

Cadet Corps Alumni Council

Cross-Functional Boundaries and Responsibilities Framework

Dated: 18 AUG 2026

1. Executive Introduction

The Cadet Corps Alumni Council (CCAC) operates through multiple elected officers, functional areas, advisory positions, committees, volunteers, programs, and institutional relationships. Each contributes a distinct capability to the organization. As CCAC grows, effective execution requires more than clearly written individual Strategic Plans. It also requires a common understanding of where one function ends, where another begins, how supporting functions contribute, who possesses decision authority, and when matters must be elevated.

This Cross-Functional Boundaries and Responsibilities Framework establishes that organizational system. It consolidates the functional boundaries established across the CCAC Strategic Plans so leaders can coordinate activities without creating duplicated ownership, competing systems, or unnecessary approval layers.

Every continuing CCAC activity should have one clear primary owner. Supporting another function does not transfer ownership of that function's responsibility. Coordination is required where responsibilities intersect, but coordination should not create duplicate authority, parallel systems, or unnecessary approval layers.

Functional officers are expected to execute routine responsibilities within approved plans, programs, policies, procedures, and budgets. The President integrates the organization and resolves cross-functional gaps or conflicts but does not routinely perform or approve work that has been properly delegated to another officer. The Executive Committee retains governance authority for matters reserved to it by the Bylaws, policy, or organizational significance.

The purpose of this framework is therefore not to centralize authority. Its purpose is to clarify authority and make the CCAC planning system executable as one coordinated organization.

A properly functioning CCAC system should allow every officer to answer five questions:

- What do I own?
- What do I support?
- Who must I coordinate with?

- What may I execute within my existing authority?
- What must be elevated for higher approval?

1.1 Governance Note

This framework reflects the CCAC Strategic Plans and the Bylaws Redline Review dated 10 AUG 2026. Proposed Bylaw language remains proposed until formally adopted through the required governance process. Nothing in this framework supersedes applicable law, adopted Bylaws, properly approved Executive Committee policy, or authority reserved to the membership. Following adoption of revised Bylaws, this framework should be reviewed and conformed to the final governing language.

Where this framework identifies a boundary needed to reconcile two plans, it should be treated as an integration interpretation for organizational coordination and reflected in the next approved revision of the affected Strategic Plans or implementing policies. It does not silently amend an adopted Bylaw or Executive Committee policy.

2. Purpose of This Framework

This framework establishes a Council-wide system for:

- Assigning one clear primary owner to continuing organizational activities.
- Identifying supporting functions and required coordination.
- Preventing duplicated programs, records, outreach, relationships, campaigns, and authorities.
- Distinguishing operational execution from governance approval.
- Distinguishing functional information from authoritative organizational records.
- Establishing ownership of cross-functional programs, campaigns, events, and external relationships.
- Clarifying when coordination is required without turning coordination into an approval requirement.
- Identifying matters requiring Presidential, Executive Committee, membership, or other designated approval.
- Providing a common reference for officer transitions, Strategic Plan updates, annual planning, and organizational growth.
- Resolving gaps or conflicts among Functional Area Strategic Plans.

This document is a coordination and deconfliction framework. It is not a substitute for the individual Strategic Plans, Bylaws, policies, procedures, budgets, or implementing documents.

3. Cross-Functional Operating Principles

3.1 One Primary Owner

Every continuing activity should have one identifiable primary owner.

The primary owner defines the substantive requirement, maintains responsibility for the activity, coordinates required support, makes routine functional decisions within delegated authority, tracks results associated with the function, and elevates matters exceeding assigned authority.

Supporting functions contribute their capabilities without taking over the underlying responsibility.

3.2 Support Does Not Equal Ownership

Providing support does not make a function the owner of the supported activity.

- Communications publishing a Membership campaign does not make Communications responsible for Membership recruitment.
- Marketing developing promotional strategy for the Patriot Program does not make Marketing responsible for Development.
- Finance processing membership payments does not make Finance responsible for membership status or eligibility.
- The Historian supplying photographs for an alumni campaign does not make the Historian responsible for alumni recruitment.
- The Secretary retaining a membership list does not make the Secretary responsible for operational membership administration.

3.3 Coordination Does Not Automatically Mean Approval

Functions should coordinate whenever another officer's responsibilities, resources, systems, information, relationships, or authorities are materially affected.

Routine activity within an approved plan, policy, program, and budget should normally proceed at the functional level.

3.4 Substantive Ownership Remains with the Mission Owner

The officer responsible for the underlying program or activity owns its substantive content and defines the purpose, substantive requirement, intended audience or stakeholder, desired organizational outcome, opportunity being presented, requested action, and applicable functional standards.

Supporting functions may refine presentation, execution, financial handling, or distribution but should not independently alter authoritative substantive information.

3.5 Authoritative Information Has a Defined Source

Different functions may maintain information about the same person, program, transaction, or event, but the authoritative source depends on the subject. Shared technology does not erase functional ownership.

3.6 Routine Authority Should Remain Delegated

Vice Presidents and other officers should be empowered to execute normal activities within approved Strategic Plans, programs, policies, budgets, and procedures.

Routine relationship building, research, outreach, campaign execution, content development, coordination, cultivation, administrative activity, and program management should not require repeated Presidential or Executive Committee approval unless a governing document specifically requires it.

3.7 Material Commitments Require Elevation

Matters normally requiring higher review include material unbudgeted or capital expenditures, significant contracts, multi-year financial commitments, naming rights, unusual restricted-gift conditions, major new organizational programs, significant policy changes, formal institutional commitments, material legal or regulatory risk, material reputational risk, significant departures from approved plans or standards, and matters specifically reserved by the Bylaws or policy.

3.8 Functional Records Should Not Become Competing Systems

Functions may maintain working records needed to execute their responsibilities, but CCAC should avoid multiple competing authoritative systems.

Where multiple systems necessarily contain related information, they should be reconciled to the authoritative owner for the relevant data element.

3.9 Advisory Positions Do Not Create Parallel Chains of Authority

The Past President and Senior Advisor provide experience, counsel, continuity, assessment, and assigned support.

