

CADET CORPS ALUMNI COUNCIL

CCAC POLICY MANUAL

Comprehensive Governance and Operating Policy Framework

Approval Authority	CCAC Executive Committee
Administrative Authority	President
Official Records Custodian	Council Secretary
Effective Date	_____
Version	1.0 — DRAFT

Policy Manual Purpose

The Cadet Corps Alumni Council (CCAC) Policy Manual establishes the standing policies by which CCAC carries out the authority, responsibilities, and organizational requirements established in the CCAC Bylaws.

The Bylaws establish the fundamental governance structure of CCAC. This Policy Manual establishes the operational rules necessary to administer that structure.

Policies contained in this manual shall remain subordinate to applicable law, the CCAC Bylaws, and any authority expressly reserved to the CCAC membership. Where a provision of this manual conflicts with the Bylaws, the Bylaws control.

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POLICY 101

POLICY GOVERNANCE AND MANAGEMENT

Responsible Official: President

1. Purpose

Establish the system for developing, approving, administering, reviewing, amending, and repealing CCAC policy.

2. Governing Hierarchy

CCAC shall operate under the following hierarchy:

1. Applicable law.
2. CCAC Bylaws.
3. Executive Committee policies.
4. Executive Committee resolutions.
5. Presidential administrative directives.
6. Procedures and Standard Operating Procedures.
7. Strategic Plans.
8. Informal practices.

A lower level may not override a higher level.

3. Policy Authority

Permanent organizational policy shall be approved by the Executive Committee.

The President may recommend policy, direct development of policy, administer approved policy, and issue implementation guidance within existing authority.

The President may not unilaterally amend or repeal Executive Committee policy.

4. Temporary Administrative Guidance

The President may issue temporary administrative guidance when immediate action is required. Such guidance shall:

- Remain consistent with the Bylaws and existing policy;
- Be identified as temporary;
- Not alter member rights or elected-office authority;
- Not override financial controls; and
- Be presented to the Executive Committee if continued application is required.

5. Policy Format

Each policy should identify:

- Policy number;
- Title;
- Responsible Official;
- Approval Authority;
- Effective Date;
- Purpose;
- Requirements;
- Responsibilities;
- Records requirements;
- Review cycle; and
- Amendment history.

6. Responsible Official

Each policy shall have a Responsible Official who monitors implementation and recommends amendments.

The Responsible Official may not change policy without Executive Committee approval.

7. Policy Custody

The Secretary shall maintain:

- Official current policies;
- Superseded policies;
- Approval records;
- Amendment histories; and
- The Master Policy Index.

8. Policy Review

All policies shall be reviewed at least annually for:

- Continued relevance;
- Conflicts;
- Duplicative requirements;
- Legal or regulatory changes;
- Organizational changes; and
- Need for amendment or repeal.

POLICY 102

ORGANIZATIONAL CALENDAR AND ANNUAL GOVERNANCE CYCLE

Responsible Official: President / Council Secretary

1. Organizational Year

The CCAC administrative year shall be January 1 through December 31.

Unless otherwise established by the Executive Committee for financial or tax purposes, the CCAC fiscal year shall also be January 1 through December 31.

2. Annual Governance Calendar

The Executive Committee shall approve or acknowledge an Annual Governance Calendar for each calendar year. The calendar should be finalized no later than December 15 of the preceding year when practicable.

3. Required Annual Milestones

The calendar shall include, as applicable:

- Executive Committee meetings;
- Annual membership meeting;
- Election milestones during election years;
- Financial reporting;
- Budget development and adoption;
- Strategic Plan submission;
- Quarterly Strategic Plan reporting;
- Hall of Honor milestones;
- Membership campaigns;
- Annual policy review;
- Required tax and nonprofit filings;
- Major CCAC events; and
- Other organizational deadlines.

4. Strategic Planning Cycle

Each elected officer shall submit a new or updated Strategic Plan within 45 days following the winter Executive Committee meeting, unless the Executive Committee establishes a different deadline.

Quarterly progress reports shall normally be submitted within 15 days following the close of each calendar quarter.

5. Election Cycle

In election years:

- Nominations should remain open for not less than 30 days.
- Candidate verification should be completed before ballot publication.
- The voting period should remain open for not less than 14 days.
- Election results should be certified before the April 1 assumption-of-office date required by the Bylaws.

Specific dates shall be published in the Annual Governance Calendar.

6. Calendar Changes

The President may adjust administrative milestones when necessary, provided the adjustment does not violate:

- The Bylaws;
- Required notice periods;
- Member voting rights; or

- Executive Committee policy.

Material changes shall be reported to the Executive Committee.

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POLICY 103

EXECUTIVE COMMITTEE GOVERNANCE AND DELEGATION*Responsible Official: President***1. Purpose**

Define the relationship between Executive Committee governance authority and delegated executive or functional authority.

2. Executive Committee Authority

The Executive Committee retains authority over:

- Organizational policy;
- Major financial commitments;
- Annual budget approval;
- Material contracts;
- Membership policy;
- Election policy;
- Significant fundraising programs;
- Major new organizational programs;
- Matters reserved to it by the Bylaws; and
- Matters the President determines should be elevated.

3. Presidential Authority

The President is responsible for:

- Executive leadership;
- Administration;
- Coordination of officers;
- Implementation of Executive Committee decisions;
- Routine organizational decisions;
- Representing CCAC;
- Directing implementation activities; and
- Elevating matters requiring Executive Committee action.

