

CCAC Strategic Plan

COMMUNICATIONS

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Cadet Corps Alumni Council

Strategic Plan for Communications

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Executive Introduction

The Cadet Corps Alumni Council (CCAC) Communications Strategy is built on a structured Lines of Effort (LOE) framework designed to ensure that accurate, timely, consistent, and relevant information flows effectively throughout the organization and to the alumni, members, cadets, supporters, partners, institutions, and other stakeholders CCAC serves.

Effective Communications is broader than publishing information. It is an organizational system that identifies communication requirements, determines who needs information, coordinates with the functional area responsible for the underlying subject matter, develops appropriate communication products, selects and maintains effective channels, distributes information, monitors audience response, receives and routes incoming communications, and improves communication performance over time.

CCAC communicates through multiple channels, including its website, email, newsletters and publications, social media, direct messaging, telephone, personal communication, events, and other approved methods. These channels must operate as an integrated system rather than as independent activities. The Communications function must ensure that information is delivered through the appropriate channel, in a suitable format, at the appropriate time, while maintaining consistency, accuracy, accessibility, and organizational professionalism.

Communications operates in coordination with all other CCAC functional areas. The functional area responsible for an initiative retains ownership of its substantive objective, audience requirements, program information, desired action, and subject-matter accuracy. Marketing supports positioning, promotional strategy, audience targeting, campaign development, and promotional presentation when those capabilities are required. Communications supports organizational information flow, content production and editorial execution, publication, distribution, channel management, and communication performance.

This distinction allows Communications to support the entire organization without duplicating Membership, Development, Finance, Marketing, or other functional responsibilities. It also establishes a common communication system through which CCAC can coordinate internal information, execute external communications, respond to

incoming inquiries and emerging requirements, and maintain continuity across leadership transitions.

The Communications Strategy is designed to function as a complete communications-management lifecycle. It identifies communication requirements, coordinates information ownership and approval, maintains reliable communication channels, develops and publishes communication products, supports internal and external information flow, manages sensitive and time-critical communications, and measures communication effectiveness over time.

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The Full System

Stage	LOE	Strategic Question
WHAT MUST FLOW	LOE 1	What information must be communicated, by whom, to whom, and when?
WHERE IT FLOWS	LOE 2	What communication channels does CCAC require and how do we maintain them?
WHAT GETS PUBLISHED	LOE 3	How do we convert approved information into clear, accurate, and professional communications?
INSIDE CCAC	LOE 4	How do we keep CCAC leadership, functional areas, committees, and volunteers appropriately informed?
OUTSIDE CCAC	LOE 5	How do we effectively communicate with alumni, members, supporters, partners, institutions, and the public?
WHEN IT MATTERS MOST	LOE 6	How do we communicate during urgent, sensitive, high-risk, or rapidly developing situations?
HOW WE IMPROVE	LOE 7	How do we measure, assess, and improve Communications performance?

The Communications Management Lifecycle

1. Establish the requirement — LOE 1: Communications Governance and Coordination
2. Maintain the channels — LOE 2: Communications Channels and Platform Management
3. Develop and publish the message — LOE 3: Content Development, Editorial Management, and Publication
4. Maintain internal information flow — LOE 4: Internal Communications and Organizational Information Flow
5. Deliver external information — LOE 5: External Communications and Stakeholder Information Delivery
6. Manage sensitive and urgent communications — LOE 6: Crisis, Sensitive, and Time-Critical Communications
7. Measure and improve — LOE 7: Communications Tracking, Analytics, and Optimization

Receive > Validate > Coordinate > Develop > Review > Approve > Publish > Monitor > Route > Measure > Improve

Strategic Insight

The strength of this framework is that it treats Communications as an organizational system rather than a collection of independent communication channels. A website without current information does not effectively inform stakeholders. Social media activity without clear purpose can generate activity without organizational effect. Email campaigns without coordinated audience management can result in duplication, excessive contact, or conflicting messages. Information that is accurate but delivered too late may have little value. Conversely, rapid communication without adequate verification or approval can create legal, reputational, institutional, or organizational risk.

Effective Communications therefore begins before publication. CCAC must first identify the communication requirement, determine the responsible functional owner, define the intended audience and desired outcome, verify the underlying information, determine whether Marketing support is required, select the appropriate communication channel, and establish the required review and approval process.

Communications must also operate as a two-way system. CCAC does not only distribute information; it receives questions, responses, inquiries, feedback, requests, and emerging information through its website, email, social media, telephone, personal contacts, events, and other channels. Those communications must be monitored and routed to the appropriate functional owner so that stakeholders receive timely and authoritative responses.

By aligning all seven LOEs, CCAC can create a repeatable Communications system that ensures information moves deliberately from requirement to audience, maintains dependable communication channels, produces professional communication products, improves internal organizational awareness, supports effective external engagement, manages sensitive situations appropriately, and continually improves through measurable performance information.

Communications must remain closely integrated with Membership, Development, Finance, Marketing, and other CCAC functional areas without assuming their responsibilities. The resulting system should allow Communications to serve as the organization's principal information-flow and channel-execution function while preserving clear ownership of programs, relationships, campaigns, financial information, and organizational decisions.

Purpose of This Plan

This plan provides CCAC leadership with a practical strategic framework for Communications. It translates broad organizational communication requirements into organized Lines of Effort that can be assigned, tracked, measured, and refined over time.

The plan establishes a coordinated system for communications governance, channel management, content development and publication, internal organizational information flow, external stakeholder communications, sensitive and time-critical communications, and Communications performance management.

It is designed to support all CCAC functional areas while maintaining clear responsibility for the substantive information being communicated. Functional owners define the purpose, audience, subject matter, opportunity, and desired action associated with their programs and activities. Marketing supports promotional positioning and campaign strategy when required. Communications manages the communication process, develops and publishes communication products, maintains channels, distributes approved information, monitors response, and assesses channel effectiveness.

The plan also establishes sufficient authority for the Vice President for Communications to conduct routine Communications activities within approved plans, policies, budgets, programs, and standards without requiring repeated higher-level approval, while preserving appropriate elevation of communications involving material legal, reputational, financial, institutional, policy, or organizational risk.

Desired End State

The desired end state is an integrated, reliable, professional, and measurable CCAC Communications system that consistently delivers accurate and timely information to the appropriate audiences through effective communication channels.

CCAC maintains dependable website, email, newsletter, social media, publication, direct-communication, and other approved communication capabilities; organizational information is coordinated with the responsible functional owner before publication; internal leaders and participants receive the information required to perform their responsibilities; external stakeholders receive clear and consistent information appropriate to their relationship with CCAC; incoming communications are monitored and routed appropriately; and sensitive or time-critical communications are managed through established approval and response procedures.

Communications activities are coordinated with Marketing without duplicating promotional strategy, with Membership without assuming membership recruitment or alumni-engagement ownership, with Development without assuming supporter cultivation

or solicitation responsibilities, and with Finance without becoming the authoritative source for financial information.

The Communications system is structured so measurable targets for reach, delivery, engagement, responsiveness, channel effectiveness, publication performance, audience growth, and other Communications indicators can be established and adjusted as CCAC develops organizational capacity and experience.