Neither position creates a second Presidency, an additional supervisory layer over elected officers, an independent approval authority, permanent operational ownership of another function, or an unofficial competing archive.

3.10 External Partnerships Do Not Transfer CCAC Governance

CCAC may maintain strong relationships with UTA, Military Science, partner colleges and universities, foundations, veteran and military organizations, businesses, corporations, civic organizations, museums, and other partners.

Those relationships do not transfer CCAC governance, finances, policies, or internal authority to an outside institution.

3.11 Personal Relationship Ownership Does Not Replace Functional Ownership

A President, officer, board member, classmate, or trusted alumnus may be assigned as a personal relationship owner or executive sponsor for a particular stakeholder.

That assignment does not transfer the underlying functional responsibility. For example, Development retains responsibility for donor cultivation strategy even when the President serves as the relationship owner for a major prospect.

3.12 Technology Administration Does Not Equal Data Ownership

An officer or volunteer may administer a technical platform, account, website, CRM, payment tool, or shared repository. Technical administration does not make that administrator the substantive owner of the information stored in the system.

The responsible functional owner continues to determine authoritative data, access requirements, and business rules within applicable policy.

4. Authority and Governance Structure

4.1 Membership

The membership exercises those authorities specifically reserved to it under the adopted Bylaws, including elections, Bylaw amendments, or other matters requiring member action.

4.2 Executive Committee

The Executive Committee provides organizational governance and makes decisions reserved to it under the Bylaws or policy. It addresses major organizational policy, significant commitments, matters exceeding delegated officer authority, governance matters, and other issues requiring collective leadership action.

4.3 President

The President is the chief executive officer of CCAC and provides Council-wide direction, Executive Committee leadership, strategic integration, organizational coordination, performance oversight, executive-level representation, cross-functional conflict and gap resolution, and leadership continuity. The President does not routinely replace the responsibilities of Vice Presidents or other officers.

4.4 Functional Officers

Functional officers exercise primary operational responsibility within their assigned areas and should normally execute approved activities without repeated higher-level approval.

4.5 Secretary

The Secretary provides official administrative-record custody and election administration but does not exercise supervisory authority over the substantive functions represented in those records.

4.6 Past President

The Past President provides Presidential transition, counsel, guidance, institutional knowledge, Executive Committee participation, and assigned support without exercising parallel Presidential authority.

4.7 Senior Advisor

The Senior Advisor provides organization-wide analysis, strategic perspective, integration assessment, institutional continuity, and special advisory support without establishing an additional operational chain of command.

4.8 Member-at-Large

The Member-at-Large represents the membership as a voting member of the Executive Committee. The position does not automatically own a standing operational function unless separately assigned through proper authority.

4.9 Military Science Representative

The Military Science representative serves in an advisory and liaison capacity to promote coordination and mutual awareness. The representative does not exercise CCAC governance authority or possess a vote on the Executive Committee unless the final adopted Bylaws provide otherwise.

4.10 Committees and Temporary Working Groups

Committees and temporary working groups operate under the authority that establishes them. Their charters should identify purpose, lead, scope, decision authority, duration, records, and relationship to existing functional owners. A committee should not silently absorb a standing responsibility already assigned to an elected officer.

5. Functional Ownership Summary

Function / Position	Primary Ownership
President	Council-wide strategic direction, executive governance, integration, organizational execution oversight, executive representation, cross-functional resolution, leadership continuity
Past President	Presidential transition, Presidential counsel and guidance, specifically assigned Presidential duties
Senior Advisor	Strategic advice, organizational integration assessment, institutional perspective, special advisory assignments
VP Membership	Alumni identification, membership eligibility administration, membership structure, membership recruitment, relationship-based recruitment, alumni engagement, membership retention, operational membership records
VP Development	Case for support, Giving, Donations, Patriot Program, Brick Program development, sponsorships, grants, foundations, major gifts, legacy gifts, in-kind resources, donor and partner relationships, cultivation, solicitation, stewardship, Development performance
VP Finance	Financial accounting, custody, banking, financial controls, budgeting, cash management, transaction processing, reconciliation, financial reporting, restricted-resource accounting, financial compliance, financial records, authoritative asset register
VP Marketing	Organizational positioning, audience segmentation and targeting, campaign strategy, promotional presentation, proactive public-relations strategy, awareness generation, campaign amplification, Marketing performance
VP Communications	Organizational information flow, website, email, newsletters, social media, publications, communication-product development, publication, distribution, general-channel inquiry routing, spokesperson and media-response coordination, channel performance
VP Hall of Honor	Hall of Honor standards and procedures, nominations, candidate administration, evaluation, selection, inductee coordination, induction, Hall of Honor program management
Council Historian	Historical research, verification, archives, traditions, heritage, historical photographs, annual digital yearbook, physical Hall of Honor stewardship after induction, historical exhibits, historical interpretation
Council Secretary	Official records, governing documents, meeting minutes, official proceedings, elections, certifications, records retention and transfer
Council Chaplain	Spiritual guidance, ethical counsel, compassionate care, ceremonial and remembrance support, appropriate referral
Member-at-Large	Membership representation within Executive Committee governance
Military Science Representative	Advisory liaison and institutional coordination with Military Science

