

CCAC Strategic Plan

HALL OF HONOR

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Strategic Plan for Hall of Honor

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Executive Introduction

The Cadet Corps Alumni Council (CCAC) Hall of Honor Strategy is built on a structured **Lines of Effort (LOE)** framework designed to identify deserving candidates, administer a credible nomination and selection process, induct those selected with appropriate dignity and recognition, and preserve the integrity and continuity of the Hall of Honor program over time.

The Hall of Honor is more than an annual event. It is a continuing institutional recognition program whose credibility depends upon clear standards, deliberate candidate identification, consistent nomination procedures, disciplined evaluation, impartial selection, appropriate recognition, and preservation of the resulting historical record.

The Vice President Hall of Honor is responsible for soliciting Hall of Honor nominations each year, chairing the committee that selects Hall of Honor inductees, serving as an advisor and planner for the Hall of Honor event, and developing and maintaining the procedures and criteria by which Hall of Honor candidates are chosen.

The Hall of Honor Strategy therefore treats the function as a complete management lifecycle. The system establishes and maintains the standards by which candidates are considered; develops a broad and sustainable candidate pipeline; administers nomination and selection; prepares selected individuals for induction; coordinates the Hall of Honor induction program; and maintains the procedures, records, lessons learned, and continuity necessary to preserve the program across leadership transitions.

The Vice President Hall of Honor operates within approved CCAC plans, policies, procedures, and budgets and should be empowered to execute normal Hall of Honor activities without repeated higher-level approval. Matters involving significant policy changes, material unbudgeted expenditures, contracts, naming rights, major new programs, significant legal or reputational risk, or other matters reserved to the President or Executive Committee are elevated for appropriate approval.

The Hall of Honor function coordinates with other CCAC functional areas when their capabilities are required, while preserving one clear primary owner for each activity. The Vice President Hall of Honor owns the nomination, evaluation, selection, induction, and Hall of Honor program-management process. Supporting functions provide historical

research, communications, promotion, financial administration, resource development, organizational records, and other assistance within their respective responsibilities.

The Full System

Stage	LOE	Strategic Question
STANDARDS	LOE 1	Who should qualify for the Hall of Honor, and under what standards?
NOMINATIONS	LOE 2	How do we consistently identify and obtain nominations for deserving candidates?
SELECTION	LOE 3	How do we evaluate candidates and select inductees fairly, consistently, and credibly?
INDUCTION	LOE 4	How do we properly recognize and induct those selected into the Hall of Honor?
CONTINUITY	LOE 5	How do we preserve the integrity, records, and repeatability of the Hall of Honor program?

Hall of Honor Management Lifecycle

1. Define the standard — LOE 1: Hall of Honor Standards and Governance
2. Find deserving candidates — LOE 2: Candidate Identification and Nomination
3. Select with integrity — LOE 3: Candidate Evaluation and Selection
4. Honor the inductees — LOE 4: Induction and Hall of Honor Program
5. Preserve and improve the system — LOE 5: Program Continuity and Institutional Integrity

Define > Identify > Nominate > Validate > Evaluate > Select > Prepare > Induct > Preserve > Improve

Strategic Insight

The strength of this framework is that it treats the Hall of Honor as a continuing institutional system rather than as a single annual ceremony.

A prestigious recognition program requires more than deserving inductees. It requires confidence in the process by which those inductees were identified and selected. Unclear standards can produce inconsistent decisions. Passive nomination procedures can overlook deserving candidates. Incomplete candidate packages can prevent meaningful comparison. Selection processes without appropriate safeguards can create perceptions of favoritism or inconsistency. A well-run ceremony cannot compensate for weaknesses in the selection process that precedes it.

Likewise, an effective selection process must be followed by an induction program that properly communicates why the individual is being honored and preserves the significance of the recognition for future generations.

The Hall of Honor should therefore maintain consistent criteria and procedures while allowing those procedures to improve as the organization gains experience. The selection standard, rather than an expectation to fill a predetermined number of positions each year, should govern the quality of induction decisions unless otherwise directed by approved Hall of Honor policy.

The governing source material assigns the Vice President Hall of Honor responsibility for developing and maintaining candidate-selection procedures and criteria but does not itself provide the detailed substantive selection criteria. Accordingly, this Strategic Plan does not invent or replace those criteria. Instead, it establishes the strategic requirement to maintain them through an approved Hall of Honor procedure, policy, or implementing document.

