

CCAC Strategic Plan

SECRETARY

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COUNCIL SECRETARY |

Cadet Corps Alumni Council

Strategic Plan for Council Secretary

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Executive Introduction

The Cadet Corps Alumni Council (CCAC) Secretary Strategy is built on a structured Lines of Effort (LOE) framework designed to maintain accurate official records, document Council proceedings, administer elections, and preserve the administrative continuity of the organization.

The Council Secretary performs a focused but essential governance function. The office is responsible for taking and maintaining minutes of Council meetings; maintaining Council files, records, membership records and lists, financial-report copies, and other required organizational documents; maintaining the official copy of the Bylaws and official records of the Council; and planning, supervising, documenting, and certifying Council elections as required by the Bylaws and applicable Executive Committee policy.

The Secretary's role is primarily one of recording, maintaining, preserving, and certifying official organizational information. Custody of an official record does not transfer responsibility for the underlying functional activity to the Secretary. Membership remains responsible for membership administration, recruitment, engagement, and the operational membership lifecycle. Finance remains responsible for authoritative financial accounting and reporting. The Secretary maintains the records required for governance and organizational continuity without creating parallel operational systems.

The Secretary Strategy is therefore designed as an administrative and governance-record system rather than a separate organizational program. It establishes how CCAC maintains official records, accurately captures Council actions, administers elections, and preserves those records through leadership transitions.

The Full System

Stage	LOE	Strategic Question
WHAT IS OFFICIAL?	LOE 1	How does CCAC maintain complete, accurate, and authoritative administrative and governance records?
WHAT WAS DECIDED?	LOE 2	How do we accurately document and preserve Council meetings, decisions, motions, votes, and official actions?
HOW DO WE ELECT LEADERS?	LOE 3	How do we administer Council elections accurately, impartially, securely, and consistently?
HOW DO RECORDS ENDURE?	LOE 4	How do we protect, retrieve, retain, and transfer official CCAC records across leadership transitions?

The Secretary Records Management Lifecycle

1. **Establish the official record** — LOE 1: Official Records and Document Administration
2. **Document Council proceedings** — LOE 2: Meeting Minutes and Official Proceedings
3. **Administer elections** — LOE 3: Election Administration
4. **Preserve continuity** — LOE 4: Records Continuity, Protection, and Transfer

Capture > Verify > Finalize/Certify > Organize > Protect > Retrieve > Preserve > Transfer

Strategic Insight

The strength of the Secretary function depends on accuracy, reliability, neutrality, and continuity. Minutes that cannot be located provide little institutional value. Multiple versions of governing documents create uncertainty about which version controls. Election records that are incomplete can undermine confidence in Council leadership. Membership or financial information maintained independently from the responsible functional areas creates conflicting records rather than accountability.

The Secretary should therefore operate as the custodian of CCAC's official administrative and governance record without assuming responsibility for the substantive programs represented by those records. Membership manages eligibility administration, recruitment, engagement, and the membership lifecycle. Finance maintains authoritative financial information when payments affect membership standing. The Secretary maintains the records required by the Bylaws and uses those records for governance purposes, including elections and other member voting processes.

The same principle applies to financial reports. Finance prepares and maintains authoritative financial information. The Secretary maintains the copies of financial reports required as part of the Council's official records. This primary-owner/supporting-function model strengthens organizational accountability while avoiding competing systems and duplicated responsibilities.

Purpose of This Plan

This plan provides the Council Secretary and CCAC leadership with a practical strategic framework for maintaining the Council's official administrative and governance records. It translates the duties assigned to the Secretary by the Bylaws into organized Lines of Effort that can be executed, assessed, and transferred from one Secretary to the next.

The plan establishes a consistent system for official document administration, meeting minutes and proceedings, election administration, and records continuity while preserving the responsibilities of other CCAC officers and functional areas.

Desired End State

CCAC maintains a reliable and enduring administrative record in which governing documents are identifiable and current, Council meetings and decisions are accurately documented, required membership and financial-report records are maintained from authoritative sources, elections are administered and certified consistently, and official records remain organized, protected, retrievable, and transferable across leadership transitions.

The Secretary function operates with sufficient procedures, records, and continuity that a newly elected or appointed Secretary can assume responsibility without loss of organizational information or uncertainty concerning the official record of the Council.

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 Secretary records-management system and long-term organizational continuity.

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 — Official Records and Document Administration

Operational Objective

Maintain complete, accurate, organized, and authoritative administrative and governance records required for the operation and continuity of CCAC.