6. Master Cross-Functional Responsibility Matrix

6.1 Governance, Strategy, and Administration

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Council-wide strategic direction	President	EC; Senior Advisor; Past President	All functional officers	EC when governance/major strategic change requires
Annual organizational planning	President	All officers	Finance for resource implications; Secretary for official records	Appropriate EC process
Functional Strategic Plans	Individual officer	President; Senior Advisor as requested	Affected cross-functional owners	Material conflicts elevated
Strategic Plan integration	President	Senior Advisor; all officers	Resolve ownership, dependencies, gaps, conflicts	EC if authority/policy must change
Organizational performance oversight	President	Functional officers	Each officer reports own performance	Significant unresolved issues elevated
Executive Committee meetings	President	Secretary	Officers preparing matters for decision	EC
Meeting minutes / proceedings	Secretary	President	Participants verify when required	Certification per procedure
Official Bylaws copy	Secretary	President / EC	Communications if published	Membership approval for amendments
Official policies / governance records	Secretary	President / EC	Originating functional owner	EC
Conflict-of-interest policy	Executive Committee	President; Secretary	Affected functions implement process	EC / membership if required
Conflict disclosures / recusals record	Secretary	President / committee chair	Applicable decision body	Per adopted policy
Election administration	Secretary	Communications; President/EC as governance authority	Membership/Finance for authoritative eligibility/standing data	Member vote under Bylaws
Member representation to EC	Member-at-Large	Membership as appropriate	Membership	EC role
Cross-functional conflict resolution	President	Senior Advisor when useful	Affected functional owners	EC if policy/authority decision required
Organizational leadership transition	President	Past President; Secretary; Senior Advisor	All outgoing/incoming officers	Governance actions as required
Presidential transition	President owns current office	Past President; Secretary; Senior Advisor as appropriate	Outgoing/incoming President	Routine unless governance action required
Special advisory projects	Senior Advisor when assigned	Affected functions	President/EC and functional owner	Scope-dependent

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Special committees / working groups	Appointing authority / designated chair	Relevant functional owners	Avoid duplicating standing functions	Per charter/Bylaws/policy

6.2 Membership and Alumni Relationships

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Alumni identification	Membership	Historian; Military Science as appropriate	Historian provides historical evidence	Routine
Membership eligibility administration	Membership	Secretary; Finance	Use adopted Bylaws/policy; Finance verifies payment	Exceptions/policy changes to EC
Membership structure	Membership	Finance; Development	Development only where Combined Offers intersect	EC when required
Membership pricing recommendations	Membership	Finance	Development pricing remains separate	EC when approval required
Membership recruitment	Membership	Marketing; Communications; Historian	Marketing promotes; Communications distributes	Routine within plan
Relationship-based alumni recruitment	Membership	Alumni connectors; Marketing; Communications	Development if donor relationship also active	Routine
Alumni engagement / retention	Membership	Communications; Marketing; Chaplain; Historian	Coordinate overlapping events/support	Routine
Cadet-alumni mentorship program	Membership	Development; Communications; Marketing; Military Science as required	Membership owns alumni/cadet engagement; Development may provide partner/resources	New/material program if approval required
Alumni volunteer engagement	Membership	Program owners; Communications	Program owner defines role and requirement	Routine / program-dependent
Alumni directory / membership database	Membership	Technical administrator; Communications as needed	Finance for payment data; Secretary for governance data	Material system commitments elevated
Membership status	Membership	Finance	Financial standing reconciled to Finance payment records	Policy exceptions elevated
Membership payment accounting	Finance	Membership	Membership defines status/business rules	Financial controls apply
Official membership list for governance	Secretary	Membership; Finance	Secretary receives from authoritative sources	Governance use
Class-year / alumni networks	Membership	Historian; Communications	Development when used for donor introductions	Routine

6.3 Development and Resource Generation

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Development case for support	Development	Marketing; Communications	Program owners provide mission impact	Material policy statements elevated as needed
Patriot Program	Development	Membership; Finance; Marketing; Communications	Membership only at membership intersections	Material program changes as required
Brick Program development	Development	Finance; Historian; President; institutional counterparts	Facility/site requirements	Approval required before implementation
Giving	Development	Finance; Marketing; Communications	Finance for receipt/accounting	Routine under approved programs
Donations	Development	Finance; Communications	Finance for receipt/accounting	Nonstandard restrictions elevated
Sponsorships	Development	Marketing; Communications; Finance; program owner	Program owner defines operational need	Significant contracts/multi-year commitments elevated
Corporate partnerships	Development	President; Marketing; Communications	Program owners as relevant	Formal/material commitments elevated
Institutional partnerships	Development	President for executive engagement; program owner	Executive relationship coordinated without displacing Development purpose	Formal/material commitments elevated
Grants / foundations	Development	Finance; program owner; Communications	Finance supplies financial sections/restricted accounting	Unusual conditions/formal commitments elevated
Major gifts	Development	President/relationship owner; Finance	Program owner for impact/use	Naming, restrictions, major commitments elevated
Legacy gifts	Development	President; Finance	Professional review as appropriate	Nonstandard commitments elevated
In-kind resources	Development	Receiving functional owner; Finance if needed	Confirm conditions and operational need	Material obligations elevated
Donor cultivation	Development	Assigned relationship owners	Membership if alumnus also membership prospect	Routine
Donor solicitation	Development	President/relationship owner when appropriate	Communications/Marketing support	Within approved programs; exceptional asks elevated
Donor stewardship	Development	Communications; Finance; program owner	Finance supplies authoritative financial information	Routine

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Donor recognition standards	Development	Marketing; Communications; Historian when permanent	Privacy and historical permanence coordinated	Naming/exceptional recognition elevated
Development relationship tracking	Development	Finance for reconciliation	Protect donor information	Routine
Financial contribution total	Finance	Development	Development retains relationship context	Financial controls

6.4 Finance and Financial Authority

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Accounting system	Finance	All functions provide source documentation	Functional systems reconcile to Finance	Finance standards
Chart of accounts	Finance	Functional owners provide program context	Development/restricted programs	Routine
Banking / financial custody	Finance	Authorized signatories	President/EC	Per Bylaws/policy
Payment processors / merchant systems	Finance	Membership; Development; technical admin	Functional owner defines transaction purpose	Material contracts elevated
Annual budget process	Finance	All functional officers	President integrates organizational priorities	EC approval as required
Functional budget requirements	Functional owner	Finance	Owner defines need; Finance evaluates implications	Budget process
Budget consolidation	Finance	President	All functions	Appropriate approving authority
Budget execution	Functional owner within authority	Finance	Verify budget and authorization	Unbudgeted/material changes elevated
Expenditure authorization	Authority designated by Bylaws/policy	Finance processes	Functional owner initiates requirement	Per authority thresholds
Financial transaction processing	Finance	Functional owner	Documentation and approval	Financial controls
Reimbursements	Finance administers	Functional owner / approving authority	Business purpose and documentation	Exceptions elevated
Cash management	Finance	President as appropriate	Development/resource projections	Routine within policy
Reconciliation	Finance	Membership; Development; event/program owners	Source systems reconcile to Finance	Routine
Authoritative financial reporting	Finance	Secretary retains official copies; Communications publishes approved reports	Development/program owners for narrative context	Required governance review