Strategic Planning Structure

The plan is organized using a clear and scalable hierarchy that translates strategic intent into executable actions and measurable outcomes. Each Line of Effort (LOE) is structured to move from purpose, to action, to execution support, and ultimately to a defined result.

Line of Effort - A Line of Effort (LOE) is a major area of coordinated activity that contributes to achieving the overall strategic goal. Each LOE organizes related objectives, tasks, and resources around a specific strategic function and provides a logical pathway from current conditions to the desired end state.

Operational Objective - The Operational Objective defines the purpose of the LOE and the desired condition if it is successfully achieved. It provides direction, establishes focus, and aligns all supporting actions toward a clearly defined outcome.

Key Tasks - Key Tasks are the primary actions required to achieve the Operational Objective. They define what must be accomplished at the operational level and establish the major areas of activity within each LOE.

Supporting Tasks - Supporting Tasks describe how each Key Task will be executed. They break down broader actions into specific, actionable steps that can be assigned, tracked, and completed.

Enabling Resources - Enabling Resources identify the people, systems, tools, information, relationships, and authorities required to execute Supporting Tasks. They identify what must be available to ensure successful execution.

LOE Effect - The LOE Effect defines the measurable outcome produced when the Operational Objective is achieved. It captures the impact of the LOE and explains how it contributes to the overall Communications system and long-term organizational effectiveness.

End State - The End State defines the sustained condition that should exist when the LOE has been successfully implemented. It describes what success ultimately looks like,

incorporates the cumulative results of the LOE, and establishes the condition that must exist for the LOE to be considered successful.

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Example Structure

LOE 2 — Communications Channels and Platform Management

Operational Objective

Maintain reliable CCAC communication channels that support information distribution, stakeholder engagement, incoming inquiries, and functional-area communication requirements.

End State

CCAC maintains a coordinated portfolio of reliable communication channels with defined purposes, administrative ownership, monitoring responsibilities, and continuity procedures that support organizational and functional-area requirements.

Key Tasks

1. Key Task 1 - Establish and Maintain CCAC Communication Channels
2. Key Task 2 - Maintain the CCAC Website
3. Key Task 3 - Maintain Email and Distribution Capabilities
4. Key Task 4 - Maintain Newsletter and Publication Capabilities
5. Key Task 5 - Protect Communications Continuity and Administrative Access
 - 1.1 Supporting Task
 - Enabling Resource

LOE Effect

A reliable Communications infrastructure that supports organizational information flow, stakeholder access, incoming communications, functional-area requirements, and continuity through leadership transitions.

LOE 1 — Communications Governance and Coordination

Operational Objective

Establish a coordinated Communications governance system that identifies communication requirements, assigns clear functional ownership, receives and routes incoming communications, prioritizes communication activity, defines review and approval requirements, and coordinates information flow across CCAC so that accurate and timely information reaches the appropriate audience without duplicating or conflicting with the responsibilities of other functional areas. The Communications function manages the communication process and organizational communication pathways. The functional area responsible for the underlying program, activity, relationship, policy, financial information, or organizational matter retains ownership of the substantive information and desired outcome. Marketing supports positioning, promotional strategy, audience targeting, campaign development, and promotional presentation when required.

End State

CCAC maintains a clear and repeatable Communications governance system in which communication requirements are identified and coordinated, substantive ownership is assigned to the appropriate functional area, incoming communications received through general CCAC channels are monitored and routed appropriately, communication activities are prioritized and deconflicted, review and approval authorities are understood, and routine Communications activity can be executed efficiently within approved plans, policies, budgets, and standards. Communications operates as the organization's principal manager of communication pathways and channel execution without assuming ownership of Membership recruitment, Development relationships and solicitation, Finance's authoritative financial information, Marketing strategy, or other functional responsibilities.

Key Tasks

1. Key Task 1 - Establish Communications Governance Principles

- 1.1 Define the role of Communications
 - Manage organizational communication pathways and channel execution.
 - Coordinate communication requirements across functional areas.
 - Develop, edit, format, publish, and distribute approved communication products.
 - Maintain consistency, accuracy, accessibility, professionalism, and continuity across CCAC communication channels.

- Monitor general CCAC communication channels for incoming inquiries and information requiring action.
- 1.2 Establish the principle of substantive functional ownership
 - The originating functional area owns the underlying program, initiative, activity, relationship, policy, or requirement.
 - The originating functional area defines the substantive objective of the communication.
 - The originating functional area provides or validates subject-matter content.
 - The originating functional area defines the desired stakeholder action or outcome when applicable.
 - Communications does not independently modify substantive policy, program requirements, financial information, Development opportunities, Membership eligibility, or other authoritative functional information.
- 1.3 Establish the Communications-Marketing distinction
 - Marketing owns positioning, promotional strategy, campaign strategy, audience targeting, awareness generation, and promotional presentation.
 - Communications owns communication-product development, channel execution, publication, distribution, and organizational information flow.
 - Communications may execute routine informational communications without requiring a separate Marketing campaign.
 - Communications and Marketing coordinate when an initiative requires deliberate promotion, audience targeting, or campaign development.
- 1.4 Establish the principle of one primary owner
 - Each communication requirement should have one identifiable substantive functional owner.
 - Supporting functions contribute within their assigned responsibilities.
 - Multiple functional areas should not independently issue conflicting communications concerning the same requirement.
 - Communications coordinates shared or cross-functional communication products when more than one functional area contributes content.

2. Key Task 2 - Establish a Communications Requirement Intake and Coordination Process

- 2.1 Establish a standardized process for submitting communication requirements
 - Identify the originating functional area.
 - Identify the communication objective.
 - Identify the intended audience.
 - Identify the substantive message or information.

- Identify the desired action or response.
 - Identify required timing or publication date.
 - Identify requested communication channels.
 - Identify required supporting documents, graphics, links, or other information.
- 2.2 Determine whether Communications support is required
 - Organizational announcement.
 - Website publication.
 - Email distribution.
 - Newsletter or publication content.
 - Social media publication.
 - Event-related communication.
 - Direct stakeholder communication.
 - Multi-channel communication.
 - Other approved communication requirement.
- 2.3 Determine whether Marketing support is required
 - Promotional campaign.
 - Audience targeting.
 - Awareness-generation strategy.
 - Promotional positioning.
 - Campaign presentation.
 - Major public-facing initiative requiring coordinated promotion.
- 2.4 Establish sufficient lead time for routine communications
 - Encourage functional areas to identify communication requirements during program and event planning.
 - Incorporate known requirements into Communications planning calendars.
 - Identify short-notice requirements separately from routine planned activity.
 - Avoid creating unnecessary approval delays for routine communications that fall within established authority.
- 2.5 Maintain a method for tracking communication requirements
 - Requirement received.
 - Functional owner.
 - Communications lead.
 - Required coordination.
 - Required approval.
 - Planned publication date.
 - Channels.
 - Current status.

- Completion.