End State

CCAC maintains an identifiable and retrievable official administrative record containing the governing documents, organizational records, membership records, financial-report copies, Strategic Plans, and other records assigned to the Secretary by the Bylaws or Executive Committee policy.

Key Tasks

1. Key Task 1 - Maintain Official Governing Documents

- 1.1 Maintain the official copy of the CCAC Bylaws
 - Maintain the current approved version.
 - Maintain approved amendments and effective dates.

2. Key Task 2 - Maintain Records Assigned to the Secretary

- 2.1 Maintain required Council records
 - Membership records and lists.
 - Financial-report copies.
 - Strategic Plans submitted to the Secretary.
 - Other official records required by the Bylaws or policy.

3. Key Task 3 - Organize and Retrieve Official Records

4. Key Task 4 - Maintain Official Document Status and Version Control

LOE Effect

A reliable official records system that allows CCAC leadership to determine what documents and records are authoritative, retrieve them when needed, and preserve them through changes in leadership.

LOE 1 — Official Records and Document Administration

Operational Objective

Maintain complete, accurate, organized, and authoritative administrative and governance records required by the CCAC Bylaws, Executive Committee policy, and the normal operation of the Council.

End State

CCAC maintains an identifiable, current, and retrievable official administrative record containing the official Bylaws, Council records, required membership records, financial-report copies, officer Strategic Plans submitted to the Secretary, election records, and other documents assigned to the Secretary.

The Secretary can identify the authoritative version of an official record and provide that record when legitimately required without assuming operational responsibility for the functional activity represented by the document.

Key Tasks

1. Key Task 1 - Maintain Official Governing Documents

- 1.1 Maintain the official copy of the CCAC Bylaws
 - Maintain the current approved version.
 - Record the effective date of the current version.
 - Maintain approved amendment history.
 - Clearly distinguish current, proposed, and superseded versions.
- 1.2 Maintain approved Council policies and governance documents provided to the Secretary
 - Executive Committee-approved policies.
 - Formal resolutions or governance actions when documented separately from meeting minutes.
 - Other governing documents designated for the official Council record.
- 1.3 Maintain records sufficient to identify document authority
 - Approval date.
 - Effective date when applicable.

- Approving authority.
- Current or superseded status.

2. Key Task 2 - Maintain Council Records Assigned to the Secretary

- 2.1 Maintain the official files and records of the Council
 - Organize records according to subject and record type.
 - Maintain records in a form that supports retrieval and leadership continuity.
- 2.2 Maintain copies of Council financial reports
 - Retain financial reports provided by the Vice President Finance.
 - Preserve reports as part of the official Council administrative record.
 - Use Finance as the authoritative source for financial accounting, balances, reconciliation, and financial corrections.
- 2.3 Maintain required membership records in coordination with Membership
 - Maintain accurate records or official lists of members, lapsed members, and prospective members as required by the Bylaws.
 - Obtain membership-status information through the Membership function.
 - Maintain appropriate membership records required for Council governance and voting.
 - Resolve membership-record discrepancies in coordination with the Vice President Membership.
 - Use Finance-confirmed information when receipt of membership payments materially affects membership standing.
 - Do not independently conduct alumni identification, recruitment, engagement, renewal campaigns, or prospect management.
- 2.4 Maintain officer Strategic Plans submitted to the Secretary when required
 - Maintain copies received in accordance with the Bylaws and Executive Committee policy.
 - Identify the officer, plan date, and applicable planning period.

- Preserve superseded plans when necessary to maintain organizational continuity.
- 2.5 Maintain conflict-of-interest disclosure records when the Secretary is designated to do so
 - Maintain records in accordance with applicable Executive Committee policy.
 - Protect information requiring restricted access.

3. Key Task 3 - Establish an Organized Official Records System

- 3.1 Establish a consistent filing structure
 - Governing documents.
 - Meeting records.
 - Membership governance records.
 - Financial reports.
 - Elections.
 - Strategic Plans.
 - Other administrative records.
- 3.2 Establish standardized record identification
 - Record title.
 - Date.
 - Applicable meeting or action.
 - Approval or certification status when applicable.
- 3.3 Maintain an index or other practical method for locating official records
 - Current governing documents.
 - Historical governing documents.
 - Meeting minutes.
 - Election records.
 - Other recurring administrative records.