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Restricted-resource accounting	Finance	Development; program owner	Development captures donor relationship/intent	Unusual conditions elevated
Tax / financial compliance support	Finance	Secretary; President; Development	Outside professionals when approved	Significant issues elevated
Authoritative asset register	Finance	Functional custodians; Historian for historical objects	Custodian supplies location/condition; Historian supplies provenance where applicable	Per policy
Physical custody of functional assets	Assigned functional custodian	Finance	Maintain authoritative asset record with Finance	Material disposition per policy

6.5 Marketing and Communications

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Organizational positioning	Marketing	President; originating function	Communications	Major brand/policy changes elevated
Audience segmentation / targeting	Marketing	Originating function	Membership/Development provide appropriate data	Routine
Campaign objective	Originating functional owner	Marketing	Communications	Routine
Substantive audience / desired action	Originating functional owner	Marketing refines targeting	Communications	Routine
Campaign strategy	Marketing	Originating function	Communications	Routine
Promotional positioning / creative	Marketing	Communications	Originating function validates substance	Routine
Proactive public-relations strategy	Marketing	President; Communications; originating owner	Communications handles channel/media execution	Risk-dependent
Media inquiry intake / routing	Communications	Marketing; President; subject owner	Significant matters use designated spokesperson	Sensitive issues elevated
Spokesperson coordination	Communications	President; subject owner; Marketing when positioning matters	One authorized lead response	Significant media matters elevated
Crisis / sensitive communications	Communications	President; subject owner; Marketing as needed	Verify facts and approval authority	Per risk/authority
Awareness generation	Marketing	Communications	Originating function	Routine
Website administration / publication	Communications	Originating owner; Marketing	Functional owner validates substance	Sensitive content elevated
Email distribution	Communications	Originating function; Marketing	Audience/content coordination	Routine
Newsletter	Communications	All contributing functions	Subject owner validates content	Routine

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Social media channel execution	Communications	Marketing; originating function	Marketing for deliberate promotion	Sensitive items elevated
Publications	Communications	Originating function; Marketing	Subject owner validates content	Routine
Brand / promotional standards	Marketing	Communications	Functional owners supply accurate content	Major identity changes elevated
Third-party logos / protected marks	Marketing coordinates presentation	Communications; originating owner	Obtain required third-party approval	Per mark owner / EC policy
Incoming general inquiries	Communications	Appropriate functional owner	Route promptly	Sensitive matters elevated
Substantive response to inquiry	Responsible functional owner	Communications	Communications may assist delivery	Risk-dependent
Channel performance	Communications	Marketing	Functional owners receive relevant data	Routine
Marketing campaign performance	Marketing	Communications; functional owner; Finance	Combine channel, conversion, financial data	Routine

6.6 Hall of Honor and Historical Stewardship

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Hall of Honor criteria/procedures	VP Hall of Honor	President/EC; Historian as useful	Secretary maintains approved record	Policy/criteria changes as required
Nomination campaign	VP Hall of Honor	Membership; Marketing; Communications; Historian	Communications publishes; Marketing promotes	Routine
Candidate administration	VP Hall of Honor	Historian for research	Secretary only for required official records	Routine
Historical verification of candidates	Historian supports	VP Hall of Honor	Maintain selection confidentiality	Routine
Candidate evaluation	Hall Selection Committee under VP Hall of Honor	Historian for factual research	Governance safeguards	Policy/legal/reputational issues elevated
Selection	Approved Hall selection process	-	President only as governing process requires	Per approved procedure
Inductee notification	VP Hall of Honor	President as appropriate	Communications after official release point	Routine
Induction narrative/package	VP Hall of Honor	Historian; Communications	Historical accuracy verified	Routine
Hall of Honor ceremony/program	VP Hall of Honor	President; Chaplain; Marketing; Communications; Development; Finance; Historian	Cross-functional event support	Material commitments elevated

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Hall sponsorship/resources	Development	Hall of Honor; Finance	VP Hall of Honor defines event needs	Significant commitments elevated
Hall financial administration	Finance	VP Hall of Honor; Development	Approved budget	Financial rules
Hall promotion	Marketing	VP Hall of Honor	Communications	Routine
Hall publication	Communications	VP Hall of Honor; Historian	Confirm release/accuracy	Routine
Historical archive after induction	Historian	VP Hall of Honor	Secretary when official records required	Routine
Physical Hall display after induction	Historian	VP Hall of Honor; facility owner	Finance/Development if resources required	Capital/significant work elevated
Permanent historical interpretation	Historian	Communications; Marketing	Preserve authenticated substance	Routine

6.7 Events, Programs, and Volunteers

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Hall of Honor event	VP Hall of Honor	All applicable functions	Event-specific matrix above	Material commitments elevated
Alumni reunion / networking event	Membership	Marketing; Communications; Finance; Development as needed	Membership owns alumni-engagement outcome	Material commitments elevated
Membership recruiting event	Membership	Marketing; Communications; Finance	Recruiting objective remains with Membership	Routine / budget-dependent
Development cultivation / stewardship event	Development	Marketing; Communications; Finance; program owner	Development owns supporter relationship	Material commitments elevated
Cadet / parent awareness event	Designated program owner	Membership; Marketing; Communications; Military Science	Owner must be designated before execution	New/material program as required
Cadet-support or mission program	Designated functional/program owner	Development; Finance; Marketing; Communications	Development funds/supports; does not own program solely because resources are generated	New/material program as required
Program-specific volunteer roles	Program owner	Membership for alumni volunteers; Communications	Program owner defines requirement and supervision	Routine
Alumni volunteer recruitment / retention	Membership	Program owners; Communications	Program owner receives assigned volunteers	Routine

Activity	Primary Owner	Support	Required Coordination	Approval / Elevation
Event sponsorship	Development	Event owner; Marketing; Communications; Finance	Event owner defines need/benefits constraints	Significant commitments elevated
Event financial administration	Finance	Event owner; Development	Approved budget and source documentation	Financial controls

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7. Critical Functional Boundaries

7.1 Membership - Development

Membership owns belonging. Development owns support.