4. Functional Authority

Each officer may administer their assigned functional area within:

- The Bylaws;
- Approved policy;
- Approved budget;
- Executive Committee decisions; and
- Presidential direction consistent with those authorities.

5. No Implied Financial Authority

Responsibility for a program does not automatically create authority to:

- Expend CCAC funds;
- Sign contracts;
- Create financial liabilities;
- Open accounts; or
- Legally obligate CCAC.

Financial authority must arise from Policy 402 or specific Executive Committee approval.

POLICY 104

MEETINGS AND PARLIAMENTARY PROCEDURE

Responsible Official: President / Council Secretary

1. Meeting Types

CCAC meetings may include:

- Annual membership meetings;
- Special membership meetings;
- Executive Committee meetings;
- Special Executive Committee meetings;
- Committee meetings; and
- Informational meetings.

2. Notice

Annual membership meeting notice shall be provided at least 15 days in advance as required by the Bylaws. Notice may be provided through:

- Email;
- Website;
- Member portal;
- Postal mail;
- Newsletter;
- Other approved electronic communication; or
- A combination of methods.

3. Executive Committee Meetings

The Executive Committee shall meet at least as frequently as required by the Bylaws. Meetings may occur:

- In person;
- By telephone;
- By videoconference; or
- Through another method permitting simultaneous participation.

4. Agenda

The President shall establish the agenda.

Members of the Executive Committee may request agenda items.

5. Quorum

Quorum requirements shall be determined by the Bylaws.

Policy shall not reduce any quorum requirement established by the Bylaws.

6. Parliamentary Authority

The current edition of Robert's Rules of Order shall serve as parliamentary authority when not inconsistent with:

- Applicable law;
- The Bylaws; or
- Approved CCAC policy.

7. Minutes

The Secretary shall maintain minutes documenting:

- Date and time;
- Attendees;

- Quorum;
- Motions;
- Votes;
- Decisions;
- Recusals when required; and
- Adjournment.

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POLICY 201

ELECTIONS AND VOTING

Responsible Official: Council Secretary

1. Purpose

Provide fair, accessible, documented, and repeatable procedures for biennial officer elections.

2. Administration

The Secretary shall supervise elections unless:

- The Secretary is a candidate;
- A conflict of interest exists; or
- The Executive Committee designates another election administrator.

An impartial election committee or teller may be appointed.

3. Voter Eligibility

Only members in good standing as defined by Policy 301 may vote.

The Executive Committee shall establish a reasonable voter eligibility record date before ballots are distributed.

4. Nominations

Nominations may be submitted through methods approved by the Executive Committee. A nominee must:

- Meet any eligibility requirements;
- Consent to nomination; and
- Provide requested candidate information.

5. Candidate Information

CCAC may provide members with standardized candidate biographies or statements.

All candidates for the same office should receive substantially equal opportunity to provide such information.

6. Voting Method

Electronic voting shall be the preferred method when a reliable system is available. Alternative methods may be provided to members who cannot reasonably vote electronically. Voting systems should provide:

- One vote per eligible member;
- Reasonable voter authentication;
- Ballot confidentiality when appropriate;
- Reliable vote tabulation;
- Opening and closing controls; and
- Preservation of election records.

7. Voting Period

The normal voting period shall be at least 14 calendar days.

Opening and closing dates and times shall be announced before voting begins.

8. Determination of Winner

The voting threshold and tie-breaking provisions established in the Bylaws shall control.

9. Certification

The Secretary or designated election administrator shall certify election results.

10. Challenges

Challenges must be submitted within the period established by the Bylaws. Challenges shall:

- Be in writing;
- Identify the alleged error or irregularity;
- Provide supporting information when available; and
- Be submitted to the President and Secretary.

The Executive Committee shall resolve challenges.

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POLICY 202

MEMBERSHIP AND EXECUTIVE COMMITTEE VOTING*Responsible Official: Council Secretary*

1. Voting Methods

Voting may occur:

- At a properly noticed meeting;
- Electronically;
- By written ballot; or
- Through another method approved by the Executive Committee and consistent with the Bylaws.

2. Eligible Voting Body

Only members in good standing may participate in membership voting unless the Bylaws expressly provide otherwise.

3. Voting Notice

Notice shall identify:

- Matter being decided;
- Voting eligibility;
- Opening date;
- Closing date;
- Voting method; and
- Applicable approval threshold.

4. Vote Threshold

The Bylaws control whenever they establish a specific threshold.

Otherwise, ordinary matters shall be decided by the required vote of those properly participating.

5. Executive Committee Voting Between Meetings

The Executive Committee may conduct electronic votes between meetings when:

- The matter can be reasonably understood without an in-person meeting;
- All voting members receive substantially the same information;
- A reasonable response period is provided; and
- The result is entered into the official record.

POLICY 203

RECALL AND REMOVAL PROCEDURES

Responsible Official: President / Council Secretary

1. Purpose

Establish procedures for removal actions while preserving any protections established in the Bylaws.

2. Elected Officers

An elected officer may be removed only through the process permitted by the Bylaws.

Policy may establish procedural steps but shall not reduce any required member voting rights.

3. Notice

An officer subject to removal action shall receive reasonable notice of:

- Grounds asserted;
- Applicable process;
- Opportunity to respond; and
- Voting or decision timeline.

4. Recall Voting

Recall ballots shall be administered using voting controls substantially equivalent to regular elections.

5. Appointed Positions

Appointed or non-elected positions may be removed by the appointing authority or as otherwise provided by policy and the Bylaws.