4. Key Task 4 - Maintain Official Document Status and Version Control

- 4.1 Distinguish official records from working documents
 - Draft.
 - Proposed.
 - Approved.
 - Certified.
 - Superseded.
- 4.2 Prevent multiple documents from appearing to be the authoritative version
 - Clearly identify the current official copy.
 - Retain prior versions when appropriate without creating ambiguity.
- 4.3 Correct administrative errors through an identifiable process
 - Preserve approved amendments or corrections.
 - Avoid silently replacing an official record when the historical record should be maintained.

LOE Effect

A reliable official records system that allows CCAC leadership to identify and retrieve authoritative governing and administrative records, preserves required membership and financial-report information from the responsible functional sources, and provides a consistent official record without duplicating the responsibilities of Membership, Finance, or other functional areas.

LOE 2 — Meeting Minutes and Official Proceedings

Operational Objective

Accurately document and maintain the official proceedings of CCAC meetings so that Council decisions, motions, votes, and other official actions are preserved as a reliable organizational record.

End State

CCAC maintains complete, accurate, approved, and retrievable minutes for Council meetings. The minutes establish a reliable record of official decisions and actions and allow leadership to determine what was decided, when it was decided, and the applicable vote or action when required.

Key Tasks

1. Key Task 1 - Prepare to Document Council Meetings

- 1.1 Identify the meeting being recorded
 - Meeting type.
 - Date.
 - Location or electronic method as appropriate.
- 1.2 Maintain information necessary to document participation
 - Officers present.
 - Officers absent when appropriate.
 - Members or invited participants when required by the nature of the meeting.
- 1.3 Maintain access to the agenda and supporting materials necessary to accurately document official actions
 - Agenda.
 - Proposed motions or resolutions when provided.
 - Reports submitted for the official record.

2. Key Task 2 - Record Official Proceedings

- 2.1 Record attendance and quorum information when applicable

- 2.2 Record motions and formal actions
 - Motion.
 - Second when required.
 - Disposition of the motion.
- 2.3 Record votes when required
 - Passed.
 - Failed.
 - Tabled or postponed.
 - Individual votes when a recorded or roll-call vote is required.
- 2.4 Record official Council decisions
 - Approvals.
 - Disapprovals.
 - Assignments resulting from formal action when necessary to understand the decision.
 - Other actions necessary to establish the official record.
- 2.5 Maintain factual and neutral minutes
 - Record official proceedings rather than attempting to produce a verbatim transcript.
 - Avoid unnecessary opinion or interpretation.
 - Include sufficient information to establish what action occurred.

3. Key Task 3 - Finalize Meeting Minutes

- 3.1 Prepare draft minutes following the meeting
- 3.2 Review the draft for administrative accuracy
 - Names.
 - Dates.
 - Motions.
 - Votes.

- Decisions.
- 3.3 Submit minutes through the applicable review and approval process
- 3.4 Incorporate approved corrections
 - Preserve the integrity of the official record.
 - Identify the final approved version.

4. Key Task 4 - Maintain and Retrieve Approved Minutes

- 4.1 File approved minutes chronologically
- 4.2 Associate supporting official records with the applicable meeting when useful
 - Resolutions.
 - Approved reports.
 - Attachments incorporated into the official record.
- 4.3 Maintain sufficient indexing to locate prior Council actions
 - Meeting date.
 - Subject.
 - Major decision or resolution when appropriate.
- 4.4 Provide approved minutes or official extracts when legitimately required
 - Executive Committee.
 - Council members when appropriate.
 - Other authorized users in accordance with applicable policy.

5. Key Task 5 - Protect the Integrity of Meeting Records

- 5.1 Protect records containing sensitive or restricted information
- 5.2 Maintain appropriate distinction among meeting records
 - Draft minutes.
 - Approved minutes.
 - Confidential supporting material.
 - Publicly releasable information.

- 5.3 Coordinate publication or distribution of approved meeting information through the appropriate Council process
 - The Secretary maintains the official record.
 - Publication does not alter the authoritative source record.

LOE Effect

A complete and reliable record of CCAC proceedings that preserves Council decisions, supports organizational accountability, enables retrieval of prior actions, and provides leadership with an authoritative administrative history of Council business.

LOE 3 — Election Administration

Operational Objective

Plan, supervise, document, count, and certify CCAC elections in accordance with the Bylaws and Executive Committee-approved election procedures so that members have a fair and reliable process for selecting Council leadership.

End State

CCAC operates a consistent and impartial election process in which nominations are received, eligible voters are identified, ballots are distributed and collected through authorized methods, votes are counted accurately, results are documented and certified by the Secretary, challenges are handled through the process established by the Bylaws, and election records are preserved as part of the official Council record.

