

CCAC Strategic Plan

HISTORIAN

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COUNCIL HISTORIAN |

Cadet Corps Alumni Council

Strategic Plan for Council Historian

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Executive Introduction

The Cadet Corps Alumni Council (CCAC) Historian Strategy is built on a structured Lines of Effort (LOE) framework designed to discover, collect, authenticate, preserve, interpret, and sustain the history, traditions, heritage, and institutional memory of the Maverick Battalion, its predecessor Cadet Corps and ROTC organizations, and the Cadet Corps Alumni Council.

Historical preservation is broader than maintaining old records. It is a continuing institutional system that connects historical research, archival preservation, traditions, photographs, artifacts, oral histories, publications, physical displays, current-event documentation, and external historical relationships. Effective historical stewardship requires CCAC to know what historical material exists, determine what is accurate, preserve vulnerable resources, document the traditions and organizations that define the Corps, present its history meaningfully, and deliberately capture today's history for future generations.

The Council Historian serves as CCAC's primary functional owner for historical research, historical authentication, heritage documentation, historical collections, archival preservation, historical interpretation, and the continuing historical record. The Historian is responsible to the President for ensuring that the history and traditions of the Corps are maintained and works closely with the Military Science Department on matters of history and tradition.

The Historian operates in coordination with other CCAC officers, Military Science, UTA, and appropriate historical and archival institutions while maintaining primary responsibility for CCAC's historical research, preservation, heritage stewardship, and historical record. Where historical activities intersect with another functional area, the Historian provides the historical expertise, documentation, and authentication necessary to support that function without assuming its responsibilities.

The Historian Strategy is designed to function as a complete historical-management lifecycle. It identifies and collects source material; researches and authenticates the

historical record; organizes and preserves archives and artifacts; sustains traditions and institutional memory; maintains and interprets the physical Hall of Honor and other heritage displays; develops productive historical relationships; and establishes an annual system for photographing and documenting today's cadets, organizations, and significant events.

The Full System

Stage	LOE	Strategic Question
WHAT EXISTS	LOE 1	What historical records, photographs, publications, artifacts, and other sources exist, and where are they located?
WHAT IS TRUE	LOE 2	How do we research, authenticate, reconcile, and document the authoritative historical record?
PROTECT IT	LOE 3	How do we organize, preserve, digitize, and manage historical materials so they remain available for future generations?
WHAT DEFINES US	LOE 4	Which traditions, organizations, people, events, and shared experiences define the heritage of the Maverick Battalion and CCAC?
PRESENT THE LEGACY	LOE 5	How do we preserve and present the Hall of Honor, historical exhibits, memorials, and other heritage resources so the legacy can be understood and experienced?
CAPTURE TODAY	LOE 6	How do we document today's cadets, organizations, activities, and milestones so today's history is available to future generations?

The Historical Management Lifecycle

- 1. Discover the record** — LOE 1: Historical Collection and Source Development
- 2. Establish the record** — LOE 2: Historical Research, Verification, and Documentation
- 3. Preserve the record** — LOE 3: Archival Preservation and Historical Resource Management
- 4. Sustain the heritage** — LOE 4: Traditions, Heritage, and Institutional Memory
- 5. Present the legacy** — LOE 5: Hall of Honor, Historical Exhibits, and Heritage Interpretation
- 6. Capture today's history** — LOE 6: Contemporary History Capture and Historical Continuity

Discover > Collect > Authenticate > Preserve > Interpret > Share > Capture > Sustain

Strategic Insight

The strength of this framework is that it treats history as a continuing institutional system rather than a collection of disconnected photographs, documents, artifacts, and stories. Historical material that has not been identified cannot be preserved. Material that has been collected but not authenticated can perpetuate inaccuracies. Records that are accurate but poorly organized become difficult to retrieve and use. Traditions that are not documented can disappear as generations change, and historical programs that focus only on the past eventually recreate the same gaps if current events are not deliberately preserved.

CCAC already depends on historical resources for other purposes. ROTC records, commissioning programs, Reveille issues, yearbooks, photographs, former team members, histories, and The Shorthorn can all support future alumni identification, Hall of Honor research, heritage education, publications, and organizational continuity. A deliberate Historian system therefore creates value well beyond preservation alone.

A particular near-term priority is the historical collection located within the ROTC Department library. Important documentation is present, but disorganization creates a risk that significant materials may become inaccessible, deteriorate, or be lost through turnover. The Historian should lead a coordinated recovery, assessment, organization, cataloging, and preservation effort with Military Science, appropriate university library personnel, and when practical a qualified library-science student, intern, practicum participant, librarian, or archivist.

The Historian must also establish a forward-looking preservation system. Annual photography and documentation of current cadets can create a continuing digital yearbook and historical visual record. Over time, these records will preserve photographs of alumni as cadets, provide names and affiliations, record teams and leadership positions, and materially improve CCAC's ability to identify and reconnect eligible alumni in future decades.

