

Civil Air Patrol Cadet Advisory Council ———— Guide ————



CAPP 60-35
August 2025



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Cadet Advisory Council Guide
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SUMMARY OF CHANGES

This publication replaces CAPP 52-19, Cadet Advisory Council Guide, October 2003. Substantive changes have been made since the previous edition. Because of the extent of changes, individual changes are not marked.

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Preface

This guide is an optional, but highly recommended, 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. This pamphlet is governed by CAPR 60-1, Cadet Program Management, Chapter 7.

CAC Resources

Cadet Advisory Councils should review the resources below to be fully prepared for a successful term.

- [CAPR 60-1](#) – Chapter 7. Cadet Advisory Councils
- [Leadership in Committee](#) – Training materials for CAC representatives
- GoCivilAirPatrol.com/CAC – National Cadet Advisory Council website

Credits

The National Cadet Advisory Council developed much of the guide's content. Thank you to the National Cadet Advisory Council 2021 – 22 and 2024 – 25 terms for their participation in helping update this pamphlet for the benefit of Cadet Advisory Councils nationwide.



On the Cover: The 2024-25 National Cadet Advisory Council members have a discussion with Col Brad Lynn at the Winter Command Council in March 2025.

1. Purpose of CAC

As defined by the Cadet Advisory Council's governing regulation, CAPR 60-1, Cadet Program Management, CACs have three main purposes:

"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.

"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.

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

As an advisory body, the CAC affords cadets 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 presentation 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.

2. Measuring Success

Here are three guidelines for how a CAC can measure their success:

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

- Does the council thoroughly research the issue, learn from experts, and consider all the factors?
- Does the council communicate in a professional manner, using the advocacy paper format or as requested by the echelon commander?

“Does each representative apprise their cadet “constituents” of CAC proceedings following each CAC meeting?”

- Do representatives actively seek feedback from the cadets they represent?
- Are the minutes made available for all interested CAP members to review?

“Does the council bring to the commander’s attention opportunities to improve CAP, as envisioned by cadets?”

- Is the council proactive 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?

3. Communication & Teamwork

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.

3.1. Intra-Council Communication

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.

Representatives that exchange ideas and complete assigned tasks between CAC meetings 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.

3.1.1. **Methods.** CACs have several opportunities to continue their dialog outside formal meetings, including email groups, messaging, and virtual meetings. Councils must consult with their Director of Cadet Programs or Senior Advisor to ensure that they are using an approved platform for communication and document management. CAC leadership must ensure that cadet protection regulations are met as listed in CAPR 60-2 for all methods of communication.

3.1.2. **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.

3.2. Inter-Council Communication

Inter-Council Communication occurs when CACs from different echelons inform each other of their proceedings and communication by using a liaison and publishing minutes.

3.2.1. Liaisons. The cadet representing the echelon at the next highest CAC should liaise and promote inter-council communication between both councils.

3.2.2. Minutes. CAC recorders are encouraged to distribute their meeting minutes to the CACs immediately above and below them.

3.3. External Communication

External Communication concerns a CAC's efforts to publicize their activities beyond the CAC community and seek input from CAP members at large. There are three main methods of external communication. They are:

3.3.1. Contacting the Leadership. CAC members advise their echelon commander, through a format requested by the echelon commander. Some ways to do that include briefing the Director of Cadet Programs who in turn briefs the echelon commander, 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.

3.3.2. 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.

3.3.3. 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.

4. Echelon Focus

CACs are organized at the national, region, and wing level. Group CACs may also be established. While the three main purposes described in section 1 apply to all CACs, special emphasis items pertain to each echelon and the unique niche they occupy:

4.1. Group CACs (Optional)

- Where organized, serve as the primary forum for the average cadet to voice his or her concerns to senior leadership

- Provide feedback to the group commander and Director of Cadet Programs on matters affecting Cadet Programs at the Group level, including but not limited to policies, procedures, and activities

4.2. Wing CACs

- Serve as the primary forum for the average cadet to voice his or her concerns to senior leadership (unless Group CACs have been established – see above)
- Provide feedback and advise the Wing Commander and Director of Cadet Programs on matters affecting Cadet Programs at the Wing level, including but not limited to policies, procedures, and activities