- Membership: eligibility, structure, recruitment, membership relationship, engagement, and retention.
- Development: Giving, Donations, Patriot Program, Brick Program, sponsorships, grants, major gifts, legacy gifts, donor and partner relationships, and stewardship.
- Coordination is required when the same alumnus is simultaneously a Membership prospect and a Development prospect, but each activity retains its functional owner.

7.2 Development - Finance

Development generates and cultivates resources. Finance safeguards, accounts for, manages, reconciles, and reports them.

- Development owns the relationship, opportunity, cultivation, ask, stewardship, and recognition strategy.
- Finance owns receipt, custody, accounting, financial classification, restricted-resource accounting, reconciliation, and authoritative financial totals.

7.3 Marketing - Communications

Marketing determines how CCAC should be positioned and promoted.

Communications executes how organizational information is published and distributed.

- Marketing owns positioning, targeting, campaign strategy, promotion, creative presentation, proactive public-relations strategy, and awareness.
- Communications owns website, email, newsletter, social media channels, publications, distribution, communication workflow, incoming inquiry routing, media-intake and spokesperson coordination, and channel-performance reporting.
- Communications may execute routine informational communications without requiring a full Marketing campaign.

7.4 Membership - Secretary

Membership operates Membership. The Secretary maintains the official governance record.

- Membership maintains eligibility, member status, the operational membership database, recruitment data, and engagement data.

- The Secretary maintains official records and lists needed for elections, governance, and organizational continuity, using authoritative Membership and Finance information rather than creating a competing operational system.

7.5 Finance - Secretary

Finance creates and maintains authoritative financial reports. The Secretary retains the official copies required for Council records.

- The Secretary should not maintain an independent accounting system.

7.6 Hall of Honor - Historian

Hall of Honor owns the process that creates an inductee. The Historian owns the permanent historical record after induction.

- The Hall of Honor function retains working records needed for future administration but should transfer final historical information to the Historian and required official records to the Secretary.

7.7 Historian - Communications / Marketing

The Historian owns historical accuracy and authenticated historical substance.

- Marketing determines promotional presentation when promotion is required.
- Communications publishes through official channels.
- Historical content should not be altered for promotional effect in a manner that changes its authenticated meaning.

7.8 President - Functional Officers

The President sets direction, integrates, coordinates, monitors, resolves, elevates, and represents at the executive level.

- Functional officers plan and execute assigned responsibilities, coordinate required support, maintain functional relationships and systems, report performance, and elevate only matters exceeding delegated authority.
- The President should not become the routine approval point for normal functional activity.

7.9 President - Past President

The sitting President possesses current Presidential authority.

- The Past President provides advice, transition support, and continuity. Prior service as President does not confer continuing executive authority.

7.10 President - Senior Advisor

The President owns executive direction and organizational integration.

- The Senior Advisor provides assessment and recommendations and does not possess independent executive authority unless a specific limited authority is expressly delegated for an assignment.

7.11 Chaplain - Governance Functions

The Chaplain may offer ethical counsel but does not make governance decisions.

- Where an issue involves discipline, investigation, legal matters, financial matters, personnel action, or organizational policy, the responsible authority retains ownership.

7.12 Member-at-Large - Functional Officers

The Member-at-Large represents membership interests in Executive Committee deliberations.

- The position should not duplicate Membership operations or automatically acquire activities lacking an owner. Unassigned activities should be resolved through the President's integration process.

7.13 Mentorship - Development

Cadet-alumni mentorship is primarily an alumni-engagement function and therefore belongs to Membership unless leadership establishes a different program owner for a specific initiative.

- Development may support mentorship through corporate, institutional, sponsor, or professional relationships and may identify mentors through Development contacts, but resource generation does not transfer program ownership.

7.14 Events - Council-Wide Ownership

The event owner is the function whose strategic outcome the event is intended to produce.

- Hall of Honor owns the Hall of Honor induction program.
- Membership owns alumni engagement, reunion, networking, and recruiting events whose principal purpose is Membership.
- Development owns donor cultivation, stewardship, or resource-generation events whose principal purpose is Development.

- For new cadet-support, parent, or mission programs that do not fit an existing function, the President or Executive Committee should designate a program owner before execution.

7.15 Public Relations - Media Response

Marketing and Communications share adjacent but distinct public-facing responsibilities.

- Marketing owns proactive public-relations strategy, positioning, promotional outreach, and awareness generation.
- Communications owns official channel execution, media inquiry intake, spokesperson coordination, public-information release, and crisis/sensitive communications workflow.
- The responsible functional owner supplies authoritative subject matter; the President or designated spokesperson represents CCAC when the significance of the matter requires executive-level response.

8. Data, Records, and Information Authority

CCAC may use a common CRM, shared drives, websites, databases, financial platforms, and other systems. A shared technical platform does not eliminate functional ownership of individual data elements.