By aligning all six LOEs, CCAC can create a historical system that discovers the past, establishes what is accurate, protects vulnerable collections, preserves traditions, maintains significant physical heritage, and continuously records the present.

Purpose of This Plan

This plan provides CCAC leadership with a practical strategic framework for the Council Historian. It translates the Historian's broad responsibility for Corps history and traditions into organized Lines of Effort that can be assigned, tracked, measured, and refined over time.

The plan establishes a coordinated system for historical source development, research and verification, archival preservation, recovery and organization of the ROTC historical library, documentation of traditions and organizational heritage, stewardship of the physical Hall of Honor, historical exhibits and interpretation, institutional historical relationships, annual cadet photography and digital yearbooks, contemporary-history capture, and continuity between successive Historians.

The plan is designed to preserve a historical record that remains useful to current cadets, alumni, CCAC leaders, Military Science, researchers, and future generations while keeping normal coordination requirements subordinate to the Historian's central preservation mission.

Desired End State

The desired end state is a comprehensive, accurate, organized, accessible, and continuously expanding historical record of the Maverick Battalion, its predecessor Cadet Corps and ROTC organizations, and the Cadet Corps Alumni Council.

CCAC maintains a documented network of historical sources and repositories; significant historical materials are cataloged and protected; the ROTC historical library is organized and sustainable; photographs, rosters, publications, oral histories, artifacts, and other resources can be readily located; and historical information is supported by documented sources and provenance whenever reasonably possible.

The traditions, organizations, special teams, significant events, notable people, and institutional lineage of the Corps are documented sufficiently to survive generational and leadership transitions. The physical Hall of Honor is maintained as an accurate and dignified historical display of officially inducted members, with corresponding historical files and digital records.

CCAC maintains productive historical relationships with Military Science, UTA Libraries and Special Collections, The Shorthorn, appropriate university organizations, the National Medal of Honor Museum, alumni, former cadre, and other historical institutions. Each academic year, CCAC deliberately creates an annual historical visual record of the Battalion, including cadet photographs and appropriate identifying information, producing a continuing digital yearbook resource that preserves the appearance and composition of the Corps and supports future alumni identification.

The Historian system is structured so measurable targets for collections processed, records digitized, oral histories completed, Hall of Honor records verified, cadet photographs captured, historical gaps resolved, and other performance indicators can be established later without restructuring the plan.

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, and relationships required to execute Supporting Tasks. They highlight 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 historical-management system and long-term organizational success.

End State - The End State defines the sustained condition that should exist when the LOE has been successfully completed. It describes what success ultimately looks like, incorporates the cumulative results of the LOE, and establishes the condition that must be achieved for the LOE to be considered successful.

Example Structure

LOE 1 — Historical Collection and Source Development

Operational Objective

Establish a comprehensive and continually expanding network of historical sources and repositories containing records relevant to the Maverick Battalion, its predecessor organizations, and CCAC.

End State

CCAC maintains a documented historical source network that identifies significant collections, repositories, individuals, publications, records, photographs, artifacts, and other resources and provides the Historian reliable pathways for continuing historical research and preservation.

Key Tasks

1. **Key Task 1 - Map historical repositories and source owners**
 - 1.1 Supporting Task
 - Enabling Resource
2. Key Task 2 - Establish historical collection procedures
3. Key Task 3 - Develop university and Military Science historical sources
4. Key Task 4 - Develop alumni and former cadre sources
5. Key Task 5 - Maintain a historical source index

LOE Effect

A comprehensive and continually expanding historical-source network that allows CCAC to systematically discover, locate, collect, research, authenticate, and preserve the historical record of the Maverick Battalion and CCAC.

LOE 1 — Historical Collection and Source Development

Operational Objective

Establish a systematic historical collection and source-development program that identifies, locates, accesses, and documents records, photographs, publications, artifacts, oral-history sources, and other materials relevant to the Maverick Battalion, its predecessor Cadet Corps and ROTC organizations, CCAC, special teams, alumni, former cadre, and significant events.

Discover > Locate > Access > Document > Prioritize > Preserve

End State

CCAC maintains a comprehensive and continually expanding historical source network that identifies where significant historical materials are located, who controls or owns them, how they may be accessed, their historical significance, and their preservation or research status. Historical sources held by CCAC, Military Science, UTA, alumni, former cadre, families, publications, libraries, archives, and other institutions can be systematically located and incorporated into the broader historical-management system.

Key Tasks

1. Key Task 1 - Map Historical Repositories and Source Owners

- 1.1 Identify UTA historical repositories.
 - UTA Libraries.
 - Special Collections.
 - University archives and other appropriate repositories.
 - Historical photographic collections.
 - Digitized collections and finding aids.
- 1.2 Establish The Shorthorn as a recurring historical research source.
 - Historical articles concerning the Cadet Corps, ROTC, Maverick Battalion, special teams, ceremonies, awards, alumni, cadre, and significant events.
 - Photographs and captions.
 - Names, dates, organizations, and contemporary descriptions.
 - Searchable digital and physical historical issues.
- 1.3 Identify Military Science historical sources.
 - ROTC records.
 - Commissioning records and programs.
 - Cadet rosters.