4.3. Overseas CACs

- Serve as the primary forum for the average cadet to voice his or her concerns to senior leadership
- Provide feedback and advise the CAP/XO (or designee) on matters affecting Cadet Programs among Overseas Squadrons, including but not limited to policies, procedures, and activities

4.4. 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
- Advocate CAC recommendations to their region and wing commanders; help build a consensus for them

4.5. National CAC

- Think globally and help influence the long-term future of CAP and the Cadet Program
- Advise the National Cadet Team 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 present endorsed recommendations

5. Roles & Responsibilities

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 60-1, Chapter 7.

5.1. Chair

Responsible for the management and supervision of the council. Responsibilities include:

- Presides over meetings; ensures they are run fairly, are consistent with any parliamentary procedures, and begin and end on-time
- Helps set meeting schedule for the term in consultation with the Senior Advisor and distributes agendas at least 10 days in advance of the meeting
- Represents the council before the commander
- Submits recommendations to the commander, as directed by the echelon commander
- 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
- Acts as the requesting authority for CAC awards, following the criteria set forth in CAPR 60-1

5.2. Vice Chair

Assist with the management of the council. Responsibilities include:

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

5.3. Recorder

Responsible for recording council meetings and activities. Responsibilities include:

- Acts as chair if the vice chair and chair are absent
- Acts as vice chair in the vice chair's absence
- Writes and distributes minutes, per CAPR 60-1

- Compiles and distributes a roster of CAC members and their contact information

5.4. Primary Representatives

Responsible for representing their unit on the council. Responsibilities include:

- Attends and participates in CAC meetings and coordinates with the assistant representative and the chair if they are unable to attend
- Should serve actively on at least one committee
- Updates represented unit on council
- Votes on council matters

5.5. Assistant Representatives

Same duties as the Primary Representative. Also includes:

- Attends as many CAC meetings as logistically feasible
- Should serve actively on at least one committee
- Votes in the absence of the Primary Representative

5.6. Director of Cadet Programs and/or Senior Advisor

The Director of Cadet Programs may personally serve as the CAC senior advisor, or delegate that task to another senior. It is recommended to have a minimum of two Senior Advisors to meet cadet protection ratios. Responsibilities include:

- Maintains compliance with Cadet Protection Policy.
- In consultation with the chair, sets the overall meeting schedule for the term
- Manages the CAC's finances
- Helps guide the council while still letting cadets lead
- Ensures that all cadets meet the criteria to be on the council
- Provides personal leadership guidance to the cadet CAC leadership

6. Meetings & Operations

6.1. Setting the Term's Schedule

The CAC staff should create a schedule for the monthly calls at the start of the term and distribute it to all the representatives. Each CAC should work to find a time when all members are available.

6.2. Setting the Agenda

Meeting agendas should be sent to members for review at least ten (10) days prior to a scheduled meeting. The monthly agenda is documented in memorandum format (formatting support available in the CAPP 1-2) and is broken up into the following parts. See Attachment 1 for a sample agenda.

6.3. 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:

6.3.1. Roll Call and the Quorum. The recorder takes the roll, making a record of who is in attendance. Roll calls are used to determine if a quorum is present.

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

6.3.3. Reports. Working from the roll call, the Chair calls on the units represented and the Senior Advisor to share brief informational items of interest to the council. A simple review of the noteworthy happenings in their unit is sufficient to help everyone understand what the various units are doing around the echelon. It is at this time that a Region and/or National report could be given provided a report is available.

6.3.4. 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.

6.3.5. 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 without having been included on the agenda.

6.3.6. Open Floor. Upon completion of new business, the Chair will then give the council an opportunity to share any thoughts, ideas, comments, or discussion items for the council to address.

6.3.7. Summation and Adjournment. This should include a recap of all votes taken, a reminder of who has agreed to complete which tasks and when those tasks are due, and a brief recap of what will be the most important topics discussed at the next meeting. Before adjourning, the Chair will remind 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.

7. Parliamentary Procedure

Some councils strictly adhere to parliamentary procedure. Others are on an almost first-name basis. As the council's leader, the chair sets 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. The fundamentals of parliamentary procedure are outlined in *Leadership in Committee*, a special reading for Cadet Advisory Councils, available at GoCivilAirPatrol.com/CAC.