6. Transition

Upon removal, organizational records, accounts, property, and access credentials shall be transferred promptly.

POLICY 204

VACANCIES, RESIGNATIONS, INCAPACITY, AND OFFICER TRANSITION

Responsible Official: President / Council Secretary

1. Resignations

Officer resignations should be submitted in writing to the President and Secretary.

A President's resignation should be submitted to the Executive Committee through the Secretary.

2. Vacancies

Vacancies shall be filled in accordance with the Bylaws. The Secretary shall document:

- Date of vacancy;
- Interim arrangement;
- Appointment;
- Required future election; and
- Transfer of records.

3. Temporary Incapacity

When an officer is temporarily unable to perform duties, the President may assign temporary administrative responsibility consistent with the Bylaws.

4. Transition Requirements

Departing officers shall transfer:

- Records;
- Equipment;
- Financial documentation;
- Passwords;
- Digital accounts;
- Contracts;
- Pending actions;
- Calendars; and
- Other organizational materials.

The transfer shall occur within the period established by the Bylaws.

5. Transition Brief

Departing officers should provide a brief identifying:

- Current programs;
- Pending deadlines;
- Unresolved issues;
- Major contacts;
- Financial commitments; and
- Recommended next actions.

POLICY 205

BYLAW AMENDMENT PROCEDURES*Responsible Official: President / Council Secretary*

1. Purpose

Establish administrative procedures for amendments while preserving all member approval requirements in the Bylaws.

2. Submission

Proposed amendments shall first be submitted to the Executive Committee.

3. Review

The President may appoint a review committee when appropriate.

4. Member Notice

Members shall receive:

- Proposed amendment language;
- Explanation or rationale;
- Voting instructions;
- Voting period; and
- Effective-date information when applicable.

5. Voting Period

The minimum period established by the Bylaws between notice and the final receipt of votes shall be strictly observed.

6. Certification

The Secretary shall certify:

- Eligible voting body;
- Votes cast;
- Result; and
- Effective date.

7. Official Bylaws

Upon approval, the Secretary shall update the official Bylaws and preserve the superseded version in the permanent record.

POLICY 301

MEMBERSHIP ADMINISTRATION

Responsible Official: Vice President Membership / Council Secretary

1. Membership Eligibility

Membership eligibility shall be governed by the Bylaws.

2. Membership Categories

The Executive Committee may establish categories including, as appropriate:

- Annual membership;
- Life membership;
- Honorary or special categories when permitted;
- Other categories consistent with the Bylaws.

3. Dues

Membership dues and life membership fees shall be established by the Executive Committee.

4. Good Standing

A member is in good standing when the member:

- Meets eligibility requirements;
- Has satisfied applicable dues requirements; and
- Has not been suspended or otherwise determined ineligible under applicable policy.

5. Effective Membership Date

Membership becomes effective upon:

- Verification of eligibility; and
- Receipt of required dues or approval of another authorized membership status.

6. Lapsed Membership

A membership subject to recurring dues may lapse when dues are not paid within the established renewal period.

7. Reinstatement

A lapsed member may normally be reinstated by satisfying current membership requirements.

8. Membership Records

The Secretary shall maintain the official membership record in coordination with the Vice President Membership.

POLICY 302

MEMBERSHIP ELIGIBILITY, DISQUALIFICATION, AND APPEALS

Responsible Official: Vice President Membership / Council Secretary

1. Exceptional Eligibility

The Executive Committee may approve membership for an individual outside standard eligibility when authorized by the Bylaws.

2. Disqualification

Membership may be denied or restricted when the Executive Committee determines that an otherwise eligible individual:

- Was removed from the relevant program for serious cause;
- Engaged in fraud or misconduct involving CCAC;
- Presents a material risk to CCAC;
- Engaged in conduct substantially inconsistent with CCAC's mission or legitimate interests; or
- Meets another standard established by the Executive Committee.

3. Fair Process

Before an adverse membership determination becomes final, the individual should normally receive:

- Notice of the issue;
- A reasonable opportunity to provide information; and
- Notice of the decision.

4. Appeal

The Executive Committee may hear appeals or reconsideration requests.

A person materially involved in the underlying dispute should not participate in the appeal decision when a conflict exists.

POLICY 303

MEMBER PRIVACY AND INFORMATION USE

Responsible Official: Council Secretary

1. Purpose

Protect member information while permitting legitimate organizational administration.

2. Member Information

Protected information may include:

- Address;
- Telephone number;
- Email;
- Date of birth;
- Membership status;
- Military or cadet history;
- Donation history;
- Photographs;
- Biographical information; and
- Other personal information.

3. Permitted Use

Information may be used for legitimate CCAC purposes including:

- Membership administration;
- Elections;
- Communications;
- Alumni engagement;
- Historical preservation;
- Fundraising;
- Event administration; and
- Legal or financial compliance.

4. Publication Preferences

CCAC shall respect reasonable member preferences regarding publication of personal information.

5. Third-Party Disclosure

Membership lists shall not be sold. Disclosure to outside parties shall occur only when:

- Necessary for an authorized organizational purpose;
- Required by law;
- Approved by the Executive Committee; or
- Authorized by the member.

POLICY 304

CHAPTERS, AFFINITY GROUPS, AND RECOGNIZED SUBGROUPS

Responsible Official: President

1. Recognition

The Executive Committee may recognize geographic, historical, unit-based, team-based, or other affinity groups.