- Photographs.
- Training and event programs.
- Unit histories.
- Special-team records.
- Historical correspondence and publications.
- 1.4 Identify historical resources within the ROTC Department library.
 - Books.
 - Documents.
 - Rosters.
 - Photographs.
 - Publications.
 - Programs.
 - Memorabilia.
 - Other historically significant material.
- 1.5 Identify external repositories and source owners.
 - Alumni and former cadre.
 - Families.
 - Former team captains and members.
 - Partner universities and colleges associated with the ROTC program.
 - Libraries, archives, museums, historical organizations, and other repositories.

2. Key Task 2 - Establish Historical Collection and Acquisition Procedures

- 2.1 Establish procedures for receiving or accessing historical material.
 - Permanent transfer or gift of historical material when appropriate.
 - Temporary loan.
 - Digital copy.
 - Scan or photograph while the original remains with the owner.
 - Reference-only access.
- 2.2 Record provenance and source information.
 - Source or owner.
 - Date received or accessed.
 - Original or reproduction status.
 - Known creator or photographer.
 - Relevant dates.
 - Restrictions or conditions.
- 2.3 Preserve ownership distinctions.
 - Do not treat material accessed through UTA, Military Science, alumni, museums, or other repositories as CCAC-owned unless formally transferred.

- Maintain attribution and repository information.
- 2.4 Establish procedures for temporary loans and borrowed artifacts.
 - Document custody and condition.
 - Record return requirements.
 - Record restrictions on display, reproduction, or publication.

3. **Key Task 3 - Conduct Systematic Historical Source Development**

- 3.1 Develop recurring research themes.
 - Cadet Corps and ROTC organizational history.
 - Maverick Battalion lineage.
 - Commissioning classes and cadet leadership.
 - Special teams and competitions.
 - Military Ball and other traditions.
 - Hall of Honor.
 - Significant alumni, cadre, and institutional events.
- 3.2 Conduct systematic searches of The Shorthorn and university collections.
 - Search by date.
 - Search by individual name.
 - Search by team or organization.
 - Search by event.
 - Search by terminology used during different historical periods.
- 3.3 Record citations and source locations sufficient to relocate supporting evidence.
- 3.4 Identify gaps in the historical record and prioritize future searches.

4. **Key Task 4 - Develop Alumni and Former Cadre Historical Sources**

- 4.1 Invite alumni and former cadre to identify historical materials in their possession.
 - Photographs.
 - Yearbooks.
 - Programs and rosters.
 - Orders and news articles.
 - Team memorabilia.
 - Personal recollections and correspondence.
- 4.2 Identify historically knowledgeable alumni and former cadre.
 - Long-serving faculty and cadre.
 - Former cadet leaders.
 - Special-team members.
 - CCAC founders and former officers.
 - Participants in significant events.
- 4.3 Capture information concerning unidentified historical photographs.

- Names.
- Dates.
- Location.
- Event.
- Unit or team affiliation.
- 4.4 Coordinate historical collection outreach when broader alumni contact is required.
 - Historian defines the historical material sought.
 - Membership may assist with alumni identification and contact.
 - Communications may assist with approved distribution.

5. **Key Task 5 - Maintain a Historical Source Index**

- 5.1 Maintain a searchable index of historical sources.
 - Repository.
 - Collection.
 - Subject.
 - Date range.
 - Format.
 - Location.
 - Access status.
 - Digitization status.
- 5.2 Identify priority sources requiring preservation or digitization.
- 5.3 Link related sources where appropriate.
 - Photograph to roster.
 - Article to event.
 - Biography to commissioning class.
 - Team roster to yearbook photograph.
- 5.4 Maintain the index through Historian transitions.

LOE Effect

A comprehensive and continually expanding historical-source network that provides CCAC visibility of existing historical material, reduces dependence on fragmented institutional memory, supports systematic research, and provides the foundation for authentication, preservation, historical interpretation, alumni identification, and future heritage programs.

LOE 2 — Historical Research, Verification, and Documentation

Operational Objective

Establish a disciplined historical research and verification system that evaluates sources, resolves discrepancies, documents provenance, develops authoritative historical narratives, and provides CCAC reliable historical information concerning the Maverick Battalion, predecessor organizations, CCAC, special teams, traditions, significant people, and significant events.

Research > Corroborate > Reconcile > Document > Verify > Maintain

End State

CCAC maintains a documented and increasingly authoritative historical record supported by identifiable sources, research files, photographs, publications, oral histories, and corroborating evidence. Material historical claims can be traced to supporting documentation whenever reasonably possible, conflicting accounts are identified rather than silently resolved, and historical information used in CCAC programs, displays, publications, membership research, and commemorative activities is accurate and defensible.