8. Minutes

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

Distribution requirements for meeting minutes are specified in CAPR 60-1 Chapter 7. 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.

Minutes should be prepared as an official memorandum (see CAPP 1-2, *The CAP Guide to Effective Communications*), with the body organized in a simple outline. The minutes should correlate with how the meeting proceeded (i.e.: begin with opening business, proceed to old and then new business, and conclude with the motion to adjourn).

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 (in-person, virtual, hybrid)
- 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? If so, include a copy as an attachment to the minutes.

- Include the date, time, and location of the next meeting. See Attachment 2 for sample meeting minutes

Recorders who arrive prepared to take minutes will save themselves valuable time during the meeting and will 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, but it is also quicker than having to decipher notes after they have become stale.

9. Voting

9.1. Quorum

Voting requires a quorum. 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 happens.

9.2. Voting Procedures

Voting takes place when an item is ready to be sent to the next echelon, or the item is complete. One vote per member group, this means that the Primary & Assistant should be on the same page and agree with which way they want to vote. The Primary is the one who will cast the vote, unless the primary is not present, then the assistant will vote in their absence. The vote is how the CAC members get to represent the entire cadet body. Members should never vote blindly, meaning that they should know what they are voting on, read the material, and ask questions. There are three ways to vote: yay, meaning you want the proposal to pass, nay, meaning you want the proposal to fail, or to abstain, meaning that you wish your vote not to be counted.

10. Proposals and Presentations

10.1. Advocacy Papers.

The advocacy paper as described in the CAPP 60-32, is the format for CACs to use when examining a complex problem and recommending a course of action to the commander. Their highly structured format is helpful for a CAC to show they follow 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 advocacy paper allows CACs to present the ramifications of each potential solution, and to argue in depth about one of them. See www.GoCivilAirPatrol.com/SDA for optional templates.

10.2. Advocacy Briefings.

An advocacy briefing is useful to CACs when the commander wants to know more about a recommendation the council has made and requests a presentation on the topic. Cadets should speak extemporaneously, delivering 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 on logic, not opinion. Try to anticipate objections to the proposed solution and counter them.

10.3. Coordination.

To show that the CAC is not working in isolation, talk with other stakeholders. 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. The CAC Senior Advisors or Director of Cadet Programs can help with making introductions.

10.4. 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.

10.5. Echelon-Focus.

CACs should concentrate on matters directly pertaining to their echelon. During 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.

10.6. 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 seniors' role includes helping the council make their ideas clear; their constructive criticism helps make the CAC's recommendation more compelling.

11. Senior Member Leadership

Senior Members at every echelon work together to make the CAC a successful program. Echelon Commanders select qualified cadets to serve as representatives, the Director of Cadet Programs (DCP) or their designee serves as the CAC's Senior Advisor, and the Echelon Commander or the DCP tasks the council with studying cadet-related issues and considers that advice when leading the echelon.

11.1. Unit Commander

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

11.2. 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
- 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?”

11.3. Echelon Commander

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. 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. 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 and help their representatives attend meetings
- Listening when the council speaks; encouraging the cadets in their work and in their development as citizens and leaders
- Connecting with the representatives of their echelon regarding current proposals and future ideas

12. Tasking

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 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:

- 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 there a substantial 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 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?
- 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?

Attachment 1 – Sample CAC Meeting Agenda



HEADQUARTERS NORTH CAROLINA WING
CIVIL AIR PATROL
3520 Alamance Rd
Burlington NC 27215-9101

1 November 2025

MEMORANDUM FOR NCWG CADET ADVISORY COUNCIL

FROM: NCWG CAC Chair

SUBJECT: CAC Meeting Agenda for 15 November

1. The Wing Cadet Advisory Council will meet Wednesday 15 November from 1900-2030 hours in a virtual meeting. The uniform of the day is the Class B Blues without tie/tie-tab. The agenda, as approved by NCWG/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 Onamission's committee will present their advocacy paper on how to improve cadet retention in the wing.
 - B. Website Review Project: C/2d Lt Hasaplan's committee will discuss their recommendations for the new wing website's content and navigation.
4. NEW BUSINESS
 - A. Encampment Hotwash: C/Capt Doesitall will lead the discussion on the lessons learned from the recent encampment to improve it next year.
 - B. Open Floor
5. CLOSING
 - A. Summation
 - B. Adjourn