2. Status

Recognized subgroups remain subordinate organizational activities of CCAC unless expressly established otherwise.

3. Use of Name

Subgroups may use the CCAC name only as authorized.

4. Financial Activity

A subgroup may not:

- Open a bank account in CCAC's name;
- Incur debt;
- Sign contracts;
- Conduct fundraising representing CCAC; or
- Obligate CCAC without authorization.

5. Reporting

Recognized subgroups may be required to provide:

- Leadership information;
- Activity summaries;
- Financial information; and
- Annual status updates.

POLICY 401

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS*Responsible Official: Vice President Finance*

1. Purpose

Protect CCAC assets and establish reliable financial controls.

2. Accounts

CCAC funds shall be maintained in accounts held in the organization's name.

3. Segregation of Duties

Whenever practicable, the following functions should not be performed entirely by the same person:

- Authorization;
- Payment;
- Recordkeeping; and
- Reconciliation.

4. Deposits

Funds received shall be deposited promptly and recorded accurately.

5. Payments

Payments shall require:

- Legitimate organizational purpose;
- Supporting documentation;
- Applicable approval; and
- Proper accounting classification.

6. Bank Reconciliation

Bank and investment accounts shall be reconciled regularly.

7. Access

Online banking and financial-system access shall be limited to authorized individuals.

8. Financial Controls

The Executive Committee may establish additional approval thresholds and controls by resolution or schedule under this policy.

POLICY 402

BUDGET AND EXPENDITURE AUTHORITY

Responsible Official: President / Vice President Finance

1. Annual Budget

CCAC should operate under an annual budget approved by the Executive Committee.

2. Budget Development

The President and Vice President Finance shall coordinate budget preparation with affected officers.

3. Spending Authority

No officer may obligate CCAC merely because the expense relates to their functional area.

4. Budgeted Expenditures

Routine expenditures within an approved budget may be authorized by the President or other individuals specifically delegated authority by the Executive Committee.

5. Unbudgeted Expenditures

Material unbudgeted expenditures shall be elevated to the Executive Committee.

6. Approval Schedule

The Executive Committee may adopt a separate expenditure-approval schedule establishing dollar thresholds for:

- President approval;
- Executive Committee approval;
- Contract review;
- Multiple quotations; and
- Other financial controls.

7. Emergency Expenses

The President may authorize reasonable emergency expenditures necessary to protect CCAC assets or operations and shall report material expenditures to the Executive Committee.

POLICY 403

EXPENSE REIMBURSEMENT*Responsible Official: Vice President Finance*

1. Standard

CCAC may reimburse reasonable and necessary expenses incurred for authorized organizational purposes.

2. Documentation

Requests should include:

- Date;
- Business purpose;
- Amount;
- Receipt or equivalent evidence; and
- Required approval.

3. Preapproval

Travel, major purchases, and unusual expenses should be approved in advance.

4. Personal Expenses

Personal expenses shall not be reimbursed.

5. Timeliness

Reimbursement requests should normally be submitted within 60 days of the expense.

POLICY 404

PROCUREMENT AND CONTRACTING

Responsible Official: President / Vice President Finance

1. Purpose

Ensure CCAC purchases goods and services prudently.

2. Vendor Selection

Vendor selection should consider:

- Price;
- Quality;
- Reliability;
- Mission suitability;
- Conflicts of interest; and
- Total organizational value.

3. Competitive Review

The Executive Committee may establish thresholds requiring multiple quotations.

4. Contract Authority

Only individuals expressly authorized may sign contracts on behalf of CCAC.

5. Contract Review

Material contracts should identify:

- Services or goods;
- Price;
- Duration;
- Termination rights;
- Liability;
- Ownership of work product;
- Renewal provisions; and
- Payment terms.

POLICY 405

RESERVES AND DESIGNATED FUNDS

Responsible Official: Vice President Finance

1. Operating Reserve

CCAC should maintain an operating reserve appropriate to its financial condition and obligations.

2. Board-Designated Funds

The Executive Committee may designate unrestricted funds for specific purposes. Such designation may be modified by the Executive Committee unless legally restricted.

3. Restricted Funds

Donor-restricted funds shall be administered under Policy 604.

4. Reserve Use

Use of organizational reserves shall require Executive Committee authorization unless previously approved within the annual budget.

POLICY 406

INVESTMENTS AND ENDOWMENTS

Responsible Official: Vice President Finance

1. Objective

CCAC investments shall be managed prudently to preserve assets, provide appropriate return, and support long-term organizational purposes.

2. Oversight

The Executive Committee retains ultimate fiduciary oversight.

3. Investment Administration

The Executive Committee may establish an investment committee or engage qualified professionals.

4. Considerations

Investment decisions should consider:

- Preservation of capital;
- Liquidity;
- Time horizon;
- Diversification;
- Risk;
- Fees;
- Spending needs; and
- Donor restrictions.

5. Reporting

Investment performance shall be reported periodically to the Executive Committee.

POLICY 407

ASSET AND PROPERTY MANAGEMENT*Responsible Official: Vice President Finance*

1. Asset Register

The Vice President Finance shall maintain, or ensure maintenance of, a record of significant CCAC property.

2. Custody

Individuals holding CCAC property are responsible for reasonable care and return.

3. Inventory

Significant property should be inventoried periodically.

4. Disposal

Property may be sold, donated, transferred, or discarded when authorized. Material assets shall not be transferred for personal benefit.