Key Tasks

1. Key Task 1 - Establish Historical Research and Verification Standards

- 1.1 Establish basic source categories.
 - Contemporary primary sources.
 - Official records.
 - Photographs and captions.
 - Newspaper accounts.
 - Published histories.
 - Oral histories and personal recollections.
 - Secondary research.
- 1.2 Distinguish documented fact from recollection, interpretation, and unresolved information.
- 1.3 Require source attribution for significant historical conclusions whenever reasonably possible.
- 1.4 Preserve conflicting accounts when available evidence does not support a definitive conclusion.

2. Key Task 2 - Develop an Authoritative Historical Chronology

- 2.1 Establish significant dates and periods.
 - Creation and evolution of predecessor cadet organizations.
 - ROTC and Maverick Battalion organizational development.
 - Special-team history.
 - Significant institutional changes.
 - Major ceremonies and events.
 - CCAC formation and development.
- 2.2 Identify gaps and unresolved periods.
- 2.3 Update the chronology as new evidence is discovered.
- 2.4 Preserve supporting documentation for significant entries.

3. Key Task 3 - Research Significant People, Organizations, and Events

- 3.1 Develop historical files on notable individuals.
 - Hall of Honor inductees.
 - Medal of Honor recipients connected to the Corps or Battalion.
 - Significant cadet leaders.
 - Cadre.
 - Alumni.
 - CCAC leaders.
- 3.2 Develop organizational histories.
 - Maverick Battalion.
 - Predecessor Cadet Corps organizations.
 - Sam Houston Rifles.
 - Ranger Challenge and predecessor competition teams.
 - Rifle, pistol, color guard, and other documented teams or organizations.
- 3.3 Document significant events and milestones.
 - Commissionings.
 - Competitions.
 - Ceremonies.
 - Institutional changes.
 - Major achievements.
 - Significant commemorations.

4. Key Task 4 - Establish an Oral History Program

- 4.1 Identify priority interview subjects.
 - Older alumni.
 - Former cadre.
 - Former CCAC officers.
 - Team members.
 - Individuals connected to poorly documented periods.

- 4.2 Develop standardized interview guidance.
- 4.3 Record interviews when permission is provided.
 - Audio.
 - Video.
 - Written transcript or interview summary.
- 4.4 Capture contextual information.
 - Dates of participation.
 - Unit or team.
 - Position.
 - Individuals discussed.
 - Events discussed.
- 4.5 Preserve oral histories as historical sources while distinguishing recollection from independently verified fact.

5. Key Task 5 - Resolve Historical Gaps and Conflicting Information

- 5.1 Identify unresolved questions.
- 5.2 Search multiple independent sources where available.
- 5.3 Document corrections to prior historical information.
- 5.4 Preserve the basis for significant corrections.
- 5.5 Avoid altering historical records merely to conform to current expectations or assumptions.

6. Key Task 6 - Provide Historical Verification Support to CCAC

- 6.1 Verify historical information used in CCAC publications and displays.
- 6.2 Provide historical evidence useful for alumni identification.
 - Historical rosters.
 - Photographs.
 - Class-year information.
 - Team participation.
 - Cadet-era documentation.
- 6.3 Support Hall of Honor research when requested.
 - Historical research supports the process but does not replace nomination, selection, or induction responsibilities.
- 6.4 Provide authenticated historical content for CCAC use.
 - Historian owns historical accuracy and source verification.
 - The responsible functional area retains ownership of its underlying program or objective.

7. Key Task 7 - Maintain Historical Research Files

- 7.1 Maintain research notes and source references.
- 7.2 Preserve working files supporting historical conclusions.
- 7.3 Maintain subject files for recurring research areas.

- 7.4 Preserve research continuity for future Historians.

LOE Effect

An increasingly authoritative and documented historical record that allows CCAC to confidently explain its history, correct inaccuracies, support organizational programs with reliable evidence, identify former cadets more effectively, and preserve historical knowledge in a form that can withstand leadership and generational transitions.

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LOE 3 — Archival Preservation and Historical Resource Management

Operational Objective

Establish a sustainable archival-preservation and historical-resource-management system that organizes, catalogs, digitizes, protects, and makes retrievable significant records, photographs, publications, artifacts, and other historical materials, with particular emphasis on recovering and organizing the existing ROTC Department historical library.

Assess > Stabilize > Organize > Catalog > Digitize > Protect > Retrieve

End State

CCAC and its partners maintain an organized and sustainable historical-resource system in which significant materials can be located, identified, protected, and used. The ROTC Department historical library has been assessed, organized, cataloged, and placed under a sustainable management process in coordination with Military Science and appropriate university or professional archival resources. Priority historical materials are digitized when appropriate, historical collections have sufficient metadata to remain useful, and preservation systems remain functional through leadership transitions.

