

## Boards and Board Leadership

**Lesson Objective:** Students should understand how boards and committees function at the group and wing levels.

**Desired Learning Outcomes (DLO):**

1. Describe the different types of boards and committees that are utilized at the group and wing level.
2. Understand board/committee structure, composition, and appointment.
3. Understand eServices functionality related to boards and committees.
4. Understand the importance of documentation for the actions of board and committees.
5. Understand the opportunity boards provide for leadership development.
6. Understand the relationship commanders have with their boards and committees.
7. Understand how to prepare to go before a board.

**Reading:** Student Guide, CAPR 35-9

**Scheduled Lesson Time:** 60 minutes

### Introduction

Civil Air Patrol utilizes boards and committees at every echelon of the organization—groups and wings are no exceptions. While some are required by regulation, others are determined by the commander or staff. Boards and committees build a consensus on where resources are being allocated or what action should be taken for a member. This ranges from approval of an expenditure of funds to whether to approve an award to planning a conference. They also serve as a check and balance so vital resources such as money is not left up to a single individual on how it is allocated. From a stewardship standpoint this allows us to operate responsibly and ethically. It is important to understand the various committees and boards that exist from not only a compliance standpoint but also in case you are called up to serve on one. Boards are also an opportunity to develop members and help them see various aspects of the program. Prospective leaders can benefit from board service as they expand their role in CAP. Some units often downplay the use of boards; however, doing so negatively impacts the development of members and the operation of the unit. Leaders have the right to make decisions but the responsibility to be transparent.

### **1. Describe the different types of boards and committees that are utilized at the group and wing level.**

While there are many similarities in the boards and committees utilized by groups and wings, there are some differences from the squadrons. Like squadrons, groups and wings have a Finance Committee, a Membership Committee, and an Awards Review Board. For promotions, the group or wing may have a board for senior members and one for NCOs. The wing may also have a board that reviews cadet applicants for National Activities. Groups or wings might also have a squadron or group commander selection committee.

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Board/Committee	OPR
Awards Review Board	DP
Finance Committee	FM
Promotion Review Board - Cadet	CP
Promotion Review Board - Senior	PD
Unit Membership Board	DP

### **2. Understand board/committee structure, composition, and appointment. Understand the opportunity boards provide for leadership development.**

As with squadrons, it is recommended that each board or committee have two members and a chair. Depending on whether a group is fully staffed or just used for span of control, boards and committees may not exist at the group level. At the wing level, committees and boards should have an odd number of members. Members are appointed to boards or committees in eServices.

Some boards or committees are appointed by the commander on a personnel authorization instead of in eServices. A commander might name a conference planning committee, for example. A commander might also use a committee to study a problem and recommend a solution. Some committees are called standing committees because they are always in place. Others might be referred to as ad-hoc because they are used when needed. Effective committees have a clear written purpose, an effective leader, thoughtfully appointed members, and well-run meetings.

Remember, having someone serve as a chair of a board or committee is a great opportunity to give them experience leading a small team. It is also a good opportunity for those who might serve in leadership positions in the future. Board or committee service helps members understand more about promotions, finance, awards, etc. A good chair has content knowledge and relevant experience. Good people skills and some leadership skills can also help a chair be successful. Another key is good communication skills. A chair may not be a technical expert but is likely someone who works well with others, organizes effectively, and motivates people. The chair has to be capable and willing to follow up. Chairs often prepare and present reports from their team, develop someone to succeed them, set agendas, call meetings, and ensure all members on the committee are allowed to contribute. Chairs also assign others on the team responsibilities. Some chairs may recruit members to serve on the team and orient them. Good chairs praise their teams as well to help them feel valued.

Chairs should not be the person who speaks at every meeting or makes all the decisions. Chairs also have to ensure one member does not dominate the discussion or the meeting. If a meeting becomes unproductive, it is the duty of the chair to put it back on track. Chairs need patience and good time management skills. Chairs also need people skills. They have to ensure people feel welcome to speak and contribute but not forced to do so.

If you are selected to lead a committee or serve on one and you want to find more information about committee work, you can review the resources at <https://www.mycommittee.com/BestPractice/Committees/tabid/135/Default.aspx>. This site also has information about successful meetings that can help committees function efficiently.

### **3. Understand eServices functionality related to boards and committees.**

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Members are appointed to serve on boards and committees through eServices. Here is a review of the process:

### **Search for a Member**

- Search for a member by entering the member's CAPID or selecting a member from the Unit drop down list.
- Once the member is found, any committees that they currently hold will be shown.

### **Assign a Committee Position**

- See the "Search for a Member" area.
- Select a unit to assign the member's committee, select a functional area, and select the committee.
  - After selecting all these options, a list of all committees within the selected unit will appear.
  - Select Chair or Member under Assignment Type. (There can only be ONE Chair per Committee)
- Click the "Submit" button to submit.