POLICY 408

FINANCIAL REPORTING AND TAX ADMINISTRATION*Responsible Official: Vice President Finance*

1. Financial Reporting

The Vice President Finance shall provide financial reports as required by the Bylaws.

2. Annual Report

The annual financial report shall include, as appropriate:

- Income;
- Expenses;
- Fund balances;
- Restricted funds;
- Investment balances;
- Significant liabilities; and
- Other material financial information.

3. Tax Filings

CCAC shall timely complete required federal and state filings.

4. Records

Copies of filed returns, supporting records, and related correspondence shall be retained under Policy 504.

5. External Assistance

CCAC may engage accountants, tax professionals, or other qualified advisors when appropriate.

POLICY 501

CONFLICT OF INTEREST

Responsible Official: Council Secretary

1. Applicability

This policy applies to officers, Executive Committee members, committee members, and other persons acting on behalf of CCAC.

2. Duty to Disclose

A person shall disclose any direct or indirect:

- Financial interest;
- Business relationship;
- Family interest;
- Organizational interest; or
- Other interest that could reasonably affect impartial judgment.

3. Recusal

When appropriate, the interested person shall not participate in:

- Final deliberation;
- Recommendation;
- Voting; or
- Approval.

4. Documentation

The minutes shall record material disclosures and recusals.

5. Annual Disclosure

Executive Committee members should complete an annual conflict disclosure.

POLICY 502

CODE OF ETHICS AND CONDUCT*Responsible Official: President*

1. Standard

Persons acting on behalf of CCAC shall:

- Act in good faith;
- Protect CCAC's mission and reputation;
- Avoid misuse of authority;
- Protect confidential information;
- Treat organizational funds responsibly;
- Avoid harassment, threats, and abusive conduct;
- Accurately represent CCAC;
- Respect applicable policies; and
- Disclose conflicts of interest.

Serious violations may be addressed under applicable membership, officer-removal, volunteer, or committee procedures.

POLICY 503

WHISTLEBLOWER AND REPORTING CONCERNS*Responsible Official: President / Council Secretary*

1. Reporting

Persons may report suspected:

- Fraud;
- Theft;
- Financial misconduct;
- Serious policy violations;
- Retaliation;
- Falsification of records; or
- Other material wrongdoing.

2. Reporting Channels

Concerns may be reported to:

- President;
- Secretary;
- Vice President Finance when financially appropriate; or
- Another Executive Committee member when the normal reporting channel presents a conflict.

3. Retaliation

Retaliation against a person making a good-faith report is prohibited.

4. Investigation

Material allegations shall receive reasonable review appropriate to their seriousness.

POLICY 504

RECORDS RETENTION AND DOCUMENT DESTRUCTION

Responsible Official: Council Secretary

1. Permanent Records

The following should generally be retained permanently:

- Articles or formation documents;
- Bylaws and amendments;
- Executive Committee and membership minutes;
- Major governance resolutions;
- Tax exemption determination records;
- Annual federal tax returns;
- Audited or final annual financial statements;
- Major historical records;
- Hall of Honor official records; and
- Significant property or endowment records.

2. Long-Term Records

Contracts, grant files, financial support records, donor restrictions, and similar documents shall be retained for an appropriate period after completion.

3. Routine Records

Routine administrative records may be destroyed after their business, legal, and historical value has expired.

4. Litigation or Investigation Hold

No relevant document shall be destroyed when:

- Litigation is pending or reasonably anticipated;
- An audit is underway;
- An investigation is underway;
- A government inquiry has been received; or
- The Executive Committee directs preservation.

5. Electronic Records

Electronic records are subject to the same retention principles as paper records.

POLICY 505

CONFIDENTIALITY*Responsible Official: President / Council Secretary*

1. Confidential Information

Confidential information may include:

- Member personal information;
- Donor information;
- Executive-session matters;
- Investigations;
- Legal communications;
- Financial account credentials;
- Passwords;
- Sensitive contracts; and
- Other information designated confidential.

Persons receiving confidential information shall use it only for authorized purposes.

Confidentiality does not prohibit legally required disclosure.

POLICY 506

TAX-EXEMPT PURPOSE, POLITICAL ACTIVITY, AND LEGISLATIVE ACTIVITY

Responsible Official: President

1. Exempt Purpose

CCAC shall operate in furtherance of the exempt purposes established in the Bylaws.

2. Political Campaign Activity

CCAC resources shall not be used to support or oppose candidates for public office.

3. Personal Political Activity

Officers and members remain free to engage personally in political activity but shall not imply CCAC endorsement without authorization.

4. Legislative Activity

Legislative or advocacy activity undertaken in CCAC's name shall remain within limitations applicable to the organization's tax-exempt status and shall require appropriate organizational authorization.

POLICY 507

PRIVATE BENEFIT, COMPENSATION, AND RELATED-PARTY TRANSACTIONS

Responsible Official: President / Vice President Finance

1. Private Benefit

CCAC assets shall be used for organizational purposes and not for improper personal enrichment.

2. Reasonable Compensation

CCAC may pay reasonable compensation for legitimate services when approved through an appropriate process.

3. Related Parties

Transactions involving officers, relatives, or related entities shall:

- Be disclosed;
- Be evaluated for fairness;
- Be documented;
- Be approved by disinterested decision-makers; and
- Comply with Policy 501.

POLICY 601

FUNDRAISING GOVERNANCE

Responsible Official: Vice President Development

1. Development Authority

The Vice President Development shall lead fundraising activities within approved policy, plans, and Executive Committee direction.