The Hall of Honor function must also remain distinct from related CCAC responsibilities. The Vice President Hall of Honor owns the nomination, evaluation, selection, and induction process. The Historian preserves and interprets the historical record resulting from that process. Communications manages official channels and publication. Marketing supports promotion and awareness. Development generates sponsorships, Donations, Giving, in-kind resources, and other support when needed. Finance safeguards, accounts for, and reports financial resources. Membership manages the resulting membership relationship when an inductee becomes eligible for CCAC membership.

By aligning all five LOEs, CCAC can establish a repeatable Hall of Honor system that protects the prestige of the recognition, expands the pool of deserving candidates,

produces credible selection decisions, conducts meaningful inductions, and preserves institutional continuity from year to year.

Purpose of This Plan

This plan provides the Vice President Hall of Honor and CCAC leadership with a practical strategic framework for administering the Hall of Honor program.

It translates the duties of the office into organized Lines of Effort that can be assigned, tracked, measured, evaluated, and improved over time. The plan establishes a coordinated system for Hall of Honor standards, candidate identification, nominations, evaluation, selection, induction, event coordination, records, continuity, and program improvement.

The Strategic Plan is intended to guide what the Hall of Honor function must accomplish. Detailed nomination forms, evaluation instruments, voting procedures, event checklists, calendars, scripts, records-management procedures, and other implementation tools should be developed separately under the Appendix — Plans & Concepts rather than embedded unnecessarily within the Strategic Plan.

Desired End State

The desired end state is a respected, credible, and sustainable Hall of Honor program that consistently identifies deserving candidates, evaluates them under established and approved standards, selects inductees through a fair and disciplined process, recognizes those selected through a dignified induction program, and preserves the resulting institutional record for future generations.

CCAC maintains a repeatable annual Hall of Honor cycle supported by current criteria, documented procedures, an active nomination process, complete candidate packages, an effective Selection Committee, appropriate conflict-of-interest and confidentiality safeguards, deliberate inductee preparation, coordinated event execution, and reliable program records.

The Vice President Hall of Honor is empowered to administer routine Hall of Honor activities within approved policies, procedures, budgets, and authorities while elevating matters requiring Executive Committee or Presidential action.

The Hall of Honor system is structured so measurable targets for nomination activity, candidate-package completeness, process timeliness, participation, event execution, continuity, and other performance measures can be established and adjusted by leadership without restructuring the Strategic 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 Hall of Honor 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 3 — Candidate Evaluation and Selection

Operational Objective

Administer a consistent and credible Hall of Honor selection process in which qualified candidates are evaluated against approved criteria by a Selection Committee chaired by the Vice President Hall of Honor.

End State

CCAC maintains a fair and repeatable selection process in which complete candidate packages are evaluated consistently, conflicts and confidentiality are properly managed, decisions are documented, and inductees are selected according to established Hall of Honor standards.

Key Tasks

1. Key Task 1 - Constitute and Prepare the Hall of Honor Selection Committee

- Supporting Task
 - o Enabling Resource

2. Key Task 2 - Prepare Candidate Packages for Evaluation

3. Key Task 3 - Conduct Candidate Evaluation

4. Key Task 4 - Conduct Selection and Document Results

5. Key Task 5 - Protect Selection Integrity and Confidentiality

LOE Effect

A credible and repeatable selection system that applies established standards consistently, protects committee deliberations, and produces defensible Hall of Honor selections.

LOE 1 — Hall of Honor Standards and Governance

Operational Objective

Establish, maintain, and periodically review the criteria, procedures, authorities, governance safeguards, documentation requirements, and annual management structure necessary to administer a credible, consistent, and sustainable Hall of Honor program.

End State

CCAC maintains approved and current Hall of Honor criteria and procedures that clearly define how candidates are nominated, documented, evaluated, selected, inducted, and administratively managed. Hall of Honor participants understand their responsibilities and authorities, routine program activities can be executed without unnecessary approval delays, significant policy or organizational matters are elevated appropriately, and the selection process operates under safeguards that protect fairness, confidentiality, credibility, and institutional integrity.

Key Tasks

1. Key Task 1 - Develop and Maintain Hall of Honor Candidate Standards

- 1.1 Maintain approved Hall of Honor eligibility criteria.
 - Define who may be considered for nomination.
 - Define any eligibility limitations or prerequisites established by approved policy.
 - Ensure criteria remain consistent with CCAC governing documents and the purpose of the Hall of Honor.
- 1.2 Maintain approved standards by which candidates are evaluated.
 - Define evaluation categories or factors.
 - Define documentation necessary to support evaluation.
 - Establish sufficient guidance to promote consistent interpretation by Selection Committee members.
- 1.3 Review candidate standards periodically.
 - Identify unclear, outdated, duplicative, or inconsistent provisions.
 - Recommend revisions when experience demonstrates a need.

