October 2026
Issue 6

THE COMMAND REVIEW

The latest news, announcements, and events from the Wing

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A Message from the Office of the Wing Commander

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A Message from the Office of the Chief of Staff



Training Leaders of Cadets - Intermediate NCWG Headquarters

UPCOMING EVENTS (see the wing calendar for more info)

- **11/06 through 11/08/2026- Ranger Training Weekend**
- **11/14/2026 - Commander's Call - In-person NCWG Headquarters**
- **11/14/2026 - Cadet Program's Technician Rating Course**
- **11/21/2026 - PODS Train the Trainer Course - NCWG Headquarters**
- **12/04 through 12/06/2026 - Group 4 Cadet Great Start Weekend**
- **12/12 through 12/13/2026 - ES Training Weekend - NCWG Headquarters**

This newsletter is produced by the Office of the Chief of Staff. If you have a question or topic you would like to see discussed here please complete the form at https://ncwg.cap.gov/about/the-command-review-newsletter.



The Commander's Desk

Col Brendan Kearns, Commander, NCWG

Building Momentum Into the Holiday Season

As we move into the holiday season, I am proud of the momentum North Carolina Wing continues to build across all mission areas. During the past month, our wing surpassed a significant milestone, growing to 2,507 members statewide. We also successfully completed the Wing Functional Assessment visit, opened registration for the Wing Conference, welcomed Lt Col Norman Byerly as our new Wing Chaplain, and finalized Camp Butner as the location for the 2027 Summer Encampment. Additionally, our annual inventory effort reached 89 percent completion, reflecting the dedication and professionalism of our members throughout the wing.

Our operational readiness remains strong. North Carolina Wing successfully completed an ELT mission that resulted in a find and provided support to state emergency management partners through a separate mission assignment. These successes demonstrate the value CAP provides to our communities and our continued commitment to being ready when called upon. I have also been honored to attend several group ES/Ops activities this month and the strength in our wing in these areas is because of each and every member of the wing.

Equally impressive is the continued success of our cadet program. During the month of October, our cadets earned 2 Eaker Awards, 5 Earhart Awards, 5 Mitchell Awards, and 30 Wright Brothers Awards. These achievements are a testament to the hard work of our cadets, the mentorship of our senior members, and the support provided by families and squadron leadership across the wing. If there are units having award presentations during the holiday time frame please let the command staff know so we can present the awards to our high achieving cadets.

As we approach Thanksgiving and the holiday season, I encourage each of you to take time to reflect on the impact you have made in your communities and within our organization. Thank you for your dedication to Civil Air Patrol and to the North Carolina Wing. Please continue to make safety a priority in all your activities, enjoy time with family and friends, and know that your service is deeply appreciated. On behalf of the Wing Command Team, I wish you and your families a safe, happy, and blessed holiday season.



The Chief's Corner

CMSgt Christopher Cozzi, Command NCO, NCWG

The Wing Commander highlighted the incredible momentum North Carolina Wing continues to build across all mission areas. From surpassing 2,500 members, to successful operational missions, to the continued achievements of our cadets, these accomplishments are not the result of chance. They are the result of dedicated members working together toward a common goal.

As NCOs, our responsibility is to help sustain that momentum.

The NCWG NCO Corps exists to support commanders, develop members, and help units accomplish the mission. Whether serving as mentors, advisors, trainers, or simply as a sounding board, NCOs are here to help our members succeed. We are not just focused on the task at hand, but on developing the people who make mission success possible.

As we approach the holiday season and begin looking ahead to the new year, I encourage every member to take stock of where they are and where they want to go. What goals have you achieved this year? What goals remain?

More importantly, what is your plan to get there? If you need guidance, mentorship, or assistance navigating your CAP journey, reach out to an NCO. That is why we are here.

The success of our Wing is built one member at a time, one unit at a time, and one mission at a time. When commanders, NCOs, senior members, and cadets work together as a team, there is no challenge we cannot overcome.