Major Goals
MAJOR GOALS, C/Maj, CAP
Cadet Advisory Council Chair

2 Attachments:

1. Meeting Schedule for the Year
2. Roster of new members

cc:
NCWG/CP

Attachment 2 – Sample CAC Meeting Minutes



HEADQUARTERS NORTH CAROLINA WING
CIVIL AIR PATROL
3520 Alamance Rd
Burlington NC 27215-9101

1 December 2025

MEMORANDUM FOR NCWG CADET ADVISORY COUNCIL

FROM: NCWG CAC Recorder

SUBJECT: CAC Meeting Minutes for 15 November

1. Listed below are the minutes for the NHWG Cadet Advisory Council meeting of 15 November, which was held in Microsoft Teams from 1900-2030 hours.

A. Roll Call:

C/Maj Major Goals, Chair, NC-300 – present
C/1st Lt Space Enthusiast, Vice Chair, NC-057 – present
C/2d Lt Big Goals, Recorder, NC-048 – present
C/2d Lt Clearly Onamission, NC-162 – present
C/2d Lt Always Hasaplan, NC-023 – present
C/Capt Impressivly Doesitall, NC-301 – absent (excused)
1st Lt Megan Ithappen, NCWG/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 Onamission: NC-162 is hosting a model rocketry competition on 25 November. See the wing website for details.
2. 1st Lt Ithappen: NCWG/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 advocacy paper was approved by the council by a vote of 4-0. C/Maj Goals forwarded it to NCWG/CC through 1st Lt Megan Ithappen.

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

4. NEW BUSINESS

A. Encampment Hotwash: C/Capt Doesitall will write an advocacy 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 15 December from 2000-2100 hours via Microsoft Teams.

Big Goals
BIG GOALS, C/2d Lt, CAP
Cadet Advisory Council Recorder

cc:
NCWG/CP

Attachment 3 – Suggested Timeline

First Month (October)	
Week 1	CAC leadership reviews list of Primary and Assistant Representatives and works with units missing appointments
	New council sets schedule of meetings for the year
Week 2	New council confirms contact information for representatives, officers, and advisor(s)
	Chair receives taskings from Echelon Commander or Director of Cadet Programs.
	Chair sends welcome with first meeting's agenda to new CAC at least 10 days prior to the scheduled meeting
Week 3 or 4	New council participates in the first meeting.
Each Month	
Between Meetings	Recorder distributes minutes from the previous meeting for feedback and amendments. Chair ensures that minutes are forwarded to the CAC members, the echelon commander, and the next echelon's director of cadet programs within 30 days. Vice-Chair follows up with committee chairs, tracks action items, and enforces deadlines.
	Committee Chairs submit any draft or final proposals to the Vice-Chair for review, distribution, and feedback.
	Primary and Assistant Representatives fulfill their respective duties at their respective echelon including participating in committees, meetings and communicating with the level they represent.
	The Senior Advisor(s), Chair, Vice-Chair, and Recorder (optional) meet to discuss direction and progress of the council in addition to approving the distribution of the agenda for the next meeting.
10 days before a Meeting	Chair distributes the agenda and all other necessary documents for the upcoming meeting.
Transition Months	
August	Outgoing Council Members prepare their transition and connect with their replacement
September	Outgoing Council Members submit all outstanding projects or have prepared a transition plan for those items.
	Senior Advisors allow cadets interested in serving in CAC leadership to apply. Or, at the echelon commander's discretion, allow the council to elect the positions from the representatives.
	Director of Cadet Programs meets with their respective echelon's Commander to ascertain what areas they would like the CAC to study and provide a cadet perspective on in the next six months.
Term Mid-Point	Director of Cadet Programs meets with their respective echelon's Commander in the mid-point to ascertain what areas they would like the CAC to study and provide a cadet perspective on in the last six months of the term.