- o Obtain Executive Committee approval when changes require policy-level action.
- 1.4 Protect the prestige of the Hall of Honor.
 - o Ensure selection is based on approved standards.
 - o Avoid establishing an expectation that a fixed number of inductees must be selected unless specifically authorized by policy.
 - o Preserve the ability of the selection process to distinguish truly qualified candidates.

2. Key Task 2 - Develop and Maintain Hall of Honor Procedures

- 2.1 Establish the annual Hall of Honor process.
 - o Nomination opening.
 - o Nomination deadline.
 - o Administrative review.
 - o Candidate-package preparation.
 - o Selection Committee preparation.
 - o Candidate evaluation.
 - o Selection.
 - o Inductee notification.
 - o Induction preparation.
 - o Hall of Honor event.
 - o After-action review.
- 2.2 Establish nomination procedures.
 - o Define who may submit nominations under approved policy.
 - o Define required nomination information.
 - o Define supporting-document requirements.
 - o Define submission and acknowledgment procedures.

- 2.3 Establish candidate evaluation procedures.
 - o Define how candidate packages are provided to committee members.
 - o Define evaluation methodology.
 - o Define deliberation procedures.
 - o Define voting or decision procedures.
- 2.4 Establish procedures for candidates not selected.
 - o Define retention of candidate information.
 - o Define renomination or reconsideration procedures when permitted.
 - o Avoid creating an automatic expectation of future selection.

3. Key Task 3 - Establish Selection Committee Governance

- 3.1 Maintain Selection Committee procedures.
 - o Committee composition.
 - o Selection or appointment of committee members.
 - o Responsibilities of the Chair.
 - o Responsibilities of committee members.
 - o Meeting requirements.
 - o Decision procedures.
- 3.2 Establish standards for impartial participation.
 - o Require disclosure of material personal or organizational conflicts.
 - o Establish recusal procedures when appropriate.
 - o Apply any CCAC conflict-of-interest policy adopted by the Executive Committee.
- 3.3 Establish confidentiality requirements.
 - o Protect candidate information as appropriate.
 - o Protect committee deliberations.
 - o Define information authorized for release following selection.

- 3.4 Establish continuity within the committee process.
 - Provide orientation to members before evaluation begins.
 - Maintain standard committee guidance.
 - Preserve lessons learned without compromising confidential deliberations.

4. Key Task 4 - Establish Hall of Honor Authority and Coordination Principles

- 4.1 Empower the Vice President Hall of Honor to execute approved routine activities.
 - Solicit nominations.
 - Communicate with nominators.
 - Receive and review candidate packages.
 - Coordinate candidate research.
 - Organize and chair the Selection Committee.
 - Coordinate with selected inductees and families.
 - Plan and coordinate Hall of Honor induction requirements.
- 4.2 Elevate matters requiring higher approval.
 - Material changes to Hall of Honor criteria or policy.
 - Significant unbudgeted expenditures.
 - Contracts or significant financial commitments.
 - Naming rights.
 - Major new recognition programs.
 - Significant legal or reputational risk.
 - Matters reserved by the Bylaws or Executive Committee policy.
- 4.3 Coordinate with the President.
 - Maintain awareness of the annual Hall of Honor cycle.
 - Identify issues requiring executive action.
 - Coordinate major event decisions affecting broader CCAC responsibilities.

5. Key Task 5 - Establish the Annual Hall of Honor Calendar

- 5.1 Establish milestones sufficiently early to support orderly execution.
 - o Nomination campaign.
 - o Candidate research.
 - o Selection Committee.
 - o Notification.
 - o Induction preparation.
 - o Event planning.
- 5.2 Coordinate Hall of Honor milestones with the CCAC annual calendar.
- 5.3 Publish applicable deadlines to responsible participants.
- 5.4 Track completion of annual milestones.
- 5.5 Adjust future timelines based on lessons learned.

LOE Effect

A clearly governed Hall of Honor system with current standards, documented procedures, defined authorities, appropriate safeguards, and an annual management structure that protects the credibility of the recognition and provides a stable foundation for nomination, selection, induction, and long-term continuity.