2. Authorized Fundraising

Fundraising may include:

- Annual Giving;
- Individual Donations;
- Corporate support;
- Foundation support;
- Grants;
- Major Gifts;
- Legacy Giving;
- Events;
- Sponsorships;
- Restricted campaigns; and
- Other approved development programs.

3. Organizational Commitments

The Vice President Development may develop relationships and solicit support but may not independently obligate CCAC to:

- Major expenditures;
- Significant contractual commitments;
- Long-term financial obligations; or
- Material restrictions without required approval.

POLICY 602

GIFT ACCEPTANCE

Responsible Official: Vice President Development / Vice President Finance

1. Generally Acceptable Gifts

CCAC may normally accept:

- Cash;
- Checks;
- Electronic contributions;
- Publicly traded securities; and
- Routine in-kind contributions when consistent with the mission.

2. Gifts Requiring Review

Executive Committee or professional review should occur before accepting:

- Real estate;
- Closely held securities;
- Vehicles;
- Tangible property with substantial carrying costs;
- Legally restricted property;
- Complex planned gifts;
- Gifts involving naming rights;
- Gifts requiring future expenditures; or
- Gifts containing unusual conditions.

3. Right to Decline

CCAC may decline a gift that:

- Conflicts with its mission;
- Creates disproportionate liability;
- Is excessively restrictive;
- Creates unacceptable reputational risk;
- Is unlawful; or
- Imposes unreasonable costs.

POLICY 603

DONOR RECOGNITION

Responsible Official: Vice President Development

1. Purpose

Establish consistent recognition while preserving Executive Committee flexibility to modify recognition programs.

2. Recognition Programs

Programs may recognize:

- Annual Giving;
- Cumulative Donations;
- Major Gifts;
- Legacy commitments;
- Sponsorship;
- In-kind support; and
- Other significant contributions.

3. Recognition Benefits

Recognition may include:

- Pins;
- Certificates;
- Listings;
- Event recognition;
- Bricks or memorial elements;
- Priority opportunities;
- Naming recognition; or
- Other approved benefits.

4. No Improper Benefit

Recognition shall not create an impermissible private benefit or materially misrepresent the charitable nature of a contribution.

5. Anonymous Donors

Donor requests for anonymity shall be respected when practicable.

POLICY 604

RESTRICTED GIFTS AND RESTRICTED FUNDS

Responsible Official: Vice President Development / Vice President Finance

1. Acceptance

A restriction shall be accepted only when:

- Consistent with CCAC's mission;
- Administratively feasible;
- Sufficiently clear; and
- Approved at the appropriate level.

2. Documentation

Restrictions shall be documented in writing when practicable.

3. Accounting

Restricted funds shall be tracked separately within CCAC's accounting records.

4. Use

Restricted funds shall be used only for the approved purpose.

5. Impracticable Restrictions

If a restriction becomes impossible or impracticable to fulfill, CCAC shall pursue an appropriate lawful resolution rather than unilaterally disregard the restriction.

POLICY 605

SPONSORSHIPS AND CORPORATE PARTNERSHIPS*Responsible Official: Vice President Development*

1. Purpose

Permit beneficial partnerships while protecting organizational independence.

2. Review Considerations

CCAC should consider:

- Mission alignment;
- Financial value;
- Reputation;
- Required recognition;
- Exclusivity;
- Use of marks;
- Term;
- Obligations; and
- Potential conflicts.

3. Written Agreements

Material sponsorships should be documented in writing.

4. Organizational Independence

No sponsor may control CCAC governance, policy, elections, or charitable decisions.

POLICY 606

GRANTS*Responsible Official: Vice President Development*

1. Grant Administration

Grant activity shall include, as applicable:

- Identification of opportunity;
- Mission-alignment review;
- Budget review;
- Application approval;
- Acceptance of grant terms;
- Financial tracking;
- Programmatic compliance;
- Required reporting; and
- Record retention.

No grant shall be accepted when its obligations materially exceed CCAC's capacity without Executive Committee approval.

POLICY 607

MAJOR GIFTS, PLANNED GIFTS, AND LEGACY GIVING*Responsible Official: Vice President Development*

1. Major Gifts

Material gifts requiring special commitments, recognition, restrictions, or naming opportunities shall receive appropriate Executive Committee review.

2. Planned and Legacy Gifts

CCAC may accept appropriate:

- Bequests;
- Beneficiary designations;
- Charitable arrangements; and
- Other planned gifts after appropriate review.

3. Professional Advice

CCAC may require legal, tax, financial, or appraisal review before accepting complex gifts.

CCAC shall not provide individualized tax or legal advice to donors.

POLICY 701

SCHOLARSHIP ADMINISTRATION*Responsible Official: Executive Committee / Designated Program Lead*

1. Program Requirements

Where CCAC directly administers a scholarship program, the program shall establish:

- Eligibility;
- Application requirements;
- Selection criteria;
- Selection authority;
- Conflict-of-interest controls;
- Award amount;
- Payment process;
- Documentation; and
- Record retention.

Selection decisions should be based on documented criteria applied consistently.

POLICY 702

CADET, ROTC, AND INSTITUTIONAL MISSION SUPPORT*Responsible Official: President*

1. Independence

CCAC may support cadets, Military Science programs, universities, and related organizations while remaining an independent organization.

2. Support Requests

Requests for material support should identify:

- Purpose;
- Beneficiary;
- Amount or resources requested;
- Mission connection;
- Timing; and
- Any restrictions or conditions.