Key Tasks

1. Key Task 1 - Maintain the Election Cycle and Governing Procedures

- 1.1 Maintain the biennial election calendar established under the Bylaws and Executive Committee policy
 - Nomination period.
 - Ballot distribution period.
 - Voting period.
 - Certification.
 - Officer transition.
- 1.2 Maintain the current election procedures
 - Nomination procedures.
 - Voting procedures.
 - Ballot procedures.
 - Certification procedures.
 - Challenge procedures.
- 1.3 Identify procedural changes requiring Executive Committee action
 - The Secretary administers the approved election system.

- Material policy changes are elevated to the appropriate governing authority.

2. Key Task 2 - Administer Candidate Nominations

- 2.1 Receive nominations through authorized methods
- 2.2 Maintain a record of nominations received
 - Candidate.
 - Office.
 - Date received.
 - Nominating source when applicable.
- 2.3 Confirm required candidate information is available
 - Candidate qualifications or history required for the ballot.
 - Other information required by approved procedures.
- 2.4 Resolve procedural questions through the applicable Bylaws or Executive Committee policy

3. Key Task 3 - Establish the Eligible Voting Roster

- 3.1 Determine the election roster from the official membership record
 - Members in good standing.
 - Applicable eligibility date.
 - Other requirements established by the Bylaws or policy.
- 3.2 Coordinate membership-status questions with the Vice President Membership
- 3.3 Coordinate payment-status questions with Finance when necessary to establish good standing
- 3.4 Preserve the certified or final voting roster associated with the election

4. Key Task 4 - Prepare and Distribute Ballots

- 4.1 Prepare ballots using approved procedures
 - Office.
 - Candidate.
 - Candidate information required by policy.

- Voting instructions.
 - Voting deadline.
- 4.2 Distribute ballots to eligible members using authorized methods
- 4.3 Maintain sufficient records to establish that the election was properly administered
 - Distribution date.
 - Voting period.
 - Authorized voting method.
- 4.4 Protect ballot integrity and member privacy

5. Key Task 5 - Receive, Secure, and Count Ballots

- 5.1 Maintain ballot custody appropriate to the voting method
- 5.2 Prevent unauthorized alteration or duplicate voting to the extent supported by the approved system
- 5.3 Count ballots accurately
- 5.4 Document the vote totals
 - Votes cast.
 - Results by office.
 - Invalid or rejected ballots when applicable under approved procedures.
- 5.5 Apply approved tie-breaking procedures when necessary

6. Key Task 6 - Certify Election Results

- 6.1 Review the final count for accuracy
- 6.2 Prepare the official election certification
 - Office.
 - Candidates.
 - Certified vote result.
 - Winner.
 - Certification date.

- 6.3 Certify the final results as Council Secretary
- 6.4 Provide certified results for official notification or publication

7. Key Task 7 - Maintain Election Challenge Records

- 7.1 Receive election challenges submitted within the period established by the Bylaws
- 7.2 Maintain the challenge as part of the official election record
- 7.3 Provide the challenge and applicable records to the Executive Committee for resolution
- 7.4 Record the final disposition
 - The Executive Committee resolves the challenge.
 - The Secretary maintains the official record of that resolution.

8. Key Task 8 - Preserve Election Records

- 8.1 Maintain election records sufficient to demonstrate how the election was administered
 - Nominations.
 - Voting roster.
 - Ballot or voting documentation as appropriate.
 - Vote totals.
 - Certification.
 - Challenges and dispositions.
- 8.2 Maintain records according to applicable retention requirements
- 8.3 Ensure election records transfer to the succeeding Secretary as part of the official Council record

LOE Effect

A fair, consistent, documented, and credible CCAC election system that protects member voting rights, provides an accurate process for selecting Council leadership, produces certified results, and preserves an authoritative election record for organizational accountability and continuity.

LOE 4 — Records Continuity, Protection, and Transfer

Operational Objective

Preserve the integrity, availability, and continuity of Secretary-maintained records so that official Council information remains accessible and transferable through officer changes, vacancies, technology changes, and normal organizational operations.

End State

CCAC's official administrative and governance records remain organized, protected, retrievable, and transferable regardless of changes in the individual serving as Secretary. An incoming Secretary can assume responsibility for the office with access to the governing documents, minutes, election records, required membership and financial-report records, Strategic Plans, and other official files necessary to continue the function without reconstruction or loss of institutional information.