Information Category	Authoritative Functional Owner
Alumni identification / membership eligibility	Membership
Membership status and type	Membership
Membership recruitment status	Membership
Membership engagement history	Membership
Membership payment financial total	Finance
Donor/supporter relationship status	Development
Patriot Program participation	Development
Giving participation	Development
Donation relationship/history	Development; financial totals reconciled to Finance
Sponsorship / partner relationship	Development
Grant pipeline / funder relationship	Development
Major-gift pipeline	Development
Financial receipts / revenue totals	Finance
Financial balances	Finance
Expenses	Finance
Restricted fund balances	Finance
Budget / budget-to-actual	Finance
Authoritative organizational asset register	Finance
Historical artifact provenance / interpretation	Historian
Official meeting minutes	Secretary
Official Bylaws / policies	Secretary
Election records	Secretary
Historical source records	Historian
Historical photographs / metadata	Historian
Digital historical yearbooks	Historian
Hall of Honor candidate status	VP Hall of Honor
Official Hall of Honor selection result	VP Hall of Honor / approved committee process
Permanent Hall of Honor historical record	Historian
Website/email/social channel administration	Communications

Information Category	Authoritative Functional Owner
Communications channel analytics	Communications
Marketing campaign plans	Marketing
Marketing performance analysis	Marketing
Chaplain personal support information	Chaplain; limited to information necessary for the function
Council-wide strategic integration status	President
Approved Strategic Plan official copies	Secretary; functional owner remains responsible for content
Senior Advisor assessment working material	Senior Advisor during assignment; then transferred appropriately

8.1 Shared-System Rule

- Fields should have clearly defined ownership.
- Access should be based on legitimate functional need.
- Changes to authoritative data should be controlled by the responsible owner.
- Financial fields should reconcile to Finance.
- Official governance records should reconcile to Secretary-held records.
- Historical information should preserve source and provenance.
- Sensitive information should receive appropriate access controls.
- Technical administrators should not change functional business rules without the responsible owner.

9. External Relationship Ownership

CCAC should distinguish between an outside organization and the purpose of a relationship with that organization. One outside organization may interact with CCAC for multiple legitimate purposes. Those interactions should be coordinated without assigning every aspect of the relationship to one officer automatically.

9.1 Executive-Level Institutional Relationships

Primary Owner: President

- Examples include senior UTA leadership, senior Military Science leadership, senior leaders of partner institutions, major governance-level relationships, and matters affecting CCAC institutional standing or independence.
- Functional officers may maintain working relationships below or alongside the executive relationship within their responsibilities.

9.2 Military Science / ROTC Program Coordination

Primary Owner: the responsible functional owner for the subject

- Membership/alumni matter -> Membership.
- Historical matter -> Historian.
- Hall of Honor matter -> VP Hall of Honor.
- Resource-generation matter -> Development.
- Financial matter -> Finance.
- Communication matter -> Communications.
- Marketing matter -> Marketing.
- Executive/institutional matter -> President.
- The Military Science representative supports liaison and mutual awareness without assuming CCAC governance authority.

9.3 Companies and Businesses

Primary Owner for resource or partnership relationship: Development

- Marketing and Communications support external presentation.
- President may participate when executive-level engagement materially assists the relationship.

9.4 Foundations and Grant-Making Organizations

Primary Owner: Development

- Finance provides authoritative financial information and restricted-resource accounting.

- Program owners provide substantive program outcomes and requirements.

9.5 Donors and Supporters

Primary Owner for Development relationship: Development

- Finance provides authoritative financial transaction information.
- Membership retains the individual's separate Membership relationship where applicable.

9.6 Alumni

Primary Owner for Membership and alumni-engagement relationship: Membership

- An alumnus may simultaneously have a Development relationship owned by Development. The existence of one relationship does not eliminate the other.

9.7 Historical Institutions and Repositories

Primary Owner for historical/heritage relationship: Historian

- Examples include libraries, archives, museums, UTA Special Collections, historical organizations, and other repositories.
- Formal agreements, major financial commitments, naming matters, or significant organizational commitments are elevated as required.

9.8 Media and Public Information

Primary execution owner: Communications; proactive PR strategy owner: Marketing

- Communications manages official channels, media inquiry intake, publication, spokesperson coordination, and sensitive/crisis communication procedures.
- Marketing manages proactive public-relations strategy, positioning, promotional outreach, and awareness generation.
- The responsible functional owner supplies authoritative subject matter.
- The President or another designated spokesperson becomes involved when the matter concerns significant organizational policy, controversy, legal or reputational risk, or executive-level representation.

9.9 University-Administered Endowments or Funds

Primary relationship/resource-development owner: Development

- Development may coordinate or support fundraising for university-administered funds when authorized.
- Finance remains authoritative for CCAC-held funds but does not become custodian of money legally held and administered by an outside institution.

- CCAC records should clearly distinguish CCAC-controlled resources from externally administered funds.

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10. Programs, Events, and Campaign Coordination

A cross-functional program should not become a collection of independently operating officers. One program owner remains accountable for the underlying result.

10.1 Step 1 - Functional Owner Defines the Requirement

- Purpose.
- End State.
- Requirements.
- Audience or stakeholders.
- Desired action.
- Desired outcome.
- Schedule.
- Resource needs.
- Performance measures.

10.2 Step 2 - Marketing Supports Promotion When Required

- Positioning.
- Targeting.
- Campaign strategy.
- Promotional concept.
- Creative presentation.
- Awareness approach.

10.3 Step 3 - Communications Executes Information Flow

- Develop communication products.
- Publish to approved channels.
- Distribute information.
- Maintain channel schedules.
- Monitor incoming responses.
- Route inquiries.
- Report channel performance.

10.4 Step 4 - Development Generates Required Resources

- When a program needs sponsorship, Giving, Donations, grants, partners, or in-kind support, Development owns the resource-generation effort.
- The program owner defines what is needed. Development determines how to cultivate and secure appropriate support.

10.5 Step 5 - Finance Manages Financial Execution

- Confirm financial procedures.
- Support budgeting.
- Process approved transactions.
- Account for receipts and expenditures.
- Reconcile activity.
- Report authoritative financial results.

10.6 Step 6 - Secretary Preserves Official Records

- The Secretary receives official decisions, approvals, or governance records created by the program where appropriate.

10.7 Step 7 - Historian Preserves Historically Significant Outcomes

- The Historian captures historically significant events, photographs, programs, records, and outcomes without replacing the program owner's operational records.

10.8 Step 8 - Chaplain Supports Ceremonial or Compassionate Requirements

- The Chaplain supports ceremonial, remembrance, ethical, or compassionate dimensions without assuming event or program ownership.