Key Tasks

1. Key Task 1 - Assess and Recover the ROTC Historical Library

- 1.1 Coordinate with Military Science to conduct an initial assessment.
 - Collection size.
 - Material types.
 - Current organization.
 - Physical condition.
 - Ownership and custody.
 - Immediate risks.
 - Access limitations.
- 1.2 Identify historically significant materials requiring immediate protection.
 - Unique documents.
 - Photographs.
 - Rosters.
 - Publications.
 - Historical programs.
 - Fragile materials.
 - Irreplaceable records.

- 1.3 Separate historical-resource management from routine administrative disposition.
 - Do not discard materials merely because their administrative usefulness has ended.
 - Coordinate uncertain materials with appropriate records or archival personnel before disposal.
- 1.4 Establish priorities for stabilization, organization, cataloging, and digitization.

2. **Key Task 2 - Organize and Catalog the ROTC Historical Library**

- 2.1 Develop an appropriate classification and cataloging structure.
 - Subject.
 - Date.
 - Organization.
 - Individual.
 - Format.
 - Collection or provenance.
- 2.2 Coordinate professional or academic assistance where practical.
 - UTA Libraries.
 - Special Collections.
 - Appropriate university faculty or staff.
 - Qualified library-science or archival student.
 - Internship or practicum participant.
 - Professional librarian or archivist when available.
- 2.3 Develop a finding aid or searchable catalog.
- 2.4 Establish physical arrangement standards that can be maintained after the initial recovery project.
- 2.5 Document shelf, box, folder, or other storage locations as appropriate.

3. **Key Task 3 - Establish Digital Preservation and Metadata Standards**

- 3.1 Identify priority materials for digitization.
 - Unique records.
 - Frequently used records.
 - Deteriorating material.
 - Historical photographs.
 - Rosters and yearbooks.
 - Publications.
- 3.2 Establish standardized file naming.
- 3.3 Maintain useful metadata.
 - Date.
 - Subject.
 - People pictured.

- Event.
- Source.
- Original location.
- Photographer when known.
- Rights or access restrictions when known.
- 3.4 Preserve original-resolution archival files when appropriate.
- 3.5 Maintain working copies for routine use so archival originals are not unnecessarily modified.

4. Key Task 4 - Maintain Historical Collection and Artifact Inventories

- 4.1 Maintain a catalog of historical materials under CCAC custody.
- 4.2 Record significant artifacts and memorabilia.
 - Description.
 - Provenance.
 - Condition.
 - Location.
 - Ownership.
 - Display status.
- 4.3 Coordinate CCAC-owned asset accountability when applicable.
 - Historian maintains historical description, provenance, and collection information.
 - Authoritative organizational asset records remain with the responsible financial or administrative function.

5. Key Task 5 - Establish Preservation, Access, and Use Procedures

- 5.1 Protect fragile and unique materials from unnecessary handling.
- 5.2 Establish appropriate access procedures.
- 5.3 Protect private or restricted information.
- 5.4 Maintain attribution and source information when historical materials are reproduced.
- 5.5 Coordinate public release when required without transferring ownership of historical accuracy.

6. Key Task 6 - Protect Historical Information Through Redundancy and Continuity

- 6.1 Maintain appropriate digital backups.
- 6.2 Avoid dependence on a single individual's personal computer or account.
- 6.3 Maintain sufficient documentation so another Historian can locate and understand the archive.
- 6.4 Conduct periodic checks of digital and physical collection accessibility.

7. Key Task 7 - Track Archival Preservation Performance

- 7.1 Track collections assessed.
- 7.2 Track materials cataloged.
- 7.3 Track materials digitized.

- 7.4 Track unresolved or at-risk collections.
- 7.5 Maintain the structure so measurable targets can be inserted when approved.

LOE Effect

An organized, protected, searchable, and sustainable historical-resource system that prevents important records and artifacts from being lost through disorder, deterioration, technology changes, or leadership turnover and transforms the ROTC historical library and other collections into usable long-term historical resources.

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LOE 4 — Traditions, Heritage, and Institutional Memory

Operational Objective

Identify, document, explain, and sustain the traditions, organizations, customs, symbols, shared experiences, and institutional lineage that define the heritage of the Maverick Battalion, predecessor Cadet Corps organizations, and CCAC.

Identify > Research > Explain > Document > Preserve > Reinforce

End State

CCAC maintains an organized body of documented heritage information explaining the traditions, organizations, teams, symbols, ceremonies, people, locations, and significant events that contribute to Maverick Battalion identity. Traditions are supported by historical evidence and context, significant institutional knowledge is not dependent on individual memory, and future cadets and alumni can understand how present organizations and practices developed.

Key Tasks

1. Key Task 1 - Identify and Document Significant Traditions

- 1.1 Identify recurring Corps and Battalion traditions.
 - Ceremonies.
 - Military events.
 - Special-team traditions.
 - Awards.
 - Symbols and insignia.
 - Customs and recurring practices.
- 1.2 Research the origin and evolution of traditions.
- 1.3 Document periods when traditions changed, disappeared, or were revived.
- 1.4 Distinguish documented tradition from later recollection or assumption.