3. Key Task 3 - Determine and Maintain Functional Ownership of Communications Content

- 3.1 Identify the authoritative functional source for substantive information
 - Membership for membership structure, eligibility, recruiting, alumni engagement, and retention.
 - Development for Giving, Donations, Patriot Program, Brick Program development, sponsorships, grants, major and legacy gifts, supporter relationships, and stewardship.
 - Finance for authoritative financial information, accounting, budgeting, balances, financial controls, and financial reporting.
 - Marketing for promotional strategy, positioning, campaign development, audience targeting, and awareness generation.
 - Communications for communication-channel execution, publication, editorial management, and organizational information flow.
 - President, Executive Committee, or other responsible authority for organizational policy and matters reserved to leadership.
- 3.2 Require functional validation of substantive information when appropriate
 - Program requirements.
 - Dates and deadlines.
 - Eligibility.
 - Financial amounts.
 - Giving or Donation information.
 - Sponsorship benefits.
 - Organizational policy.
 - Institutional commitments.
 - Legal or regulatory information.
 - Other information requiring authoritative verification.
- 3.3 Prevent Communications from becoming an unauthorized substantive decision-maker
 - Communications may edit for clarity, grammar, consistency, readability, length, formatting, and channel suitability.
 - Material substantive changes should be returned to the functional owner for validation.
 - Communications should identify apparent inconsistencies or missing information rather than resolve them independently when another functional area owns the subject.

- 3.4 Maintain clear responsibility for corrections
 - Functional owners correct substantive errors.
 - Communications corrects publication, formatting, distribution, or channel-execution errors.
 - Significant corrections are coordinated according to their potential organizational impact.

4. Key Task 4 - Establish Communications Planning, Prioritization, and Deconfliction

- 4.1 Maintain a consolidated Communications calendar
 - Organizational announcements.
 - Membership campaigns.
 - Development campaigns.
 - Events.
 - Newsletters.
 - Social media activity.
 - Website updates.
 - Giving and Donation communications.
 - Sponsor and partner communications.
 - ROTC and institutional events.
 - Other recurring or time-sensitive communication requirements.
- 4.2 Coordinate communication timing across functional areas
 - Identify competing audience demands.
 - Reduce unnecessary overlapping communications.
 - Prevent multiple functional areas from sending duplicative messages to the same audience.
 - Sequence communications when one activity depends upon another.
 - Account for major CCAC, UTA, Military Science, alumni, and organizational events when appropriate.
- 4.3 Establish communication priorities when requirements compete
 - Urgent organizational information.
 - Time-sensitive stakeholder requirements.
 - Leadership-directed priorities.
 - Regulatory, legal, safety, or institutional requirements.
 - Approved campaigns and events.
 - Routine informational content.
- 4.4 Deconflict cross-functional communications
 - Identify the primary functional owner.
 - Identify supporting functions.

- Establish a coordinated message.
- Establish the appropriate channel or channel mix.
- Establish publication sequence.
- Prevent contradictory calls to action.
- 4.5 Coordinate major communication initiatives early
 - Communications.
 - Marketing.
 - Originating functional area.
 - Finance when authoritative financial information is involved.
 - President or Executive Committee when higher approval is required.
 - UTA, Military Science, or institutional partners when their coordination or authorization is necessary.

5. Key Task 5 - Establish Communications Review and Approval Authority

- 5.1 Empower the Vice President for Communications to execute routine approved Communications activity
 - Routine website updates.
 - Routine social media posts.
 - Approved event announcements.
 - Newsletter publication.
 - Approved campaign communications.
 - Routine organizational announcements.
 - Editorial and formatting changes.
 - Channel scheduling and distribution.
 - Routine coordination with functional-area leaders.
- 5.2 Avoid unnecessary higher-level approval for routine activity
 - Communications conducted within approved plans, programs, policies, budgets, and established standards should not require repeated President or Executive Committee approval.
 - Functional owners may approve routine substantive content within their authority.
 - Communications may approve routine editorial and channel-execution decisions within its authority.
- 5.3 Elevate communications involving significant organizational risk or commitment
 - Material legal or regulatory matters.
 - Significant reputational risk.
 - Major policy changes.
 - Significant financial representations.

- Material contractual commitments.
- Naming rights.
- Major institutional commitments.
- Sensitive personnel matters.
- Public controversy.
- Significant restricted-gift or donor matters when applicable.
- Matters reserved by bylaws, policy, the President, or Executive Committee.
- 5.4 Coordinate approvals according to subject matter
 - Finance validates authoritative financial information.
 - Development validates Development programs, supporter opportunities, and relationship-specific information.
 - Membership validates membership information.
 - Marketing validates campaign strategy and positioning when involved.
 - Communications validates communication-product quality and channel execution.
 - Leadership approves matters exceeding delegated authority.
- 5.5 Maintain an approval process proportionate to risk
 - Routine communications should move rapidly.
 - Higher-risk communications should receive additional review.
 - Approval processes should not unnecessarily delay time-sensitive information.
 - Sensitive matters should not be published simply because they meet a normal communications deadline.

6. Key Task 6 - Establish Incoming Communications Monitoring and Routing

- 6.1 Identify general CCAC communication intake points
 - General organizational email accounts.
 - Website contact forms.
 - Social media direct messages.
 - Social media comments requiring organizational response.
 - General telephone inquiries when applicable.
 - Newsletter or email replies.
 - Other approved public-facing communication channels.
- 6.2 Monitor general Communications-managed channels
 - Identify new inquiries.
 - Identify requests for information.
 - Identify potential Membership inquiries.
 - Identify potential Development opportunities.

- Identify financial questions.
- Identify event or program inquiries.
- Identify complaints or concerns.
- Identify media or public-information inquiries.
- Identify messages requiring urgent escalation.
- 6.3 Route inquiries to the appropriate functional owner
 - Membership inquiries -> Membership.
 - Giving, Donation, sponsorship, grant, or partner inquiries -> Development.
 - Financial or payment-accounting questions -> Finance.
 - Marketing or promotional matters -> Marketing when appropriate.
 - General Communications matters -> Communications.
 - Governance or policy matters -> President or appropriate leadership.
 - UTA or Military Science matters -> appropriate CCAC and institutional points of contact.
- 6.4 Maintain the principle that Communications owns routing, not every response
 - Communications ensures that general-channel inquiries reach the correct responsible party.
 - The receiving functional owner provides the authoritative substantive response.
 - Communications may assist with wording, formatting, publication, or response delivery when needed.
 - Communications should not unnecessarily insert itself into direct functional-area correspondence that can be handled appropriately by the responsible function.
- 6.5 Establish acknowledgment procedures when an immediate substantive answer is unavailable
 - Confirm receipt when appropriate.
 - Inform the sender that the inquiry has been referred.
 - Identify the appropriate responsible party when useful.
 - Avoid providing unsupported preliminary answers simply to respond quickly.
- 6.6 Escalate sensitive or urgent incoming communications
 - Legal or regulatory inquiry.
 - Media inquiry involving significant organizational matters.
 - Complaint alleging serious misconduct.
 - Threat or safety concern.
 - Significant reputational issue.
 - Institutional complaint.
 - Sensitive donor or partner issue.

- Other matters requiring leadership attention.
- 6.7 Track incoming communications sufficiently to ensure accountability
 - Inquiry received.
 - Date received.
 - Responsible functional owner.
 - Date routed.
 - Status when follow-up is required.
 - Resolution or closure when appropriate.