As you enjoy time with family and friends this holiday season, remember to stay safe, take care of one another, and return ready to continue building on the momentum that has made North Carolina Wing a recognized leader throughout Civil Air Patrol.

Together, we will continue to serve, lead, mentor, and accomplish the mission.

NCWG Leads the Way.





The Deputy Commander's Corner

Lt Col James Fitzpatrick, Deputy Commander - West, NCWG
Lt Col Craig Richardson, Deputy Commander - East, NCWG

Commander's Self-Assessment Program: A Valuable Leadership Tool By the Wing Deputy

The Commander's Self-Assessment Program, beginning in 2027, will be a key component of continuous compliance and a valuable leadership tool. It will provide commanders with a structured method to evaluate the effectiveness of their units, identify areas requiring improvement, and ensure their organizations remain aligned with policies, standards, and mission requirements.

The program will also promote accountability, proactive problem-solving, and continuous improvement by encouraging commanders to identify and address deficiencies before they become significant issues. When used effectively, the Commander's Self-Assessment Program will strengthen unit operations, enhance mission readiness, and help commanders maintain healthy and effective organizations.

A commander's self-assessment should not be viewed simply as a compliance exercise. It provides an opportunity to identify strengths, recognize deficiencies before they become larger problems, and develop appropriate corrective actions. Regular self-assessment also helps commanders maintain accountability and provides a clearer picture of the unit's overall health and effectiveness.

The program can be particularly useful in the areas of leadership, administration, safety, training, finances, logistics, emergency services, aerospace education, cadet programs, and personnel management. By routinely reviewing these areas, commanders can ensure that required programs are properly managed and that members have the resources, guidance, and support necessary to accomplish the unit's mission.

Most importantly, the self-assessment process promotes a culture of continuous improvement. Commanders should use the results to establish priorities, assign responsibility, set reasonable timelines, and follow up to ensure identified issues are corrected.

In my view, the Commander's Self-Assessment Program is not merely a checklist but is a management and leadership tool. When used consistently and honestly, it can help commanders strengthen their units, improve mission readiness, reduce risk, and better prepare their organizations for inspections and other evaluations.



The State of the Staff

Maj Brent Wooters, Chief of Staff, NCWG

Explore Taking Your Volunteer Service to the Next Level

The members of the North Carolina Wing are the key to our mission success and are our most valuable asset. With that comes the need for continual training, progressing in our professional development and making our skills available to the organization. How can we successfully accomplish this so that we always have a full bench of talent that is trained, willing and able to accomplish our missions?

Each echelon of the North Carolina Wing requires members to commit to leadership and staff positions in order to fulfill the needs of the members and to facilitate their success. The squadron is the fundamental element of Civil Air Patrol and all growth, retention and success begins here. This is where everyone in Civil Air Patrol begins their journey. If you are serving at the squadron level as a commander or staff officer the remaining echelons are here to assist in your success.

As our members grow in their experiences and skills there are opportunities to serve at the Group and Wing levels. These positions are also elemental to success as they give an opportunity to mentor and grow the members serving at the squadron level. If you have been with Civil Air Patrol and built a toolkit that would allow you to become a resource for other newer members as they grow and develop, I would encourage you to explore the possibility of serving at the group level in one of the key positions that are often left vacant. Reach out to your group commander today!



WING STAFF SPOTLIGHT

Capt Elaine Kaempf, Director of Cadet Programs

"For the Civil Air Patrol award cycle/QCUA cycle (Sept 1 - Aug 31), the Cadet Programs goal is to create more awareness with Cadet program best practices, ensure that cadets know they have a voice in NCWG, and help with Cadet Programs at each unit level. We want Unit CCs, CDCs, and Cadet Exec staff to know we are here to support them, we want their ideas to help guide us in future years, and we want to further the cadet program in many ways."