LOE 2 — Candidate Identification and Nomination

Operational Objective

Establish and sustain an active annual nomination system that identifies deserving Hall of Honor candidates, communicates nomination opportunities broadly to appropriate constituencies, assists nominators in developing complete candidate packages, and creates a strong and continually renewed pool of qualified candidates for Selection Committee consideration.

End State

CCAC operates a deliberate Hall of Honor nomination process that does not depend solely on passive submissions or the personal knowledge of a small number of leaders. Appropriate audiences understand that nominations are open, know how and when to submit candidates, understand the required information, and receive sufficient guidance to prepare useful nomination packages. The Vice President Hall of Honor maintains visibility of the candidate pipeline and provides the Selection Committee complete and administratively ready candidate packages.

Key Tasks

1. Key Task 1 - Conduct the Annual Hall of Honor Nomination Campaign

- 1.1 Establish the annual nomination period.
 - o Opening date.
 - o Submission deadline.
 - o Candidate-package completion deadline when different.
- 1.2 Prepare the substantive nomination message.
 - o Purpose of the Hall of Honor.
 - o Approved eligibility standards.
 - o Nomination requirements.
 - o Submission process.
 - o Deadline.
 - o Desired action.

- 1.3 Conduct recurring nomination reminders during the nomination period.
- 1.4 Close the nomination period in sufficient time to support administrative review and committee preparation.

2. Key Task 2 - Expand Candidate Identification

- 2.1 Use appropriate Hall of Honor and historical records to identify potential candidates.
 - Previous nomination records.
 - Historical rosters and records.
 - Existing Hall of Honor records.
 - Historical publications and photographs.
- 2.2 Encourage knowledgeable alumni and former cadre to identify potential candidates.
- 2.3 Use alumni networks to surface individuals whose accomplishments may not be widely known.
- 2.4 Periodically review underrepresented eras or groups to determine whether deserving candidates may have been overlooked.
 - Maintain the same selection standard for all candidates.
 - Do not use representation objectives as substitutes for approved Hall of Honor criteria.
- 2.5 Request historical research support from the Historian when needed.
 - Historical source identification.
 - Verification of dates, service, activities, or achievements.
 - Photographs and archival information.

3. Key Task 3 - Standardize the Nomination Package

- 3.1 Maintain a standard Hall of Honor nomination form.
- 3.2 Identify required candidate information.
 - Candidate identity.
 - Connection relevant to Hall of Honor eligibility.

- o Nomination narrative.
 - o Significant accomplishments supporting the nomination.
 - o Supporting documentation required by approved procedure.
- 3.3 Identify optional supporting information that may strengthen the package.
 - o Letters.
 - o Citations.
 - o Historical records.
 - o Photographs.
 - o Published information.
- 3.4 Develop instructions that help nominators understand what constitutes a complete package.
- 3.5 Maintain the nomination package so requirements can be updated without restructuring the Strategic Plan.

4. Key Task 4 - Conduct Administrative Review of Nominations

- 4.1 Acknowledge receipt of nominations.
- 4.2 Review nominations for administrative completeness.
- 4.3 Identify missing information.
- 4.4 Request clarification or additional documentation from nominators when appropriate.
- 4.5 Confirm administrative eligibility under the approved Hall of Honor criteria.
 - o Administrative validation does not substitute for Selection Committee evaluation.
- 4.6 Identify nominations requiring additional historical verification.

5. Key Task 5 - Coordinate Nomination Outreach

- 5.1 The Vice President Hall of Honor defines:
 - o Nomination audience.
 - o Hall of Honor standards to be communicated.

- o Nomination opportunity.
 - o Substantive message.
 - o Deadline.
 - o Desired action.
- 5.2 Coordinate with Marketing for promotional strategy and awareness.
- 5.3 Coordinate with Communications for channel execution.
 - o Website.
 - o Email.
 - o Newsletter.
 - o Social media.
 - o Other approved CCAC channels.
- 5.4 Maintain consistent nomination information across all channels.
- 5.5 Correct outdated or inconsistent nomination information promptly.

6. Key Task 6 - Maintain the Candidate Pipeline

- 6.1 Track active nominations.
 - o Received.
 - o Incomplete.
 - o Complete.
 - o Under administrative review.
 - o Ready for Selection Committee.
- 6.2 Track prior candidates when permitted by approved procedures.
 - o Previously considered.
 - o Eligible for renomination.
 - o Additional information needed.
- 6.3 Preserve contact information for nominators.
- 6.4 Maintain sufficient information to assess nomination activity over time.