10.9 Step 9 - President Integrates and Resolves

- The President intervenes when functional boundaries conflict, dependencies are not being managed, an activity lacks a clear owner, a material organizational commitment is proposed, executive representation is required, or higher approval is required.
- The President should not routinely become an additional program-management layer.

10.10 Event Ownership Rule

The primary owner of an event is determined by the strategic purpose of the event, not by which function performs the most visible work.

- Hall of Honor induction -> VP Hall of Honor.
- Membership recruiting, alumni reunion, alumni networking, or alumni-engagement event -> Membership.
- Donor cultivation, sponsor, Giving, or Development stewardship event -> Development.
- Historical exhibit or heritage program -> Historian.
- Ceremonial spiritual support -> Chaplain as supporting function unless the event itself is a Chaplain program.

- New mission, cadet, or parent program with no existing owner -> owner designated by President or Executive Committee before execution.

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11. Financial and Resource Coordination

11.1 Functional Owner

Defines the requirement, purpose, desired outcome, required capability or item, and operational priority.

11.2 Development

When resources must be generated externally, Development determines the prospect, relationship strategy, resource opportunity, cultivation, solicitation, and stewardship.

11.3 Finance

Determines financial classification, available budget information, accounting treatment, payment or receipt method, financial controls, reconciliation, financial reporting, and restricted-resource implications.

11.4 Approval Authority

The approving official or body determines whether CCAC may enter into the obligation where approval is required. Finance does not become the substantive approving authority merely because it manages the financial transaction.

11.5 Example - Hall of Honor Plaque Requirement

- Hall of Honor defines the recognition requirement.
- Historian verifies historical information where needed.
- Development may obtain a sponsor or in-kind support if required.
- Marketing may support presentation or sponsor visibility.
- Communications may publish recognition.
- Finance manages approved purchasing, payment, accounting, and reporting.
- The appropriate authority approves any expenditure or contract requiring approval.

Each function contributes without duplicating another function's role.

12. Approval and Elevation Matrix

Situation	Normal Action	Primary Decision / Approval Level
Routine activity within approved plan/program/policy/budget	Execute	Functional owner
Routine relationship building	Execute	Functional owner
Routine Membership outreach	Execute	Membership
Routine Development cultivation	Execute	Development
Solicitation under approved Development program	Execute	Development
Routine Marketing campaign within approved scope	Execute	Marketing with originating owner
Routine Communications publication	Execute after substantive validation	Communications
Routine financial processing of properly approved transaction	Execute	Finance
Routine historical research/preservation	Execute	Historian
Routine Hall of Honor administration	Execute	VP Hall of Honor
Routine Chaplain support	Execute	Chaplain
Routine election administration under approved procedure	Execute	Secretary
Cross-functional dependency	Coordinate	Affected functional owners
Unclear primary ownership	Resolve	President
Duplicate functional activity	Deconflict	President with affected owners
Significant Strategic Plan conflict	Resolve / recommend modification	President; EC if governance change required
Material unbudgeted expenditure	Elevate	Authority specified by adopted Bylaws/policy
Capital expenditure	Elevate	Authority specified by adopted Bylaws/policy
Significant contract	Elevate	President / EC as applicable
Multi-year financial commitment	Elevate	President / EC as applicable
Naming rights	Elevate	President / EC
Unusual restricted-gift condition	Assess and elevate	Development + Finance; President / EC
Major new program	Develop proposal and elevate	President / EC
Significant policy change	Elevate	Executive Committee
Material legal/regulatory risk	Elevate	President / EC
Material reputational risk	Elevate	President / EC
Formal institutional commitment	Elevate	President / EC

Situation	Normal Action	Primary Decision / Approval Level
Significant departure from approved program	Elevate	Appropriate authority
Hall of Honor criteria/policy change	Elevate	Appropriate governing authority
Bylaw amendment	Follow Bylaw process	Membership
Matter expressly reserved to membership	Follow Bylaw process	Membership

12.1 Execute - Coordinate - Elevate Rule

EXECUTE when the activity is routine and already authorized.

COORDINATE when another function's capability, information, resources, relationship, or authority is affected.

ELEVATE when the activity creates a material new organizational obligation, changes policy or authority, exceeds approved resources, or presents significant risk.

13. Conflict, Gap, and Ownership Resolution

13.1 Step 1 - Identify the Underlying Activity

Define precisely what is being done. Avoid resolving ownership based only on broad labels such as outreach, communications, relationship, event, fundraising, records, or alumni engagement. Determine the actual substantive purpose.

13.2 Step 2 - Identify the Existing Primary Owner

Review adopted Bylaws, applicable Executive Committee policy, approved Strategic Plans, this framework, and program or project charters.

13.3 Step 3 - Separate Primary and Supporting Responsibilities

Determine who owns the underlying outcome, who provides a capability, who provides authoritative information, who provides financial administration, who provides publication, who provides promotion, and who possesses approval authority. These may be different officers.

13.4 Step 4 - Eliminate Duplicate Ownership

Where two functions appear to own the same activity, narrow each responsibility to its actual functional purpose, assign one primary owner, convert other functions to supporting roles where appropriate, and eliminate parallel processes.

13.5 Step 5 - Identify Unowned Requirements

If no existing function clearly owns a continuing activity, determine whether it naturally belongs within an existing function. Avoid assigning it to the President, Past President, Senior Advisor, or Member-at-Large solely because no owner currently exists. Use temporary ownership only when necessary and identify a permanent solution.

13.6 Step 6 - Presidential Resolution

The President resolves routine cross-functional ownership disputes within Presidential integration authority. The Senior Advisor may assess the issue and provide recommendations when useful.

13.7 Step 7 - Executive Committee Resolution

Elevate when resolution would require changing policy, changing an elected officer's established authority, creating a major new function, making a significant organizational commitment, or resolving an issue specifically reserved to the Executive Committee.

13.8 Step 8 - Document the Resolution

Where significant, the Secretary preserves the official decision, affected Strategic Plans are updated, this framework is updated, and Communications publishes revised guidance when required.