3. Approval

Support shall be approved in accordance with:

- Budget authority;
- Expenditure policy;
- Donor restrictions; and
- Executive Committee direction.

4. Institutional Coordination

CCAC shall coordinate appropriately with supported institutions without transferring CCAC governance authority to those institutions.

POLICY 703

HALL OF HONOR*Responsible Official: Vice President Hall of Honor***1. Hall of Honor Process**

The Vice President Hall of Honor shall administer a documented Hall of Honor process addressing:

- Eligibility;
- Nomination period;
- Required nomination materials;
- Candidate verification;
- Selection committee composition;
- Conflict-of-interest procedures;
- Selection criteria;
- Voting;
- Notification;
- Induction;
- Permanent records; and
- Historical preservation.

Detailed scoring criteria and annual dates may be maintained in an approved Hall of Honor procedure.

POLICY 704

HISTORICAL PRESERVATION AND ARCHIVES

Responsible Official: Council Historian

1. Preservation Responsibilities

The Historian shall coordinate preservation of:

- Historical documents;
- Photographs;
- Rosters;
- Publications;
- Oral histories;
- Artifacts;
- Hall of Honor records;
- Cadet and alumni historical material; and
- Other records of long-term significance.

CCAC should maintain a digital archive and, when practicable, preserve annual photographic records of cadets and significant organizational activities.

Historical preservation shall respect legitimate privacy and intellectual-property requirements.

POLICY 705

EVENTS AND ACTIVITIES*Responsible Official: President / Responsible Functional Officer*

1. Event Controls

Material CCAC events should address:

- Event purpose;
- Responsible officer;
- Budget;
- Contracts;
- Insurance or liability concerns when appropriate;
- Safety;
- Ticketing;
- Sponsorship;
- Alcohol controls when applicable;
- Cancellation;
- Financial reconciliation; and
- Post-event reporting.

No event organizer may obligate CCAC beyond delegated authority.

POLICY 706

PROGRAM ESTABLISHMENT AND REVIEW

Responsible Official: President

1. New Programs

New recurring programs should identify:

- Mission purpose;
- Responsible functional owner;
- Supporting functions;
- Expected cost;
- Funding source;
- Required approvals;
- Expected outcomes;
- Risks;
- Reporting requirements; and
- Review schedule.

The Executive Committee may modify, suspend, or discontinue programs when they no longer advance CCAC objectives.

POLICY 801

OFFICIAL COMMUNICATIONS

Responsible Official: Vice President Communications

1. Authority

The Vice President Communications manages official CCAC communications under Executive Committee policy and Presidential direction.

2. Official Channels

Official channels may include:

- Email;
- Website;
- Newsletter;
- Social media;
- Postal mail;
- Member portal;
- Press release; and
- Other approved platforms.

3. Required Notices

Notices required by the Bylaws or policy shall use communication methods reasonably calculated to reach affected members.

4. Organizational Statements

Statements representing official CCAC positions shall be issued only by authorized persons.

POLICY 802

WEBSITE AND DIGITAL PUBLICATION

Responsible Official: Vice President Communications

1. Website Authority

The CCAC website is an official organizational communication platform.

2. Content

Published information should be:

- Accurate;
- Current;
- Mission-related;
- Appropriately approved; and
- Consistent with privacy and intellectual-property requirements.

3. Governance Publications

CCAC may publish:

- Bylaws;
- Policies;
- Strategic Plan summaries;
- Financial-report summaries;
- Election information;
- Historical information; and
- Other approved organizational material.

4. Corrections

Material errors should be corrected promptly.

POLICY 803

SOCIAL MEDIA*Responsible Official: Vice President Communications*

1. Official Accounts

Official CCAC social-media accounts shall:

- Remain organizational property;
- Use controlled administrative access;
- Reflect approved communications standards;
- Protect member privacy;
- Avoid unauthorized political campaign activity;
- Avoid unauthorized endorsement;
- Preserve access during officer transitions; and
- Be administered by authorized persons.

POLICY 804

BRAND, NAME, LOGO, AND INTELLECTUAL PROPERTY

Responsible Official: Vice President Marketing / Vice President Communications

1. CCAC Marks

Use of the CCAC name, logo, insignia, and other identifying marks shall be controlled by CCAC.

2. Third-Party Marks

CCAC shall obtain required permission before using protected marks belonging to:

- Universities;
- Government agencies;
- Military organizations;
- Corporations;
- Teams; or
- Other third parties.

3. Subgroups

Recognized subgroups may use CCAC branding only within the scope authorized.

4. Merchandise

Use of protected marks on merchandise shall require appropriate authorization.

POLICY 805

MARKETING, ADVERTISING, AND PUBLIC RELATIONS*Responsible Official: Vice President Marketing*

1. Marketing Responsibilities

The Vice President Marketing shall lead:

- Audience identification;
- Promotion;
- Public relations;
- Advertising;
- Brand positioning;
- Campaign support; and
- Outreach strategy.

2. Communications Coordination

Marketing shall coordinate with Communications so that:

- Marketing owns promotion and audience positioning; and
- Communications owns official channels and publication execution.

POLICY 806

INFORMATION SYSTEMS, ACCOUNTS, AND DIGITAL SECURITY*Responsible Official: Vice President Communications / President*

1. Organizational Ownership

Accounts created for CCAC business are organizational assets.

2. Access

Access shall be limited to authorized users.

3. Credentials

Passwords shall not be unnecessarily shared.

Multi-factor authentication should be used when available for significant accounts.