- 6.5 Maintain placeholders for future approved performance targets.
 - o Nominations received.
 - o Complete nomination packages.
 - o Candidate pipeline size.
 - o Participation in nomination outreach.

LOE Effect

An active and sustainable nomination system that continually identifies deserving Hall of Honor candidates, expands awareness of the nomination opportunity, produces more complete candidate packages, and provides the Selection Committee a credible and well-developed field of candidates for consideration.

LOE 3 — Candidate Evaluation and Selection

Operational Objective

Administer a consistent, disciplined, and credible Hall of Honor evaluation and selection process in which qualified candidates are reviewed against approved criteria by an appropriately constituted Selection Committee chaired by the Vice President Hall of Honor.

End State

CCAC maintains a Hall of Honor selection process in which candidate packages are complete, committee members understand their responsibilities, approved criteria are applied consistently, conflicts are disclosed and managed appropriately, deliberations are protected, decisions are documented, and inductees are selected based upon the established standards and merits of their candidacy.

Key Tasks

1. Key Task 1 - Constitute and Prepare the Hall of Honor Selection Committee

- 1.1 Establish the Selection Committee in accordance with approved procedures.
- 1.2 Confirm committee participation before candidate materials are distributed.
- 1.3 Provide committee orientation.
 - Hall of Honor purpose.
 - Candidate criteria.
 - Evaluation methodology.
 - Confidentiality requirements.
 - Conflict-of-interest expectations.
 - Selection procedures.
- 1.4 Confirm the Vice President Hall of Honor serves as Chair.
- 1.5 Provide committee members sufficient time to review candidate materials.

2. Key Task 2 - Prepare Candidate Packages for Evaluation

- 2.1 Confirm candidate packages are administratively complete.

- 2.2 Standardize package organization.
 - Nomination.
 - Supporting documents.
 - Historical verification.
 - Other information authorized under approved procedures.
- 2.3 Provide the same categories of required information for all candidates to the maximum extent practicable.
- 2.4 Identify unresolved factual questions before formal selection.
- 2.5 Avoid including irrelevant information that could improperly influence evaluation.

3. Key Task 3 - Conduct Candidate Evaluation

- 3.1 Evaluate candidates using approved Hall of Honor criteria.
- 3.2 Apply the same evaluation methodology to all candidates.
- 3.3 Provide sufficient opportunity for committee members to review each qualified candidate.
- 3.4 Allow factual clarification when needed.
- 3.5 Distinguish between:
 - Administrative eligibility.
 - Candidate qualification under Hall of Honor standards.
 - Final selection.
- 3.6 Avoid substituting popularity, personal familiarity, or organizational position for the approved selection standard.

4. Key Task 4 - Conduct Selection and Document Results

- 4.1 Conduct selection using the approved committee procedure.
- 4.2 Record the official selection result.
- 4.3 Maintain sufficient documentation to demonstrate that the approved process was followed.

- 4.4 Protect confidential deliberative information from unnecessary disclosure.
- 4.5 Identify selected inductees for transition to LOE 4.
- 4.6 Manage candidates not selected in accordance with approved procedures.
 - o Candidate file status.
 - o Eligibility for future nomination or consideration.
 - o Communication with nominators when appropriate.

5. Key Task 5 - Protect Selection Integrity

- 5.1 Require disclosure of relevant conflicts of interest.
- 5.2 Apply recusal procedures when appropriate.
- 5.3 Protect candidate privacy consistent with applicable CCAC policy.
- 5.4 Protect committee deliberations.
- 5.5 Prevent lobbying or external pressure from replacing the established evaluation process.
- 5.6 Refer unresolved governance or policy questions to the appropriate CCAC authority rather than changing standards during deliberations.

6. Key Task 6 - Preserve Committee Independence Within Approved Authority

- 6.1 Conduct routine candidate evaluation and selection through the established Hall of Honor committee process.
- 6.2 Avoid unnecessary higher-level intervention in individual candidate decisions unless required by governing policy.
- 6.3 Elevate:
 - o Policy interpretation issues.
 - o Significant conflicts of interest.
 - o Legal concerns.
 - o Material reputational concerns.
 - o Proposed changes to approved selection standards.

- 6.4 Maintain clear distinction between governance oversight and candidate evaluation.