7. Key Task 7 - Establish Cross-Functional Communications Coordination

- 7.1 Coordinate Communications support to Membership
 - Membership recruitment communications.
 - Alumni identity and eligibility information.
 - Membership options.
 - Alumni engagement communications.
 - Events and member information.
 - Membership retains substantive ownership.
- 7.2 Coordinate Communications support to Development
 - Patriot Program.
 - Giving and Donation opportunities.
 - Brick Program after development and approval.
 - Sponsorships.
 - Grants and foundations.
 - Donor and partner stewardship.
 - Impact reporting.
 - Development retains ownership of supporter relationships, opportunities, cultivation, solicitation, and stewardship strategy.
- 7.3 Coordinate Communications support to Finance
 - Financial reports intended for organizational distribution.
 - Budget-related communications when appropriate.
 - Required financial disclosures.
 - Financial information used in Development or organizational communications.
 - Finance remains the authoritative source of financial information.
- 7.4 Coordinate Communications with Marketing
 - Marketing provides positioning and promotional strategy when required.
 - Communications executes approved products through appropriate channels.

- Communications provides channel-performance information to support campaign assessment.
 - Marketing and Communications avoid building competing campaign or publication systems.
- 7.5 Coordinate Communications with organizational leadership
 - President.
 - Executive Committee.
 - Committees.
 - Functional Vice Presidents.
 - Project and event leads.
 - Other authorized organizational representatives.
- 7.6 Coordinate external institutional communications when required
 - UTA.
 - Military Science.
 - Other colleges and universities associated with or supporting the ROTC program.
 - Foundations.
 - Veteran and military organizations.
 - Civic and community organizations.
 - Businesses and corporations.
 - Other mission-aligned institutions.
- 7.7 Preserve CCAC's independent organizational voice
 - Maintain strong coordination with UTA and Military Science.
 - Do not imply institutional approval, endorsement, or authority where none exists.
 - Clearly distinguish CCAC communications from university or Military Science communications when appropriate.

8. Key Task 8 - Maintain Communications Governance Records and Continuity

- 8.1 Maintain current Communications governance information
 - Functional ownership framework.
 - Approval authorities.
 - Communication intake procedures.
 - Escalation procedures.
 - Distribution authorities.
 - Primary organizational contacts.
- 8.2 Maintain Communications planning records
 - Communication calendar.

- Active requirements.
- Completed major communication activities.
- Recurring communication requirements.
- 8.3 Preserve continuity through leadership transitions
 - Maintain organizational rather than personal ownership of communication processes.
 - Document routine responsibilities.
 - Maintain current contact information.
 - Transfer active communication requirements during leadership transitions.
 - Preserve access to historical communications when appropriate.
- 8.4 Maintain supporting procedures outside the Strategic Plan
 - Communications request procedures.
 - Editorial and publication standards.
 - Approval matrix.
 - Crisis-communications procedures.
 - Channel-management procedures.
 - Account-access procedures.
 - Communications calendar.
 - Response and routing procedures.

LOE Effect

A coordinated Communications governance system that gives CCAC a clear process for identifying, prioritizing, developing, approving, publishing, receiving, and routing organizational communications while preserving one primary functional owner for each substantive activity. The system enables the Vice President for Communications to execute routine communication requirements efficiently within established authority, ensures functional areas remain responsible for authoritative subject-matter content, prevents duplicate or conflicting communications, provides reliable routing of incoming inquiries, and establishes appropriate escalation for communications involving significant organizational risk or commitment.

LOE 2 — Communications Channels and Platform Management

Operational Objective

Establish, maintain, and continuously improve a reliable portfolio of CCAC communication channels and platforms that enables the organization to distribute information, receive inquiries, support functional-area communication requirements, maintain stakeholder access to organizational information, and sustain Communications capability through routine operations and leadership transitions.

End State

CCAC maintains a coordinated, accessible, reliable, secure, and sustainable communication-channel system that includes the website, organizational email capabilities, newsletters and publications, social media, direct communication methods, and other approved platforms. Each channel has a defined purpose, appropriate administrative ownership, current access credentials and continuity procedures, established monitoring responsibilities, and sufficient capability to support organizational and functional-area communication requirements. Communications manages the channels and their execution while functional areas provide or validate authoritative substantive information and Marketing supports promotional strategy and positioning when required.

Key Tasks

1. Key Task 1 - Establish and Maintain the CCAC Communications Channel Architecture

- 1.1 Maintain an inventory of approved communication channels
 - CCAC website.
 - Organizational email accounts.
 - Email distribution systems.
 - Newsletter and publication capabilities.
 - Facebook.
 - Instagram.
 - LinkedIn.
 - Other approved social media platforms.
 - Text or direct-messaging capabilities where appropriate.
 - Telephone communication where appropriate.
 - Virtual meeting or presentation platforms when used for communication.
 - Other future approved communication channels.

- 1.2 Define the purpose of each channel
 - Organizational information.
 - Member and alumni information.
 - Public information.
 - Event information.
 - Development support.
 - Recruitment support.
 - Stakeholder engagement.
 - Direct communication.
 - Incoming inquiries.
- 1.3 Define intended audiences for each channel
 - Members.
 - Alumni.
 - Prospective members.
 - Cadets.
 - Families.
 - Supporters.
 - Donors and Giving participants.
 - Sponsors and partners.
 - Institutions.
 - Community stakeholders.
 - General public.
- 1.4 Periodically assess whether channels should be added, modified, consolidated, or discontinued
 - Audience use.
 - Organizational value.
 - Administrative burden.
 - Reliability.
 - Security.
 - Communications effectiveness.

2. Key Task 2 - Maintain the CCAC Website as a Principal Communications Platform

- 2.1 Maintain the website as an authoritative public-facing source of CCAC information
 - Organizational information.
 - Membership information.
 - Development opportunities.
 - Events.

- News.
 - Alumni information.
 - Contact information.
 - Approved institutional and partner information.
- 2.2 Establish website content ownership
 - Communications manages publication and routine content administration.
 - Functional areas provide or validate substantive content within their responsibilities.
 - Finance validates authoritative financial information.
 - Development validates Development programs and opportunities.
 - Membership validates membership information.
 - Marketing supports promotional presentation when required.
- 2.3 Maintain website information currency
 - Review time-sensitive information.
 - Remove or archive expired information.
 - Update dates, contacts, programs, and organizational information.
 - Identify pages requiring functional-owner review.
- 2.4 Maintain usable website navigation and content organization
 - Make important information readily accessible.
 - Provide clear pathways to desired stakeholder actions.
 - Maintain consistency across functional-area content.
 - Reduce obsolete or duplicative content.
- 2.5 Maintain website intake capabilities
 - Contact forms.
 - General inquiries.
 - Functional referrals.
 - Other approved stakeholder-response mechanisms.

3. Key Task 3 - Maintain Organizational Email and Distribution Capabilities

- 3.1 Maintain appropriate organizational email accounts
 - General organizational communications.
 - Functional-area accounts where approved.
 - Leadership accounts where appropriate.
 - Program-specific accounts when justified.
- 3.2 Maintain accurate distribution lists
 - Members.
 - Identified alumni.
 - Leadership.

