cadet Retention Project: After some discussion, the committee's position paper was approved by the council by a vote of 4-0. C/Capt Curry forwarded it to NHWG/CC through Maj Earhart. The position paper is attached [sample: no attachment included].

B. Website Review Project: C/2d Lt Wright moved to table; motion passed 4-0.

4. NEW BUSINESS

A. Encampment Hotwash: C/Capt Rickenbacker will write a position paper for the next meeting, based on the council's discussion.

B. Open Floor: No new business was discussed.

5. ADJOURN. The council adjourned at 2025 hours. The next meeting is 1 November from 2000-2100 hours, on-line in the CAC chat room.

*Charles Lindbergh*

CHARLES LINDBERGH, C/2d Lt, CAP

NHWG Cadet Advisory Council Recorder

cc: NHWG/CP, NHWG CAC email reflector

Attachment III

# SUGGESTED CHECKLIST FOR STARTING A NEW CAC TERM

---

PRIOR TO THE  
FIRST MEETING  
OF THE NEW TERM

*About 60-days before the term begins:*

- ❑ *Senior Advisor.* Inform unit commanders of their opportunity to appoint a CAC representative.

*About 30-days before the term begins:*

- ❑ *Senior Advisor.* Ensure representatives have been appointed in writing by their commander and that they meet eligibility requirements.
- ❑ *Senior Advisor.* Meet with the echelon commander to learn which topics he or she needs the CAC to study and provide advice on.
- ❑ *Senior Advisor.* Discuss with the echelon commander possible candidates to serve as CAC chair; allow cadets interested in serving as chair to submit a resume. Or, at the echelon commander's discretion, allow the council to elect its own chair during the first meeting of the new term.
- ❑ *Senior Advisor.* Ensure each representative knows the date, time, and location of the first meeting of the term.

DURING THE  
FIRST MEETING  
OF THE NEW TERM

- ❑ *Out-going Chair.* Brief the in-coming council, in person or in writing, on what it accomplished during the previous term and the status of any incomplete projects.
- ❑ *Senior Advisor.* Set performance expectations and explain how the Core Values relate to them. Outline the duties of being a CAC representative.
- ❑ *Incoming Recorder.* Create a roster of CAC representatives and their contact information; distribute to all CAC members as soon as possible.
- ❑ *Senior Advisor.* Brief the council on topics that the commander is requesting them to study and discuss.
- ❑ *Incoming Chair.* Brainstorm and list several issues affecting cadets for possible consideration during the new term, in addition to topics assigned by the commander.
- ❑ *Incoming Chair.* Prioritize the topics on the commander's and the brainstorming lists.
- ❑ *Incoming Chair.* Begin discussion on the top two issues.
- ❑ *Senior Advisor & Incoming Chair.* Schedule the next meeting, and subsequent meetings during the term.