7. Key Task 7 - Assess the Selection Process

- 7.1 Conduct a process review after selections are complete.
- 7.2 Identify:
 - o Unclear criteria.
 - o Incomplete nomination requirements.
 - o Administrative delays.
 - o Committee training needs.
 - o Process improvements.
- 7.3 Recommend procedural changes before the next annual cycle.
- 7.4 Do not alter candidate outcomes through an after-action review unless an approved appeals or reconsideration procedure specifically provides otherwise.

LOE Effect

A credible, impartial, and repeatable Hall of Honor selection process that applies established standards consistently, protects the integrity of committee deliberations, produces defensible selection decisions, and maintains confidence in the prestige and legitimacy of Hall of Honor induction.

LOE 4 — Induction and Hall of Honor Program

Operational Objective

Prepare selected Hall of Honor inductees for appropriate recognition and plan, coordinate, and execute the Hall of Honor induction program so that each inductee is honored with dignity, the significance of the recognition is clearly communicated, and the event reflects the standards and traditions associated with the Hall of Honor.

End State

Selected inductees and their families receive timely and professional coordination; biographical and recognition information is accurate; the induction ceremony is deliberate, dignified, and well organized; Hall of Honor requirements are integrated into the broader event; supporting functional areas understand their responsibilities; promised recognition is delivered; and the resulting induction becomes part of the permanent Hall of Honor historical record.

Key Tasks

1. Key Task 1 - Notify and Coordinate with Selected Inductees

- 1.1 Notify selected inductees through an appropriate official process.
- 1.2 When the inductee is deceased, identify and coordinate with an appropriate family or representative when practical.
- 1.3 Provide induction information.
 - Date.
 - Location.
 - Schedule.
 - Participation expectations.
 - Guest information.
 - Required biographical or photographic information.
- 1.4 Identify special circumstances requiring coordination.
 - Travel considerations.
 - Accessibility.

- o Family representation.
 - o Posthumous recognition.
- 1.5 Maintain a primary point of contact for each inductee or representative.

2. Key Task 2 - Develop the Inductee Recognition Package

- 2.1 Confirm accurate inductee identity and biographical information.
- 2.2 Develop the official induction narrative, citation, or biography as applicable.
- 2.3 Confirm photographs and other visual materials.
- 2.4 Coordinate historical accuracy with the Historian when needed.
- 2.5 Identify required physical recognition items.
 - o Plaques.
 - o Certificates.
 - o Awards.
 - o Display materials.
 - o Other approved recognition.
- 2.6 Review final recognition materials for accuracy before production or publication.

3. Key Task 3 - Plan the Hall of Honor Induction Program

- 3.1 Develop the ceremony sequence.
 - o Opening.
 - o Introduction of inductees.
 - o Presentation of biographies or citations.
 - o Formal recognition.
 - o Inductee or family remarks when appropriate.
 - o Closing.
- 3.2 Identify ceremony participants.
 - o President.
 - o Vice President Hall of Honor.

- o Presenters.
 - o Inductees or family representatives.
 - o Other designated participants.
- 3.3 Prepare ceremony scripts and timing.
- 3.4 Coordinate audiovisual and presentation requirements.
- 3.5 Conduct rehearsals or final coordination when appropriate.
- 3.6 Preserve sufficient flexibility to accommodate the circumstances of individual inductees without weakening program consistency.

4. Key Task 4 - Coordinate the Hall of Honor Event

- 4.1 Serve as a principal advisor and planner for Hall of Honor event requirements.
- 4.2 Develop Hall of Honor-specific event requirements.
 - o Venue requirements.
 - o Seating requirements.
 - o Inductee and family considerations.
 - o Ceremony layout.
 - o Recognition displays.
 - o Audiovisual requirements.
 - o Program timing.
- 4.3 Coordinate major event decisions with the President.
- 4.4 Execute routine Hall of Honor planning within approved plans and budgets.
- 4.5 Elevate significant contracts, material unbudgeted expenditures, or unusual commitments for appropriate approval.
- 4.6 Maintain an event planning timeline linked to the annual Hall of Honor calendar.

5. Key Task 5 - Coordinate Functional Support

- 5.1 Coordinate communications requirements.
 - o The Vice President Hall of Honor provides approved inductee information and substantive event content.