- Committees and volunteers.
 - Supporters.
 - Other stakeholder groups where appropriate.
- 3.3 Enable appropriate audience segmentation
 - Avoid unnecessary organization-wide distribution.
 - Support class-year or cohort communications.
 - Support Membership requirements.
 - Support Development requirements.
 - Support event and program communications.
- 3.4 Maintain professional email execution standards
 - Consistent sender identification.
 - Appropriate subject lines.
 - Functional links.
 - Mobile readability.
 - Appropriate calls to action.
 - Compliance with applicable communication preferences and requirements.
- 3.5 Monitor general organizational email intake
 - Identify inquiries requiring action.
 - Route inquiries according to LOE 1.
 - Maintain continuity when personnel change.

4. Key Task 4 - Maintain Newsletter and Publication Capabilities

- 4.1 Maintain a recurring CCAC newsletter capability
 - Support Reveille or its approved successor.
 - Establish publication schedules.
 - Coordinate content requirements across functional areas.
 - Maintain consistent production standards.
- 4.2 Coordinate newsletter content
 - Organizational updates.
 - Alumni information.
 - Cadet and Battalion information when appropriately coordinated.
 - Membership information.
 - Development information.
 - Events.
 - Recognition.
 - Historical content.
 - Other approved topics.
- 4.3 Maintain publication capabilities beyond the newsletter

- Organizational reports.
- Event materials.
- Informational handouts.
- Digital publications.
- Other approved communication products.
- 4.4 Maintain appropriate archives
 - Prior newsletter issues.
 - Significant publications.
 - Organizational communication products.
 - Historical reference materials where appropriate.

5. Key Task 5 - Maintain CCAC Social Media Capabilities

- 5.1 Maintain approved organizational social media accounts
 - Maintain administrative access.
 - Maintain current account information.
 - Maintain consistent organizational identification.
 - Retire obsolete or unauthorized accounts when appropriate.
- 5.2 Define the role of each platform
 - Organizational information.
 - Alumni engagement.
 - Event promotion.
 - Storytelling.
 - Recognition.
 - Development support.
 - Membership support.
 - Public awareness.
- 5.3 Maintain routine publication capability
 - Scheduled content.
 - Event announcements.
 - Organizational news.
 - Approved campaign support.
 - Time-sensitive information.
- 5.4 Monitor platform interaction
 - Direct messages.
 - Questions.
 - Comments requiring organizational response.
 - Potential misinformation.
 - Sensitive issues requiring escalation.

- 5.5 Route substantive inquiries to the appropriate functional owner

6. Key Task 6 - Maintain Direct and Personal Communication Capabilities

- 6.1 Recognize direct communication as part of the CCAC Communications system
 - Personal email.
 - Telephone calls.
 - Text messaging.
 - Direct messaging.
 - Virtual meetings.
 - In-person communication.
- 6.2 Support functional areas with communication tools where useful
 - Talking points.
 - Standardized information.
 - Contact information.
 - Follow-up templates.
 - Event information.
 - Frequently asked questions.
- 6.3 Preserve functional ownership of relationship-based communications
 - Membership owns relationship-based membership engagement.
 - Development owns donor, sponsor, grantor, and partner relationships.
 - Leadership owns appropriate institutional or governance relationships.
 - Communications provides communication support without displacing those relationships.

7. Key Task 7 - Maintain Administrative Access, Security, and Continuity

- 7.1 Maintain current administrative access records
 - Platform administrators.
 - Account recovery information.
 - Organizational ownership.
 - Appropriate backup administrators.
- 7.2 Avoid dependence on a single individual's personal account
 - Use organizational ownership where practical.
 - Maintain succession capability.
 - Preserve access during leadership transitions.
- 7.3 Coordinate appropriate security practices
 - Password protection.
 - Multi-factor authentication where available.
 - Access limitations.
 - Removal of access when no longer required.

- 7.4 Maintain transition procedures
 - Account transfer.
 - Platform orientation.
 - Current channel inventory.
 - Active communication requirements.
 - Administrative documentation.

LOE Effect

A coordinated and sustainable Communications channel infrastructure that provides CCAC reliable means to publish information, communicate directly with stakeholders, receive and route inquiries, support functional-area requirements, and preserve organizational communication capability through personnel and leadership transitions.

LOE 3 — Content Development, Editorial Management, and Publication

Operational Objective

Establish a disciplined content-development, editorial, and publication system that converts approved organizational information into accurate, clear, consistent, accessible, and professional communication products appropriate to the intended audience, purpose, and communication channel.

End State

CCAC routinely produces communication products that accurately reflect authoritative organizational information, are appropriately written and formatted for their intended audiences and channels, follow consistent organizational standards, and are published through repeatable review and quality-control procedures. Functional areas retain authority over substantive content within their responsibilities. Communications manages editorial development, production, adaptation, publication quality, and channel suitability. Marketing supports promotional positioning and presentation when required.

Key Tasks

1. Key Task 1 - Establish a Standard Content Development Process

- 1.1 Receive the approved communication requirement
 - Objective.
 - Audience.
 - Substantive information.
 - Desired action.
 - Timing.
 - Required channels.
- 1.2 Determine the communication product required
 - Website content.
 - Email.
 - Newsletter article.
 - Social media content.
 - Publication.
 - Announcement.
 - Direct communication tool.
 - Multi-channel package.
- 1.3 Determine required coordination
 - Functional owner.

- Marketing.
- Finance.
- Leadership.
- Institutional partner.
- Other appropriate stakeholders.
- 1.4 Develop the communication product
 - Draft.
 - Edit.
 - Format.
 - Review.
 - Approve.
 - Publish.

2. Key Task 2 - Establish Editorial Standards

- 2.1 Maintain clear organizational writing standards
 - Accuracy.
 - Clarity.
 - Conciseness.
 - Professional tone.
 - Appropriate terminology.
 - Consistent organizational naming.
- 2.2 Maintain terminology consistent with functional-area plans
 - Membership terminology.
 - Development terminology.
 - Finance terminology.
 - Organizational titles.
 - Program names.
- 2.3 Preserve approved Development terminology
 - Giving = ongoing, recurring, or scheduled financial support.
 - Donations = individual, unscheduled financial contributions.
 - Do not use these terms interchangeably.
- 2.4 Edit content for the intended audience
 - Alumni.
 - Members.
 - Donors.
 - Sponsors.
 - Institutions.
 - Cadets and families.

- Public audiences.
- Internal organizational audiences.

3. Key Task 3 - Maintain Communication Product Standards

- 3.1 Establish consistent formatting
 - Headings.
 - Organizational identification.
 - Dates.
 - Contact information.
 - Calls to action.
 - Links.
 - Image use.
- 3.2 Apply approved organizational visual standards
 - Logos.
 - Typography.
 - Graphic elements.
 - Approved organizational identity.
- 3.3 Coordinate promotional presentation with Marketing
 - Campaign graphics.
 - Promotional layouts.
 - Audience-facing campaign materials.
 - Major awareness initiatives.
- 3.4 Adapt products appropriately across channels
 - Do not simply duplicate the same format everywhere.
 - Preserve the substantive message.
 - Adjust length and presentation for channel requirements.
 - Maintain a consistent call to action.

4. Key Task 4 - Establish Content Review and Quality Control

- 4.1 Verify substantive accuracy
 - Functional owner validation.
 - Dates.
 - Names.
 - Amounts.
 - Eligibility.
 - Program terms.
 - Institutional references.
- 4.2 Conduct Communications quality review
 - Grammar.