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14. Framework Maintenance and Annual Review

14.1 Primary Organizational Owner

The President owns Council-wide integration of this framework because it is an organizational coordination instrument rather than a separate functional program.

14.2 Official Record

The Secretary maintains the approved official version.

14.3 Functional Responsibility

Each officer is responsible for identifying changes to functional responsibilities, new dependencies, conflicts with other plans, activities lacking a clear owner, changes in approval requirements, and changes requiring modification of this framework.

14.4 Senior Advisor Support

The Senior Advisor may support periodic integration reviews by assessing duplicate ownership, strategic gaps, unresolved dependencies, conflicting assumptions, institutional continuity, and emerging organizational risks. Findings are provided to the President rather than used to independently change functional ownership.

14.5 Communications Responsibility

Communications publishes or distributes the approved framework and subsequent approved updates when directed.

14.6 Required Review Points

- During the annual Strategic Plan review cycle.
- When a new Functional Area Strategic Plan is approved.
- When an existing Strategic Plan materially changes.
- Following material Bylaw amendments.
- Following significant policy changes.
- When a new recurring program or organizational function is established.
- When repeated cross-functional conflicts indicate an ownership problem.
- During major organizational restructuring.

14.7 Review Questions

- Does every significant continuing activity have one primary owner?
- Are supporting responsibilities clear?
- Are any responsibilities duplicated?
- Are any strategic requirements unassigned?
- Are functions maintaining competing authoritative systems?

- Are approval requirements unnecessarily restrictive?
- Are officers executing within delegated authority?
- Are cross-functional dependencies functioning?
- Are external relationships appropriately owned?
- Are records stored with the correct authoritative function?
- Have changes in the Bylaws or policies altered responsibilities?
- Does the framework remain aligned with all approved Strategic Plans?

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15. Appendix - Definitions and Supporting Coordination Procedures

Primary Owner - The officer or function accountable for the substantive activity, requirement, relationship, program, or outcome.

Supporting Function - An officer or function that contributes a specialized capability without assuming primary ownership.

Coordination - The deliberate exchange of information, requirements, timing, resources, or actions required where responsibilities intersect. Coordination does not automatically constitute approval.

Approval - Formal authorization required before a proposed action may proceed.

Elevation - Referral of a matter to the President, Executive Committee, membership, or other proper authority because the matter exceeds delegated authority or presents material organizational consequences.

Authoritative Source - The function, system, or record designated as controlling for a particular category of information.

Working Record - Information maintained by a function to perform its responsibilities but not necessarily constituting the official organizational record.

Official Record - A record maintained through the appropriate governance or administrative process as the formal record of CCAC.

Relationship Owner - The person or function assigned responsibility for managing a specific stakeholder relationship or relationship purpose. Relationship ownership does not independently confer authority to make material commitments on behalf of CCAC.

Program Owner - The officer or organizational entity accountable for the substantive purpose, requirements, execution, and results of a program.

Functional Owner - The officer or functional area assigned continuing responsibility for a category of organizational activity.

Technical Administrator - The person responsible for maintaining access, configuration, operation, or continuity of a technical platform. Technical administration does not transfer substantive ownership of data or program rules.

15.1 Recommended Supporting Coordination Procedures

- Membership-Development Coordination Procedures.
- Membership-Finance Coordination Procedures.
- Membership-Secretary Records Coordination Procedures.
- Development-Finance Coordination Procedures.

- Development-Marketing-Communications Campaign Procedures.
- Marketing-Communications Campaign Workflow.
- Media Inquiry, Spokesperson, and Public-Information Procedures.
- Communications Requirement Intake and Publication Procedures.
- Cross-Functional Communications Calendar.
- Program and Event Financial Administration Procedures.
- Event Ownership and Cross-Functional Support Checklist.
- Hall of Honor-Historian Handoff Procedures.
- Hall of Honor Cross-Functional Event Coordination Checklist.
- Historian-Membership Historical Data Coordination Procedures.
- Historian-Secretary Records Coordination Procedures.
- Chaplain-Communications Coordination Procedures.
- Chaplain-Historian Memorial Coordination Procedures.
- Officer Records and Transition Procedures.
- External Relationship Ownership and Coordination Procedures.
- Executive Relationship Management Procedures.
- Strategic Plan Integration Review Checklist.
- Annual Cross-Functional Boundary Review.
- Executive Committee Approval and Elevation Matrix.
- Functional Data Ownership and Access Matrix.
- CRM/Data Governance Procedures.
- Asset Custody and Historical Artifact Coordination Procedures.
- Major Initiative Coordination Template.

15.2 Source Basis

This framework was developed by comparing the current CCAC planning and governance source set available in the Strategic Plan Development project:

- CCAC Strategic Plan for Membership.
- CCAC Strategic Plan for Development.
- CCAC Strategic Plan for Finance.
- CCAC Strategic Plan for Marketing.
- CCAC Strategic Plan for Communications.
- CCAC Strategic Plan for the President.
- CCAC Strategic Plan for the Past President.
- CCAC Strategic Plan for the Senior Advisor.
- CCAC Strategic Plan for Hall of Honor.
- CCAC Strategic Plan for the Council Secretary.
- CCAC Strategic Plan for the Council Historian.

- CCAC Strategic Plan for the Council Chaplain.
- CCAC Bylaws Redline Review dated 10 AUG 2026.

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Desired End State

CCAC operates as an integrated organization in which every officer understands the responsibilities of the office, possesses sufficient authority to execute routine approved activities, coordinates effectively with supporting functions, maintains appropriate authoritative records, protects the responsibilities of other officers, and elevates only those matters requiring higher organizational action.

Membership, Development, Finance, Marketing, Communications, Hall of Honor, the Historian, Secretary, Chaplain, President, Past President, Senior Advisor, Member-at-Large, committees, volunteers, and external partners operate as parts of one coherent system rather than as independent or competing organizations.

The resulting structure preserves initiative at the functional level, accountability at the organizational level, disciplined governance at the Executive Committee level, and clear separation among execution, support, coordination, and approval.

One activity. One primary owner. Coordinated support. Clear authority.