2. Key Task 2 - Preserve Special-Team and Organizational Heritage

- 2.1 Develop histories of significant teams and organizations.
 - Sam Houston Rifles.
 - Ranger Challenge and predecessor competitive organizations.
 - Rifle Team.
 - Pistol Team.
 - Color Guard.
 - Other historically documented organizations.

- 2.2 Preserve rosters, photographs, awards, competition results, and significant achievements.
- 2.3 Identify former team leaders and participants who can contribute records and oral histories.

3. Key Task 3 - Document Institutional Lineage

- 3.1 Document predecessor organizations.
- 3.2 Document major organizational changes.
- 3.3 Document relationships among the Cadet Corps, ROTC program, Maverick Battalion, Military Science, partner schools, and CCAC.
- 3.4 Preserve appropriate historical context while recognizing CCAC's current independent governance.

4. Key Task 4 - Document Significant Places, Symbols, and Physical Heritage

- 4.1 Identify locations associated with important Corps history.
- 4.2 Document memorials, plaques, displays, monuments, and other physical heritage resources.
- 4.3 Preserve historical information concerning insignia, emblems, uniforms, equipment, and other symbols when significant.
- 4.4 Maintain photographs documenting changes to significant physical heritage over time.

5. Key Task 5 - Integrate Heritage with Current Cadet and Alumni Understanding

- 5.1 Provide historical information that can support cadet heritage education when requested.
- 5.2 Support alumni reconnection through historical photographs and stories.
- 5.3 Provide verified historical material for reunions and class activities.
- 5.4 Support broader CCAC identity efforts with authenticated historical content without assuming responsibility for membership, communication, or promotional objectives.

6. Key Task 6 - Develop a Traditions and Heritage Reference

- 6.1 Consolidate documented traditions.
- 6.2 Include source references where practical.
- 6.3 Update the reference as new information is discovered.
- 6.4 Maintain the detailed reference as an implementing historical product rather than overloading the Strategic Plan.

7. Key Task 7 - Coordinate Heritage Matters with Military Science

- 7.1 Maintain regular coordination concerning Battalion history and traditions.
- 7.2 Exchange relevant historical information.
- 7.3 Coordinate heritage activities involving cadets, facilities, or Military Science resources.
- 7.4 Preserve CCAC's independent governance while maintaining a productive historical relationship.

LOE Effect

A documented and sustainable body of institutional memory that preserves the traditions, organizations, symbols, shared experiences, and historical lineage of the Maverick Battalion and CCAC and allows future generations to understand not only what occurred, but why those experiences matter to the identity of the Corps.

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LOE 5 — Hall of Honor, Historical Exhibits, and Heritage Interpretation

Operational Objective

Maintain, preserve, and interpret the physical Hall of Honor and other significant historical displays and heritage resources; develop accurate historical exhibits and commemorative content; and maintain productive relationships with museums and heritage institutions capable of strengthening CCAC's historical mission.

Preserve > Verify > Display > Interpret > Educate > Sustain

End State

The physical Hall of Honor is maintained as an accurate, complete, dignified, and sustainable historical display of officially inducted Hall of Honor members. Corresponding biographies, photographs, plaques, historical records, and digital materials are organized and preserved. CCAC can develop historically accurate exhibits, memorials, tours, digital content, and other heritage programs using authenticated historical information. The Historian maintains productive historical relationships with appropriate institutions, including the National Medal of Honor Museum, while significant commitments remain subject to normal CCAC approval authority.

Key Tasks

1. Key Task 1 - Maintain the Physical Hall of Honor

- 1.1 Conduct and maintain an inventory of physical Hall of Honor displays.
 - Inductee.
 - Photograph.
 - Plaque.
 - Location.
 - Condition.
 - Date of induction.
- 1.2 Verify historical accuracy.
 - Name.
 - Rank or title where applicable.
 - Dates.
 - Biography.
 - Photograph identity.
 - Plaque information.
- 1.3 Identify missing, damaged, inconsistent, or deteriorating components.

- 1.4 Develop recommendations for repair, replacement, updating, or standardization.
- 1.5 Coordinate physical work with the appropriate facility and organizational authorities as required.
 - Historian owns CCAC's historical-content and stewardship requirement.
 - Facility ownership and institutional requirements remain with the responsible property authority.

2. Key Task 2 - Maintain the Hall of Honor Historical Archive

- 2.1 Maintain a historical file for each officially inducted individual.
 - Official photograph.
 - Verified biography.
 - Induction year.
 - Ceremony materials.
 - Supporting historical research.
- 2.2 Develop and maintain a digital Hall of Honor record.
- 2.3 Preserve past Hall of Honor programs and event photographs.
- 2.4 Maintain continuity between physical displays and digital records.