- Readability.
- Formatting.
- Functional links.
- Image quality.
- Channel suitability.
- 4.3 Verify higher-risk information through the appropriate authority
 - Financial information through Finance.
 - Development terms through Development.
 - Membership requirements through Membership.
 - Policy through authorized leadership.
 - Institutional information through the appropriate relationship owner.
- 4.4 Apply an approval process proportionate to risk

5. Key Task 5 - Maintain a Coordinated Content and Publication Calendar

- 5.1 Identify recurring content requirements
 - Newsletter.
 - Events.
 - Membership campaigns.
 - Development activity.
 - Cadet and Battalion updates.
 - Recognition.
 - Organizational reporting.
- 5.2 Coordinate content across channels
 - Website.
 - Email.
 - Newsletter.
 - Social media.
 - Direct communication.
- 5.3 Sequence related information deliberately
 - Initial announcement.
 - Supporting information.
 - Reminder.
 - Event execution.
 - Follow-up.
 - Impact or outcome reporting.
- 5.4 Balance communication volume
 - Avoid overcommunication.
 - Avoid prolonged periods without meaningful communication.

- Prevent competing calls to action.

6. Key Task 6 - Manage Content Lifecycle and Corrections

- 6.1 Identify time-limited content
 - Events.
 - Deadlines.
 - Temporary programs.
 - Campaigns.
 - Leadership information.
- 6.2 Update or retire outdated content
- 6.3 Maintain authoritative current versions
 - Program information.
 - Forms.
 - Membership information.
 - Development opportunities.
 - Organizational documents intended for public use.
- 6.4 Correct inaccurate published information
 - Determine severity.
 - Correct the source.
 - Correct affected channels when necessary.
 - Notify audiences when the significance of the error warrants it.
- 6.5 Preserve appropriate historical materials
 - Newsletters.
 - Significant announcements.
 - Reports.
 - Historical articles.
 - Organizational milestones.

7. Key Task 7 - Support Functional Areas in Developing Communication Products

- 7.1 Support Membership
 - Recruitment materials.
 - Membership information.
 - Alumni engagement.
 - Event communication.
- 7.2 Support Development
 - Giving and Donation communication.
 - Patriot Program.
 - Brick Program after approval.
 - Sponsor recognition.

- Impact reporting.
 - Grant and partner communication support.
- 7.3 Support Finance
 - Publication of approved financial information.
 - Organizational financial reports intended for stakeholders.
- 7.4 Support Marketing
 - Campaign execution.
 - Content production.
 - Distribution.
 - Channel adaptation.
- 7.5 Support leadership and other organizational requirements

LOE Effect

A professional and repeatable editorial and publication system that converts authoritative CCAC information into accurate, consistent, audience-appropriate communication products while preserving clear substantive ownership and enabling coordinated publication across all organizational channels.

LOE 4 — Internal Communications and Organizational Information Flow

Operational Objective

Establish reliable internal information flow that enables CCAC leadership, functional areas, committees, project teams, and volunteers to receive the information required to coordinate activities, make decisions, execute responsibilities, and maintain organizational awareness without creating unnecessary communication burden or duplicative reporting.

End State

CCAC maintains a predictable internal Communications system in which appropriate organizational information reaches the people who require it, cross-functional dependencies are identified and coordinated, leadership receives necessary awareness of significant activities and issues, and functional areas can communicate and collaborate without unnecessary centralization. Communications facilitates organizational information flow but does not replace the responsibility of leaders and functional areas to directly coordinate matters within their own authority.

Key Tasks

1. Key Task 1 - Define Internal Communication Audiences and Requirements

- 1.1 Identify major internal audiences
 - President.
 - Executive Committee.
 - Functional Vice Presidents.
 - Committees.
 - Project teams.
 - Event teams.
 - Volunteers.
 - Other organizational participants.
- 1.2 Identify recurring information requirements
 - Organizational priorities.
 - Major events.
 - Functional dependencies.
 - Decisions affecting multiple areas.
 - Time-sensitive requirements.
 - Changes to plans, policies, programs, or responsibilities.
- 1.3 Match information to the audience requiring it

- Avoid indiscriminate distribution.
- Protect sensitive information.
- Maintain sufficient organizational awareness.

2. Key Task 2 - Establish Predictable Internal Information Flow

- 2.1 Maintain appropriate leadership communication mechanisms
 - Organizational email.
 - Meeting support.
 - Shared information resources where approved.
 - Routine leadership updates.
- 2.2 Maintain cross-functional awareness of significant activities
 - Membership campaigns.
 - Development campaigns.
 - Major events.
 - Institutional engagements.
 - Financial deadlines.
 - Communication campaigns.
- 2.3 Distribute approved organizational decisions when necessary
 - Policy changes.
 - Program approvals.
 - Leadership changes.
 - Organizational procedures.
 - Significant deadlines.
- 2.4 Ensure Communications requirements resulting from decisions are captured and executed

3. Key Task 3 - Support Cross-Functional Coordination

- 3.1 Identify communications involving multiple functional areas
- 3.2 Identify the primary functional owner
- 3.3 Identify supporting functions
- 3.4 Identify information that must be exchanged
- 3.5 Establish timing and coordination requirements
- 3.6 Prevent inconsistent internal direction

4. Key Task 4 - Support Committee, Project, and Volunteer Communications

- 4.1 Provide communication capabilities appropriate to organizational needs
- 4.2 Maintain current contact and distribution information
- 4.3 Communicate volunteer requirements and opportunities when requested by the functional owner
- 4.4 Support event and project communication

- 4.5 Avoid assuming operational control of the committee, event, or project

5. Key Task 5 - Establish Internal Feedback and Information Routing

- 5.1 Provide mechanisms for internal participants to raise communication requirements
- 5.2 Route questions to the responsible functional owner
- 5.3 Identify recurring communication gaps
- 5.4 Elevate unresolved cross-functional conflicts when necessary
- 5.5 Incorporate lessons into communication procedures

6. Key Task 6 - Preserve Appropriate Internal Information Control

- 6.1 Distinguish information intended for
 - Public release.
 - Member distribution.
 - Leadership distribution.
 - Limited internal distribution.
- 6.2 Avoid unnecessary dissemination of sensitive information
- 6.3 Coordinate privacy and data-protection requirements
- 6.4 Ensure public release occurs through the appropriate process

LOE Effect

A reliable internal information-flow system that improves organizational awareness and coordination, preserves functional responsibility, reduces duplication, and ensures significant requirements and decisions reach the appropriate CCAC leaders and participants.

LOE 5 — External Communications and Stakeholder Information Delivery

Operational Objective

Establish a coordinated external Communications system that delivers accurate, timely, relevant, and audience-appropriate information to CCAC's alumni, members, prospective members, supporters, cadets, families, institutional partners, businesses, community organizations, and other stakeholders through the appropriate communication channels.

End State

CCAC communicates consistently and professionally with its external audiences, provides stakeholders clear access to organizational information and appropriate opportunities for engagement, supports functional-area objectives without duplicating their responsibilities, and maintains a recognizable and trustworthy organizational voice across communication channels.