### **Changing A Member's Assignment Type**

- Go through same process as "Assign a Committee Position" and select Member or Chair.
- Click the "Submit" button to submit.
- The member's new Type will be updated.

### **Remove a Committee Assignment**

- See the "Search for a Member" area.
- Select the member's committee to remove from the "(Member's Name)'s Committees" list.
- Click the "delete" link to finish the process.

### **Additional Notes**

- Access to members and certain committees is determined by the user of this module permission levels.
- Members will receive an email notification of a committee assignment or removal.
- All committees are assignable only for certain unit levels. i.e. national committee assignments are not available to wings.

## **4. Understand the importance of documentation for the actions of board and committees.**

Boards and committees need to keep a variety of records and use a variety of forms and tools. Boards should make their recommendations to commanders using a memorandum. Boards can operate more formally using a tool like Robert's Rules of Order. Some boards may operate a little less formally. Boards have the responsibility to carefully review requests and ensure they meet all requirements as well as project a positive reputation for the unit. Forms that are completed with errors and sent forward without all attachments and documentation reflect negatively on the unit and can frustrate members. Boards and committees should keep minutes of their meetings. Minutes should be maintained in accordance with applicable regulations. Minutes are not a detailed record of what occurred. Minutes summarize the work of the committee or board in a few sentences per item. Committees and boards should meet as often as needed to process items in a timely manner for members. Finance committees must meet at least quarterly. National Cadet Specialty

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Activity Selection Committees may meet only once a year. Awards Boards may meet as needed.

#### **5. Understand the relationship commanders have with their boards and committees.**

Commanders should choose board members and leaders carefully. Choosing a member with the wrong skillset does not help a board function more efficiently. For example, members who serve on awards and promotion boards need good proofreading skills and good attention to detail. Errors can reflect negatively on the unit. Members who serve on the Finance Committee can benefit from budgeting experience.

Commanders should also ensure boards and committees are inclusive. They should be a cross section of the membership. If one group controls a board or committee it can disenfranchise others. A diverse team brings a variety of ideas to the committee and benefits the organization.

Commanders have the right to choose who serves on a board or committee but sometimes need the concurrence of higher headquarters to remove a member for a committee such as Finance. This is a check on the authority of the commander as it relates to funds. Commanders also have a responsibility to provide training and instructions for the boards they select. Commanders should ensure the board knows what regulations to study, what the expectations are for the team, etc.

Committees often need to know their scope and what authority they have. Giving a committee a specific task and responsibilities will help it function efficiently and meet expectations. Committees also need to know who they report to, the timeline for their work, and what budget or other resources they can use.

Sometimes boards and commanders come to different conclusions. If this happens occasionally, the board and the commander can talk about it to try to be more on the same page. If it happens often, the commander should speak with the board about expectations. If members are being recommended for promotion who are not eligible, the commander should tell the board why the recommendation was rejected, for example. If a commander fails to communicate with a board about why something is rejected, the board cannot correct its course. Over time, this will make the board feel less valued and that they are wasting their time making recommendations. To avoid alienating a board, ensure open lines of communication between leadership and boards or committees.

#### **6. Understand how to prepare to go before a board.**

If you apply to be a wing commander, you will go before a Selection Advisory Committee. Selection Advisory Committees and the wing commander selection process are outlined in CAPR 35-9. If you need to go before a board or committee, it is important to prepare. You want to do your best! Make sure your uniform is in excellent condition. Look for guidance from the board as to what uniform is appropriate. Do your homework! Think about what questions the board might ask and how you might answer. Wing commander candidates are often asked to make a presentation. If you will make a presentation, follow best practices in how you develop your slides. Use the standard CAP slide deck available on the national website. Don't make up a crazy style. You represent CAP and you want to use our brand to share your message. Proofread your materials carefully. Errors detract from your reputation. Avoid telling the board

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things they know. Show them and share your analysis with them. Ensure that all your application materials are professional and meet any requirements set out by the board. Know the role of the position in which you wish to serve. Understand any related regulations and publications for the role. Be prepared to share how you might handle situations that the person in the position might encounter. The board has read your resume—they often want to know how you think and act as a leader. Your answers need to tell them. If you can, practice with a friend. Have a friend proofread your documents. On the appointed day, be on time. Follow the guidance of the board. Use your time with the board wisely. Don't end too early and don't end too late. Silence your phone before you speak with the board. Get a good night's sleep and eat before you go to the board so you are clear minded and not distracted. Use professional language. Impressions are important! Thank the board for interviewing you with an email or note after the event.

### **Lesson Summary and Closure**

Boards and committees carry out the work of the organization. They also involve, represent, and serve members. Boards and committees can also be a training ground for future leaders. Some boards and committees are defined by our regulations. Others are created when a leader needs assistance with a task or recommendation.