3. Key Task 3 - Maintain Clear Hall of Honor Stewardship Boundaries

- 3.1 Preserve the Hall of Honor selection function's responsibility for nominations, criteria, selection, and induction.
- 3.2 Establish Historian responsibility following official induction.
 - Historical file.
 - Physical display.
 - Historical verification.
 - Preservation.
 - Long-term interpretation.
- 3.3 Receive final induction materials for archival preservation after each induction cycle.
- 3.4 Coordinate corrections when historical research identifies a factual error in an existing display.

4. Key Task 4 - Develop and Maintain Historical Exhibits

- 4.1 Identify subjects suitable for historical displays.
 - Battalion history.
 - Special teams.
 - Significant alumni.
 - Medal of Honor recipients.
 - Major historical periods.
 - Cadet traditions.
 - Significant events.
- 4.2 Develop exhibit narratives using authenticated sources.

- 4.3 Identify appropriate photographs, artifacts, and supporting documents.
- 4.4 Develop temporary, permanent, physical, or digital exhibits as appropriate.
- 4.5 Maintain exhibit records and source documentation.

5. Key Task 5 - Provide Historical Interpretation and Content

- 5.1 Develop historical narratives.
 - Articles.
 - Timelines.
 - Biographical summaries.
 - Historical captions.
 - Exhibit text.
 - Tour information.
- 5.2 Develop and verify substantive historical content for CCAC use.
- 5.3 Maintain source documentation sufficient to support published historical claims.
- 5.4 Ensure presentation or promotion of historical material does not alter authenticated historical substance.

6. Key Task 6 - Establish and Maintain Historical Coordination with the National Medal of Honor Museum

- 6.1 Serve as CCAC's normal historical and heritage liaison with the Museum.
- 6.2 Develop relationships with appropriate museum personnel.
- 6.3 Explore mutually appropriate historical and educational opportunities.
 - Research.
 - Historical information exchange.
 - Museum or CCAC visits.
 - Speakers.
 - Cadet and alumni educational opportunities.
 - Commemorative activities.
 - Exhibit or heritage collaboration where appropriate.
- 6.4 Coordinate historical research concerning Medal of Honor recipients connected to the Maverick Battalion or its predecessor organizations.
- 6.5 Elevate formal agreements, material commitments, significant financial obligations, naming rights, or other matters requiring higher organizational approval.

7. Key Task 7 - Support Memorial and Commemorative Projects

- 7.1 Verify names, dates, historical narratives, quotations, unit information, and other historical content.
- 7.2 Maintain source documentation supporting inscriptions and displays.
- 7.3 Define historical and preservation requirements for approved memorial projects.

- 7.4 Coordinate resource-generation or expenditure requirements through the responsible CCAC functions when necessary.
- 7.5 Elevate major new memorials, capital projects, naming opportunities, or significant institutional commitments for appropriate approval.

LOE Effect

A professionally maintained and historically accurate heritage system in which the physical Hall of Honor, historical exhibits, memorials, interpretive materials, and external historical relationships visibly preserve and communicate the Maverick Battalion legacy while maintaining clear responsibility for historical stewardship and accuracy.

LOE 6 — Contemporary History Capture and Historical Continuity

Operational Objective

Establish a recurring system for documenting current cadets, cadre, organizations, events, achievements, and CCAC activities so that today's people and experiences become a reliable historical record for future alumni identification, research, heritage preservation, and organizational continuity.

Plan > Photograph > Identify > Document > Archive > Reuse > Continue

End State

CCAC and Military Science maintain a continuing annual historical visual and documentary record of the Maverick Battalion. Cadets are photographed and appropriately identified each academic year; leadership groups, special teams, significant activities, commissioning classes, and other historically relevant subjects are documented; annual digital yearbooks or equivalent historical visual records are preserved; and significant CCAC and Battalion milestones are systematically incorporated into the historical archive. The resulting record provides future Historians and Membership leaders photographs of alumni while they were cadets and sufficient supporting information to assist with identification, historical research, and alumni reconnection.

Key Tasks

1. **Key Task 1 - Establish an Annual Cadet Historical Photography and Digital Yearbook Program**
 - 1.1 Coordinate an annual cadet photography cycle with Military Science.
 - Establish appropriate timing.
 - Coordinate access and scheduling.
 - Coordinate applicable university, ROTC, and privacy requirements.
 - 1.2 Capture individual cadet photographs where practicable.
 - 1.3 Capture appropriate identifying information.
 - Full name.
 - Academic year.
 - Class or anticipated graduation year when available.
 - MS level when appropriate.
 - Partner school when applicable.
 - Leadership position when applicable.
 - Special-team or organizational affiliation when applicable.

- 1.4 Capture organizational photographs.
 - Battalion.
 - Cadet leadership.
 - Commissioning class.
 - Sam Houston Rifles.
 - Ranger Challenge.
 - Color Guard.
 - Other recognized teams and groups.
 - Cadre and staff where appropriate.
- 1.5 Capture cadet-era photographs in a manner that supports future historical identification.