- o Communications executes publication through official CCAC channels.
- 5.2 Coordinate marketing requirements.
 - o The Vice President Hall of Honor defines the audience, objective, substantive message, event opportunity, and desired action.
 - o Marketing supports positioning, awareness, and promotion.
- 5.3 Coordinate Development requirements.
 - o Development owns sponsorships, supporter cultivation, Donations, Giving, in-kind support, and other resource-generation activity associated with the Hall of Honor.
 - o The Vice President Hall of Honor identifies program and event requirements that may require Development support.
- 5.4 Coordinate Finance requirements.
 - o Finance maintains custody, accounting, control, reconciliation, and authoritative financial reporting for Hall of Honor financial activity.
 - o The Vice President Hall of Honor manages approved program requirements within authorized plans and budgets.
- 5.5 Coordinate historical support.
 - o Historian supports historical accuracy, archival material, historical displays, and preservation of the resulting induction record.

6. Key Task 6 - Publicly Recognize Hall of Honor Inductees

- 6.1 Prepare approved public announcements.
- 6.2 Publish accurate inductee biographies through official channels.
- 6.3 Coordinate event photography and documentation.
- 6.4 Recognize inductees in appropriate Hall of Honor displays and publications.
- 6.5 Ensure public information is consistent across the website, event materials, social media, newsletters, and historical records.
- 6.6 Respect privacy and family preferences where appropriate.

7. Key Task 7 - Transition Inductees into Continuing CCAC Records

- 7.1 Provide final inductee information to the Historian for historical preservation.
- 7.2 Provide appropriate official records to the Secretary when required.
- 7.3 Provide confirmed inductee information to Membership when Hall of Honor induction affects membership eligibility or outreach.
- 7.4 Preserve Hall of Honor program records needed for future administration.
- 7.5 Avoid duplicating the long-term archival responsibilities assigned to the Historian or official organizational record responsibilities assigned to the Secretary.

8. Key Task 8 - Conduct an Event After-Action Review

- 8.1 Assess ceremony execution.
- 8.2 Assess inductee and family coordination.
- 8.3 Identify event-planning strengths and weaknesses.
- 8.4 Document corrective actions for the next cycle.
- 8.5 Incorporate appropriate lessons into Hall of Honor planning tools and procedures.

LOE Effect

A dignified, accurate, and professionally coordinated Hall of Honor induction program that properly recognizes selected inductees, communicates the significance of their accomplishments, integrates supporting CCAC functions without duplicating responsibilities, and converts each annual induction into a lasting part of the Hall of Honor legacy.

LOE 5 — Program Continuity and Institutional Integrity

Operational Objective

Establish a disciplined Hall of Honor continuity, records, performance-management, and improvement system that preserves program knowledge, supports leadership transitions, maintains reliable candidate and inductee information, and ensures that the Hall of Honor remains credible and repeatable from year to year.

End State

CCAC maintains sufficient Hall of Honor operational records, program history, procedures, calendars, performance information, and transition materials to allow successive Vice Presidents Hall of Honor to administer the program without rebuilding the system each term. Candidate information is protected appropriately, inductee records are preserved, procedural lessons are incorporated into future cycles, and responsibilities are clearly divided among the Vice President Hall of Honor, Historian, Secretary, and other supporting functions.

Key Tasks

1. Key Task 1 - Maintain Hall of Honor Operational Records

- 1.1 Maintain current Hall of Honor procedures and criteria.
- 1.2 Maintain annual nomination records.
 - Nomination received.
 - Administrative status.
 - Candidate status.
 - Nominator contact.
- 1.3 Maintain Selection Committee administrative records.
 - Committee roster.
 - Meeting dates.
 - Official selection result.
 - Other records required by approved procedure.
- 1.4 Protect confidential candidate and deliberative information.

- 1.5 Maintain records needed for future renomination or reconsideration when permitted.

2. Key Task 2 - Maintain the Hall of Honor Inductee Record

- 2.1 Maintain an accurate master list of inductees for program administration.
- 2.2 Maintain basic inductee information.
 - Name.
 - Induction year.
 - Approved citation or biography.
 - Photograph.
 - Recognition status.
- 2.3 Provide final historical material to the Historian.
- 2.4 Coordinate discrepancies in historical information with the Historian.
- 2.5 Ensure program records and historical records remain mutually consistent.

3. Key Task 3 - Preserve Functional Boundaries for Hall of Honor Records

- 3.1 Vice President Hall of Honor maintains operational program records necessary to conduct nominations, selection, and induction.
- 3.2 Historian maintains the enduring historical record and historical interpretation of Hall of Honor inductees and displays.
- 3.3 Secretary maintains official CCAC governance records, approved policies, and other records assigned to that office.
- 3.4 Establish handoff procedures rather than maintaining unnecessary duplicate record systems.
- 3.5 Identify an authoritative location for each category of record.