Key Tasks

1. Key Task 1 - Protect Secretary-Maintained Records

- 1.1 Maintain official records in reliable storage
 - Electronic records.
 - Physical records when applicable.
- 1.2 Maintain appropriate backup of significant electronic records
- 1.3 Protect records containing private or restricted information
 - Membership information.
 - Election information.
 - Conflict-of-interest disclosures when maintained by the Secretary.
 - Other records designated for restricted access.
- 1.4 Maintain appropriate access to official records
 - Prevent unnecessary or unauthorized alteration.
 - Ensure authorized leadership can obtain records when needed.

2. Key Task 2 - Maintain Records for Appropriate Retention

- 2.1 Identify records requiring continuing organizational retention

- Bylaws and amendments.
- Approved minutes.
- Certified election results.
- Official governance records.
- Other records required by policy.
- 2.2 Maintain administrative records for the period established by applicable policy
- 2.3 Do not destroy or dispose of official Council records except in accordance with approved policy or governing requirements
- 2.4 Preserve records necessary to establish historical governance actions even when newer versions supersede them
 - Prior Bylaws.
 - Prior policies when needed to document actions taken under them.
 - Prior election certifications.
 - Prior approved minutes.

3. Key Task 3 - Maintain Record Retrieval Capability

- 3.1 Ensure records can be located without depending solely on the personal knowledge of the current Secretary
- 3.2 Maintain practical indexing or file organization
 - Subject.
 - Date.
 - Record type.
- 3.3 Periodically verify that significant records remain accessible
- 3.4 Correct filing or access problems before leadership transition

4. Key Task 4 - Conduct Secretary Transition and Records Transfer

- 4.1 Prepare the Secretary's official records for transfer when leaving office
 - Current Bylaws.
 - Governing-document files.

- Approved meeting minutes.
 - Election records.
 - Membership governance records.
 - Financial-report copies.
 - Strategic Plans.
 - Other Secretary-maintained files.
- 4.2 Transfer records, files, documents, equipment, and electronic materials within the period required by the Bylaws
- 4.3 Transfer necessary access information
 - Record-storage access.
 - Administrative accounts assigned to the Secretary.
 - File indexes and organizational systems.
- 4.4 Provide the incoming Secretary sufficient orientation to understand the records system
 - Location.
 - Organization.
 - Current actions.
 - Upcoming election or governance requirements.
- 4.5 Maintain a record of the transfer when appropriate

5. Key Task 5 - Preserve Organizational Continuity During Vacancies or Unexpected Transitions

- 5.1 Maintain records so they can be transferred to the President, successor, or other authorized Executive Committee member when required
- 5.2 Avoid maintaining critical official records solely on a personal device, personal email account, or storage location inaccessible to CCAC
- 5.3 Ensure current official records can be recovered when the Secretary is unavailable

6. Key Task 6 - Coordinate Administrative and Historical Preservation When Appropriate

- 6.1 Identify Secretary-maintained records that have enduring historical significance
- 6.2 Coordinate historical preservation when appropriate without eliminating an official administrative copy that must continue to be retained
- 6.3 Maintain the distinction between administrative custody and historical preservation
 - The Secretary maintains the official administrative and governance record.
 - The Historian preserves and interprets records, photographs, artifacts, and other material of historical significance.

LOE Effect

A durable records-continuity system that protects CCAC's official administrative information from loss, preserves access through leadership transitions, supports orderly transfer of Secretary responsibilities, and ensures that the Council does not become dependent on the personal files or institutional memory of any single officer.

Appendix

Plans & Concepts

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

- Secretary Official Records File Plan and Index.
- Governing Documents Register.
- Meeting Minutes Template.
- Meeting Minutes Review and Approval Procedure.
- Council Decision and Resolution Register.
- Election Administration Policy.
- Election Calendar and Checklist.
- Nomination Intake Form.
- Eligible Voter Roster Procedure.
- Ballot Administration and Control Procedure.
- Election Certification Form.
- Election Challenge Record Template.
- Membership Governance Record Coordination Procedure.
- Financial Report Receipt and Filing Procedure.
- Officer Strategic Plan Register.
- Conflict-of-Interest Disclosure Record Procedure when the Secretary is designated as custodian.
- Records Retention and Access Policy.
- Secretary Records Backup Procedure.
- Secretary Transition and Records Transfer Checklist.
- Administrative-to-Historical Records Coordination Procedure.