2. **Key Task 2 - Produce and Preserve an Annual Digital Yearbook or Historical Visual Record**

- 2.1 Organize annual photographs by academic year.
- 2.2 Develop a standardized digital-yearbook structure.
- 2.3 Include appropriate annual historical information.
 - Cadet roster.
 - Leadership.
 - Teams.
 - Major activities.
 - Awards or significant accomplishments.
 - Commissioning information when available.
 - Significant Battalion events.
- 2.4 Preserve archival image files separately from presentation copies.
- 2.5 Maintain annual yearbooks in a retrievable historical archive.
- 2.6 Preserve the ability to expand the product over time without requiring a redesign of the strategic system.

3. **Key Task 3 - Integrate Annual Historical Photography with Future Alumni Identification**

- 3.1 Coordinate historical data structure with Membership where appropriate.
 - Historian maintains historical imagery and historical metadata.
 - Membership maintains membership and alumni-identification systems.
- 3.2 Provide historical photographs and roster information to support future alumni identification.
- 3.3 Preserve cadet-era photographs as a historical reference after individuals become alumni.
- 3.4 Use the historical record as evidence and identification support rather than as a substitute for authoritative membership-status records.

4. **Key Task 4 - Capture Significant Current Battalion Events**

- 4.1 Identify events of long-term historical significance.
 - Commissionings.

- Change-of-command or leadership events.
- Competitions.
- Awards.
- Military Ball.
- Team activities.
- Significant training.
- Major institutional milestones.
- 4.2 Capture photographs, programs, rosters, results, and other relevant materials.
- 4.3 Record dates, names, locations, and event context.
- 4.4 Coordinate with current communications activity so important imagery can serve both immediate and long-term historical purposes.

5. Key Task 5 - Capture Significant CCAC History as It Occurs

- 5.1 Preserve historically significant CCAC activities.
 - Hall of Honor inductions.
 - Major organizational events.
 - Significant new programs.
 - Major anniversaries.
 - Leadership transitions.
 - Major institutional relationships.
 - Significant historical or commemorative projects.
- 5.2 Preserve historically significant completed organizational records while respecting official-record custody.
- 5.3 Preserve significant publications and communications products.
 - Reveille or successor publications.
 - Major announcements.
 - Historical website content or snapshots where appropriate.

6. Key Task 6 - Maintain an Annual Historical Chronology

- 6.1 Record major Battalion events.
- 6.2 Record major CCAC events.
- 6.3 Record significant achievements and changes.
- 6.4 Link chronology entries to available photographs, records, publications, and source material.
- 6.5 Close each academic or calendar year with a review for significant omissions.

7. Key Task 7 - Establish Historian Continuity and Performance Management

- 7.1 Maintain current procedures and historical-management documentation.
- 7.2 Maintain archive locations, access information, and account continuity through approved secure procedures.
- 7.3 Conduct an orderly transition to succeeding Historians.
 - Historical source index.

- Research files.
 - Archive catalog.
 - Hall of Honor records.
 - Current projects.
 - Institutional contacts.
 - Digital-yearbook files.
 - Pending historical questions.
- 7.4 Provide required progress information to the President and preserve officer transition records.
- 7.5 Maintain performance measures that can receive approved numerical targets later.
 - Cadets photographed.
 - Historical records cataloged.
 - Historical materials digitized.
 - Oral histories completed.
 - Hall of Honor records verified.
 - Historical gaps resolved.
 - Annual historical products completed.
 - At-risk materials preserved.

LOE Effect

A continuous historical-capture system that prevents today's cadets, organizations, achievements, and CCAC activities from becoming tomorrow's historical gaps; provides future generations reliable cadet-era photographs and documentation; materially supports long-term alumni identification; and ensures the CCAC historical record continuously expands rather than requiring future Historians to reconstruct the past from fragmented sources.

Appendix

Plans & Concepts

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

- ROTC Historical Library Recovery and Preservation Plan.
- Historical Archive Cataloging and Metadata Standards.
- Historical Digitization and Digital Preservation Procedures.
- Annual Cadet Historical Photography and Digital Yearbook Program.
- Annual Historian Capture Calendar.
- Oral History Program Guide.
- Historical Source and Research Guide.
- The Shorthorn Research Index.
- UTA Libraries and Special Collections Coordination Procedures.
- Historical Acquisition, Loan, Transfer, and Provenance Procedures.
- Hall of Honor Stewardship and Physical Display Standards.
- Hall of Honor Digital Archive.
- Maverick Battalion Traditions and Heritage Reference.
- Special-Team Historical Research Program.
- Historical Photograph Identification Project.
- Historical Artifact and Memorabilia Catalog.
- National Medal of Honor Museum Historical Liaison and Heritage Cooperation Concept.
- Memorial and Commemorative Historical Verification Procedures.
- Historical Content Coordination Procedures.
- Historian-Membership Historical Data Coordination Procedures.
- Historian-Secretary Records Coordination Procedures.
- Historian Transition and Continuity Procedures.
- Historian Performance Dashboard and Annual Historical Report Template.