4. Critical Accounts

Critical systems include:

- Banking;
- Website;
- Domain registration;
- Email;
- Membership systems;
- Donation platforms;
- Cloud storage;
- Social media; and
- Financial systems.

5. Transition

Access shall be transferred or removed promptly when responsibilities change.

6. Backup

Important organizational records should be backed up using reasonable safeguards.

POLICY 901

STRATEGIC PLANNING

Responsible Official: President

1. Purpose

Establish a common strategic-planning method for elected officers and CCAC functional areas.

2. Required Structure

Strategic Plans should use the approved CCAC planning framework, including:

- Strategic context;
- Lines of Effort;
- LOE Operational Objectives;
- Key Tasks;
- Supporting Tasks;
- Enabling Resources;
- LOE Effects;
- Measures or indicators when appropriate; and
- Cross-functional dependencies.

3. Annual Update

Each elected officer shall submit a new or updated plan within the period established by Policy 102.

4. Presidential Review

The President shall review officer plans for:

- Alignment;
- Duplication;
- Conflicting responsibilities;
- Resource demands;
- Cross-functional dependencies; and
- Council-wide priorities.

5. Publication

Approved plans or summaries may be published as directed by the President or Executive Committee.

POLICY 902

ANNUAL ORGANIZATIONAL PRIORITIES AND PERFORMANCE REPORTING

Responsible Official: President

1. Annual Priorities

The President, with Executive Committee input, should establish annual organizational priorities.

2. Quarterly Reporting

Elected officers shall provide quarterly updates addressing:

- Significant actions completed;
- Progress toward LOE objectives;
- Delays;
- Risks;
- Required decisions;
- Cross-functional dependencies; and
- Upcoming priorities.

3. Annual Review

At the end of the organizational year, CCAC should assess:

- Objectives achieved;
- Objectives not achieved;
- Continuing requirements;
- Lessons learned; and
- Priorities for the next year.

POLICY 903

CROSS-FUNCTIONAL COORDINATION*Responsible Official: President*

1. Primary Owner Principle

Each recurring organizational activity should have one identified primary functional owner.

2. Supporting Functions

Supporting functions provide expertise, resources, coordination, or implementation assistance without assuming ownership unless formally reassigned.

3. Coordination

Cross-functional activities should identify:

- Primary owner;
- Supporting officers;
- Required approvals;
- Information dependencies;
- Financial dependencies; and
- Elevation authority.

4. Disputes

Unresolved functional-boundary disputes shall be elevated to the President.

Material governance or authority disputes shall be elevated to the Executive Committee.

POLICY 1001

COMMITTEES*Responsible Official: President*

1. Creation

Committees may be created by:

- The Bylaws;
- Executive Committee;
- President when authorized; or
- Another authority expressly permitted by policy.

2. Committee Charter

Significant committees should have a defined:

- Purpose;
- Chair;
- Membership;
- Authority;
- Duration;
- Reporting requirement; and
- Deliverable.

3. Authority

Committees make recommendations unless specifically delegated decision authority.

4. Records

Material committee actions and recommendations should be documented.

POLICY 1002

APPOINTED AND ADMINISTRATIVE POSITIONS

Responsible Official: President

1. Creation

The Executive Committee may create non-elected positions consistent with the Bylaws.

2. Position Description

Each recurring administrative position should identify:

- Purpose;
- Responsibilities;
- Reporting relationship;
- Authority;
- Term or duration; and
- Removal authority.

3. No Voting Rights by Implication

Creation of an administrative position does not create Executive Committee voting rights.

4. Removal

Appointed positions may be removed by the appointing authority or as otherwise established by the Executive Committee.

POLICY 1003

VOLUNTEERS*Responsible Official: President / Responsible Functional Officer*

1. Authority

Volunteers may act only within responsibilities assigned by an authorized officer or committee.

2. Conduct

Volunteers are expected to comply with applicable:

- Ethics requirements;
- Confidentiality;
- Financial controls;
- Safety requirements;
- Communication standards; and
- Privacy protections.

3. Organizational Representation

Volunteers shall not represent that they have authority to bind CCAC unless expressly authorized.

4. Expenses

Volunteer reimbursement is governed by Policy 403.

5. Property

CCAC property issued to a volunteer shall be returned upon request or completion of service.

POLICY —

MANUAL ADMINISTRATION*Responsible Official: President / Council Secretary***1. Annual Review**

The President and Secretary shall coordinate an annual review of this manual. Responsible officers shall recommend whether assigned policies should be:

- Continued;
- Amended;
- Consolidated;
- Replaced; or
- Repealed.

2. Administrative Corrections

The Secretary, with concurrence of the President, may correct:

- Typographical errors;
- Formatting;
- Numbering;
- Cross-references; and
- Other nonsubstantive errors.

Substantive amendments require Executive Committee approval.

3. Amendment History

Each substantive amendment shall identify:

- Policy number;
- Amendment date;
- Executive Committee approval;
- Effective date; and
- Summary of change.

4. Official Version

The official version maintained by the Secretary shall control.

ADOPTION

The Cadet Corps Alumni Council Executive Committee hereby adopts this Policy Manual pursuant to the authority granted under the CCAC Bylaws.

Approved by the CCAC Executive Committee: _____

Effective Date: _____

President: _____

Council Secretary: _____

AMENDMENT RECORD

Version	Date	Policy/Section	Action	Description
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1.0		Entire Manual	Initial Adoption	Establishes the initial comprehensive CCAC Policy Manual.
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DRAFT