4. Key Task 4 - Establish Hall of Honor Performance Measures

- 4.1 Track nomination-process activity.
 - Nominations received.
 - Complete packages.

- o Incomplete packages.
 - o Source of nominations where useful.
- 4.2 Track process timeliness.
 - o Nomination period.
 - o Administrative review.
 - o Committee preparation.
 - o Selection completion.
 - o Inductee notification.
- 4.3 Track induction-program execution.
 - o Recognition materials completed.
 - o Inductee coordination completed.
 - o Required communications completed.
 - o Historical handoff completed.
- 4.4 Track continuity requirements.
 - o Procedures updated.
 - o Records transferred.
 - o After-action items completed.
- 4.5 Maintain placeholders for future approved numerical targets.
 - o Nomination participation targets.
 - o Package-completeness targets.
 - o Timeliness targets.
 - o Event or engagement measures.

5. Key Task 5 - Conduct Annual Program Review and Improvement

- 5.1 Review the complete annual Hall of Honor cycle.
 - o Standards.
 - o Nomination outreach.

- o Candidate-package quality.
 - o Selection administration.
 - o Inductee coordination.
 - o Event execution.
 - o Record transfer.
- 5.2 Identify recurring problems.
- 5.3 Identify procedural improvements.
- 5.4 Update implementation tools when changes do not require policy approval.
- 5.5 Recommend policy or criteria changes to the appropriate authority when required.
- 5.6 Complete improvements before the next nomination cycle whenever practical.

6. Key Task 6 - Maintain Leadership Continuity

- 6.1 Maintain a Hall of Honor transition file.
 - o Current Strategic Plan.
 - o Approved Hall of Honor procedures.
 - o Current criteria.
 - o Annual calendar.
 - o Nomination forms.
 - o Selection Committee guidance.
 - o Event-planning tools.
 - o Contact information.
 - o Current action items.
- 6.2 Conduct transition with the succeeding Vice President Hall of Honor.
- 6.3 Transfer electronic and physical Hall of Honor records within required CCAC timelines.
- 6.4 Identify unresolved candidate, event, policy, or records issues.

- 6.5 Preserve access to institutional knowledge without requiring continued dependence on former officeholders.

7. Key Task 7 - Maintain Hall of Honor Institutional Integrity

- 7.1 Apply approved standards consistently across leadership transitions.
- 7.2 Avoid informal changes to eligibility or selection standards without appropriate approval.
- 7.3 Protect confidential candidate information.
- 7.4 Preserve the distinction between:
 - Nomination.
 - Administrative eligibility.
 - Evaluation.
 - Selection.
 - Induction.
- 7.5 Correct historical or administrative errors when identified through an appropriate documented process.
- 7.6 Preserve the prestige, credibility, and institutional purpose of the Hall of Honor as the primary measure of program success.

LOE Effect

A durable Hall of Honor management system that preserves standards, operational knowledge, candidate and inductee records, functional boundaries, and lessons learned across leadership transitions, enabling CCAC to administer the Hall of Honor consistently and credibly over the long term.

Appendix

Plans & Concepts

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

- Hall of Honor eligibility and selection criteria.
- Hall of Honor nomination and selection procedures.
- Annual Hall of Honor management calendar.
- Hall of Honor nomination form.
- Hall of Honor nomination instructions.
- Candidate-package checklist.
- Candidate administrative-review checklist.
- Selection Committee charter or procedural guidance.
- Selection Committee member orientation.
- Candidate evaluation instrument or scoring methodology, if adopted.
- Conflict-of-interest disclosure and recusal procedure.
- Hall of Honor confidentiality guidance.
- Candidate disposition and renomination procedures.
- Inductee notification template.
- Inductee information and biography template.
- Induction citation format.
- Inductee and family coordination checklist.
- Hall of Honor event planning checklist.
- Hall of Honor ceremony script and sequence-of-events template.
- Hall of Honor recognition-material standards.
- Hall of Honor communications support plan.
- Hall of Honor marketing support plan.

- Hall of Honor sponsorship and Development coordination procedures.
- Hall of Honor financial coordination procedures.
- Hall of Honor–Historian records handoff procedures.
- Hall of Honor–Secretary records handoff procedures.
- Hall of Honor–Membership inductee information handoff procedures.
- Hall of Honor master inductee roster.
- Hall of Honor candidate tracking system.
- Annual Hall of Honor after-action review.
- Hall of Honor performance dashboard.
- Vice President Hall of Honor transition checklist and continuity file.