Key Tasks

1. Key Task 1 - Identify and Segment External Stakeholder Audiences

- 1.1 Alumni
 - Members.
 - Prospective members.
 - Disconnected alumni.
 - Class-year and cohort groups.
- 1.2 Cadet and family audiences
 - Current cadets when appropriate.
 - Parents and families.
 - Former cadre.
- 1.3 Development audiences
 - Giving participants.
 - Donors.
 - Sponsors.
 - Major-gift prospects.
 - Foundations.
 - Institutional partners.
- 1.4 Institutional audiences
 - UTA.
 - Military Science.
 - Other universities and colleges supporting the ROTC program.

- Veteran and military organizations.
 - Civic and community organizations.
- 1.5 Business and public audiences
 - Companies.
 - Corporate partners.
 - Community stakeholders.
 - General public.
 - Media when appropriate.

2. Key Task 2 - Develop Audience-Appropriate Communication Approaches

- 2.1 Determine what each audience needs to know
- 2.2 Determine why the information matters to the audience
- 2.3 Determine the desired action when applicable
- 2.4 Determine the appropriate channel or combination of channels
- 2.5 Coordinate promotional strategy with Marketing when required

3. Key Task 3 - Support Membership Communications

- 3.1 Publish approved membership eligibility information
- 3.2 Support recruitment campaigns
- 3.3 Communicate membership options and enrollment pathways
- 3.4 Support alumni-engagement communications
- 3.5 Support class, cohort, event, and relationship-based efforts
- 3.6 Maintain Membership as the owner of recruitment strategy, membership structure, and substantive membership messaging

4. Key Task 4 - Support Development Communications

- 4.1 Publish approved Development information
 - Patriot Program.
 - Giving.
 - Donations.
 - Sponsorships.
 - Grant-supported activities.
 - Brick Program after approval.
 - Major and legacy Giving information.
- 4.2 Support Development campaigns
- 4.3 Support supporter recognition
- 4.4 Support stewardship and impact communication
- 4.5 Support corporate and institutional communications
- 4.6 Maintain Development as the owner of prospect relationships, cultivation, solicitation, Development opportunities, and stewardship strategy

5. Key Task 5 - Support Institutional and Partner Communications

- 5.1 Maintain professional communication with UTA and Military Science
- 5.2 Support communication involving partner universities and colleges
- 5.3 Support foundation, veteran, military, civic, and community relationships
- 5.4 Support corporate and business partnerships
- 5.5 Coordinate with the functional relationship owner before communicating commitments or representations
- 5.6 Preserve CCAC's independent nonprofit identity and governance

6. Key Task 6 - Maintain Public-Facing Organizational Communications

- 6.1 Publish approved organizational information
 - Mission.
 - Leadership.
 - Programs.
 - Events.
 - History.
 - Organizational accomplishments.
- 6.2 Maintain accurate public contact information
- 6.3 Provide clear stakeholder pathways for
 - Membership.
 - Support.
 - Events.
 - Contact.
 - Volunteer participation.
 - Other approved activities.
- 6.4 Coordinate routine public inquiries
- 6.5 Elevate significant media or public inquiries according to LOE 6

7. Key Task 7 - Manage External Incoming Communications

- 7.1 Monitor general public-facing intake channels
- 7.2 Acknowledge inquiries when appropriate
- 7.3 Route inquiries to the authoritative functional owner
- 7.4 Track follow-up when necessary
- 7.5 Identify recurring stakeholder questions
- 7.6 Use recurring questions to improve published information and frequently asked questions

8. Key Task 8 - Maintain Consistency Across External Communications

- 8.1 Maintain consistent organizational identity

- 8.2 Maintain consistent terminology
- 8.3 Deconflict competing messages
- 8.4 Maintain authoritative program information
- 8.5 Correct outdated information
- 8.6 Ensure that statements involving another institution or partner are appropriately coordinated

LOE Effect

A coordinated external Communications system that consistently delivers useful, accurate, and professional information to CCAC's stakeholders, supports Membership, Development, Marketing, Finance, leadership, and organizational programs within clear functional boundaries, and strengthens stakeholder understanding, trust, participation, and connection to CCAC.

LOE 6 — Crisis, Sensitive, and Time-Critical Communications

Operational Objective

Establish a disciplined process for rapidly coordinating, approving, and distributing accurate information during urgent, sensitive, legally significant, reputationally significant, or rapidly developing situations while preserving appropriate leadership authority, functional expertise, institutional coordination, and organizational credibility.

End State

CCAC can respond to significant or time-critical communication requirements through an established system that rapidly identifies the issue, determines the responsible authority, verifies available information, establishes an approved organizational position, designates appropriate spokespersons or communication channels, monitors subsequent developments, corrects misinformation when necessary, and preserves appropriate records of significant communications. Routine issues remain within delegated Communications authority, while significant legal, reputational, financial, policy, institutional, or organizational matters are elevated to the appropriate leadership level.

Key Tasks

1. Key Task 1 - Establish Sensitive and Crisis Communications Categories

- 1.1 Identify matters potentially requiring elevated coordination
 - Legal or regulatory matters.
 - Tax-exempt or nonprofit-status matters.
 - Significant financial issues.
 - Public controversy.
 - Significant reputational issues.
 - Serious complaints.
 - Sensitive personnel matters.
 - Institutional disputes.
 - Data or privacy incidents.
 - Major event disruptions.
 - Death or memorial notifications.
 - Safety or security concerns.
 - Significant misinformation.
 - Other matters with material organizational impact.
- 1.2 Distinguish routine urgent information from crisis communication
 - Event cancellation.

- Schedule change.
- Weather-related adjustment.
- Deadline change.
- Other routine time-sensitive announcements.

2. Key Task 2 - Establish Escalation and Notification Procedures

- 2.1 Identify the responsible substantive owner
- 2.2 Notify the Vice President for Communications
- 2.3 Notify the President when required
- 2.4 Elevate to the Executive Committee when authority, risk, or policy requires
- 2.5 Coordinate with Finance, Development, Membership, Marketing, or other functional areas as appropriate
- 2.6 Coordinate with UTA, Military Science, or other institutions when the matter involves their responsibilities or interests

3. Key Task 3 - Establish Communication Authority and Spokesperson Responsibility

- 3.1 Determine who is authorized to speak for CCAC
- 3.2 Designate a lead spokesperson when required
- 3.3 Coordinate subject-matter support
- 3.4 Prevent multiple conflicting organizational responses
- 3.5 Direct significant media inquiries to the authorized spokesperson
- 3.6 Preserve routine functional communication authority when elevated control is unnecessary

4. Key Task 4 - Develop and Verify Sensitive Communications

- 4.1 Establish known facts
- 4.2 Separate confirmed information from assumptions
- 4.3 Determine what information may appropriately be released
- 4.4 Obtain functional validation
- 4.5 Obtain leadership approval when required
- 4.6 Avoid speculation
- 4.7 Protect private, legally sensitive, donor-sensitive, financial, or personnel information

5. Key Task 5 - Execute Time-Critical Communications

- 5.1 Select the appropriate channel
 - Website.
 - Email.
 - Social media.
 - Direct stakeholder notification.

- Leadership communication.
 - Other approved methods.
- 5.2 Determine appropriate audience
- 5.3 Determine publication sequence
- 5.4 Publish the approved information
- 5.5 Update information as the situation changes

6. Key Task 6 - Monitor Response and Emerging Information

- 6.1 Monitor incoming inquiries
- 6.2 Monitor relevant public or stakeholder response
- 6.3 Identify misinformation or confusion
- 6.4 Determine whether clarification or correction is required
- 6.5 Coordinate subsequent responses with the responsible authority

7. Key Task 7 - Conduct Post-Event Communications Review

- 7.1 Review what information was communicated
- 7.2 Review timeliness
- 7.3 Review approval and coordination
- 7.4 Identify communication gaps
- 7.5 Update procedures
- 7.6 Preserve significant records where appropriate

LOE Effect

A disciplined sensitive and crisis Communications capability that allows CCAC to respond rapidly and accurately to significant organizational situations, maintains clear approval and spokesperson authority, reduces legal and reputational risk, preserves institutional relationships, and sustains stakeholder trust during periods when effective communication is most consequential.

LOE 7 — Communications Tracking, Analytics, and Optimization

Operational Objective

Establish a Communications tracking, reporting, and assessment system that allows CCAC to measure communication reach, delivery, audience engagement, responsiveness, channel performance, and campaign-support effectiveness and use those results to improve future communication activity.

End State

CCAC maintains a practical Communications performance-management system that provides leadership and functional owners useful information about channel effectiveness, audience response, communication reach, stakeholder inquiries, and major campaign performance. Communications uses available data to improve channels, content, timing, audience segmentation, and publication practices while maintaining placeholders for future measurable targets without requiring restructuring of the Strategic Plan.

Key Tasks

1. Key Task 1 - Define Communications Performance Categories

- 1.1 Measure reach
 - Audience size.
 - Distribution.
 - Website visibility.
 - Social reach.
 - Newsletter distribution.
- 1.2 Measure delivery
 - Email delivery.
 - Failed delivery.
 - Distribution-list accuracy.
 - Publication completion.
- 1.3 Measure engagement
 - Opens where available.
 - Click-through.
 - Website actions.
 - Social interaction.
 - Newsletter engagement.
 - Event-related response.
- 1.4 Measure stakeholder response

- Inquiries.
 - Replies.
 - Requests for information.
 - Referrals.
 - Desired actions when attributable.
- 1.5 Measure channel health
 - Reliability.
 - Account access.
 - Currency.
 - Publication frequency.
 - Administrative continuity.

2. Key Task 2 - Track Channel Performance

- 2.1 Website
 - Traffic.
 - Page use.
 - Referral sources where available.
 - Key actions.
 - Content performance.
- 2.2 Email
 - Delivery.
 - Opens where available.
 - Click-through.
 - Unsubscribes.
 - Failed addresses.
- 2.3 Newsletter
 - Distribution.
 - Engagement.
 - Link use.
 - Audience response.
- 2.4 Social media
 - Reach.
 - Engagement.
 - Audience growth.
 - Referral activity.
 - Direct inquiries.
- 2.5 Other channels
 - Evaluate when useful and reasonably measurable.

3. Key Task 3 - Track Communications Support to Functional-Area Campaigns

- 3.1 Membership
 - Campaign reach.
 - Channel response.
 - Traffic to membership enrollment.
 - Communications-source attribution when reasonably available.
- 3.2 Development
 - Campaign reach.
 - Giving or Donation pathway traffic.
 - Sponsor and partner communication response.
 - Stewardship communication performance.
- 3.3 Marketing
 - Promotional campaign channel performance.
 - Audience response.
 - Channel effectiveness.
- 3.4 Other organizational programs
 - Event registration.
 - Volunteer response.
 - Informational campaign response.
 - Other measurable desired actions.
- 3.5 Preserve functional ownership of ultimate program performance
 - Communications reports communication performance.
 - Membership measures Membership results.
 - Development measures Development results.
 - Finance reports authoritative financial results.
 - Marketing assesses campaign strategy and promotional effectiveness.

4. Key Task 4 - Track Incoming Communications and Responsiveness

- 4.1 Track general inquiries where useful
 - Type.
 - Source.
 - Functional destination.
- 4.2 Identify recurring questions
- 4.3 Identify unanswered or delayed inquiries
- 4.4 Identify routing problems
- 4.5 Use inquiry trends to improve website and published information
- 4.6 Establish future response-performance targets when approved

5. Key Task 5 - Establish a Communications Reporting Rhythm

- 5.1 Provide routine Communications updates
 - Major publications.
 - Channel issues.
 - Significant audience activity.
 - Upcoming requirements.
- 5.2 Provide periodic performance reporting
 - Website.
 - Email.
 - Newsletter.
 - Social media.
 - Major campaign support.
 - Incoming communication patterns.
- 5.3 Conduct an annual Communications review
 - Channel performance.
 - Audience trends.
 - Content performance.
 - Functional-area support.
 - Platform requirements.
 - Lessons learned.
 - Recommended changes.

6. Key Task 6 - Use Communications Data to Improve Performance

- 6.1 Identify high-performing channels
- 6.2 Identify effective content types
- 6.3 Identify preferred audience communication patterns
- 6.4 Identify low-performing or redundant activity
- 6.5 Improve timing
- 6.6 Improve segmentation
- 6.7 Improve calls to action
- 6.8 Adjust channel emphasis where supported by evidence

7. Key Task 7 - Maintain Future Performance Targets

- 7.1 Maintain placeholders for approved targets
 - Website reach.
 - Email performance.
 - Newsletter performance.
 - Social media performance.
 - Audience growth.

- Inquiry response.
- Publication reliability.
- Campaign-support performance.
- 7.2 Establish targets only after leadership approval
- 7.3 Review targets as Communications capability matures
- 7.4 Avoid treating activity volume alone as evidence of effectiveness

8. Key Task 8 - Protect Communications Data and Institutional Knowledge

- 8.1 Limit access to sensitive audience information
- 8.2 Maintain appropriate platform-data security
- 8.3 Preserve historical Communications performance information
- 8.4 Maintain dashboard and reporting continuity
- 8.5 Transfer Communications records during leadership transitions

LOE Effect

A disciplined Communications performance system that measures reach, delivery, engagement, responsiveness, channel health, and campaign support and uses the results to improve CCAC communications.

Appendix

Plans & Concepts

The following supporting plans, policies, procedures, concepts, and implementation tools may be developed under or in support of this Strategic Plan:

- Communications Request and Intake Procedure.
- Communications Functional Ownership and Approval Matrix.
- Communications Calendar and Publication Planning Procedure.
- Website Content Governance and Maintenance Procedure.
- Website Content Review Schedule.
- Organizational Email and Distribution-List Procedures.
- Reveille Newsletter Editorial and Publication Guide.
- Social Media Administration and Publication Guide.
- Direct Communication and Stakeholder Response Guidelines.
- Communications Editorial and Writing Standards.
- Communications Production and Formatting Standards.
- Communications Account Access and Continuity Procedure.
- Incoming Inquiry Routing and Response Procedure.
- Crisis, Sensitive, and Time-Critical Communications Plan.
- Media Inquiry and Spokesperson Procedures.
- Communications Records and Archive Procedure.
- Communications Analytics Dashboard.
- Communications Performance Reporting Template.
- Marketing-Communications Campaign Coordination Procedure.
- Membership-Communications Coordination Procedure.
- Development-Communications Coordination Procedure.
- Finance-Communications Information Verification Procedure.
- Institutional Communications Coordination Procedure.
- Communications Leadership Transition Checklist.