

CCAC Strategic Plan

MARKETING

Vacant

CCAC VP MARKETING |

Cadet Corps Alumni Council

Strategic Plan for Marketing

Dated: 18 AUG 2026

Executive Introduction

The Cadet Corps Alumni Council (CCAC) Marketing Strategy is built on a structured Lines of Effort (LOE) framework designed to increase awareness, relevance, interest, and response to CCAC's mission, programs, opportunities, and activities. Marketing provides the deliberate system for determining how CCAC and approved functional-area initiatives should be positioned, targeted, presented, and promoted to the audiences whose awareness and participation are necessary for organizational success.

CCAC does not have a single audience. Current cadets, Maverick Battalion and ROTC alumni, cadet parents and families, former cadre, university constituencies, veteran and community organizations, businesses, foundations, institutional partners, and the broader public encounter CCAC from different perspectives and require different reasons to care. Effective Marketing therefore begins by understanding the audience and the desired effect, then applies appropriate positioning, campaign strategy, promotional presentation, and amplification to produce awareness and response.

Three audiences require particular and sustained attention. Current cadets should understand what CCAC is, how alumni support benefits cadets and the Battalion, and how continued connection can extend beyond graduation or commissioning. Maverick Battalion alumni should understand that they remain part of the Battalion community and have clear opportunities to reconnect, join, participate, volunteer, mentor, and support the mission. Cadet parents and families should understand CCAC's role, how the organization supports cadets and the ROTC community, and how families can appropriately participate, advocate, volunteer, or support approved activities.

Marketing operates in coordination with every CCAC functional area but does not assume ownership of their programs or substantive responsibilities. The functional area requesting a campaign defines the audience, objective, substantive message, opportunity or offer, and desired action. Marketing determines how that approved content should be positioned, targeted, presented, and promoted. Communications executes publication and distribution through CCAC communication channels. The originating functional area retains responsibility for the resulting program, relationship, conversion, or operational outcome.

The Marketing Strategy is designed to function as a complete promotional-management lifecycle. It establishes CCAC's marketing position, develops audience insight, translates functional requirements into campaigns, creates professional promotional presentation, generates awareness through appropriate promotional methods, and measures results so future campaigns can be improved.

The Full System

Stage	LOE	Strategic Question
POSITION	LOE 1	How should CCAC and its mission, programs, and opportunities be positioned so audiences understand their relevance and value?
UNDERSTAND	LOE 2	Who must CCAC reach, what does each audience need to understand, what motivates their interest or participation, and how should approved messages be positioned for them?
PLAN	LOE 3	How do we translate functional-area objectives into coordinated and effective marketing campaigns?
PRESENT	LOE 4	How do we present CCAC consistently, professionally, and compellingly across promotional materials and campaigns?
AMPLIFY	LOE 5	How do we generate awareness and place campaigns where intended audiences are most likely to see and respond to them?
IMPROVE	LOE 6	How do we measure marketing performance and continuously improve campaigns, targeting, and promotional effectiveness?

The Marketing Lifecycle

1. **Establish the position** — LOE 1: Brand Positioning and Marketing Identity
2. **Understand the audience** — LOE 2: Audience Segmentation and Market Insight
3. **Plan the campaign** — LOE 3: Integrated Campaign Strategy and Planning
4. **Present it compellingly** — LOE 4: Promotional Presentation and Creative Standards
5. **Generate awareness** — LOE 5: Awareness Generation and Campaign Amplification
6. **Learn and improve** — LOE 6: Marketing Performance, Learning, and Optimization

Position > Understand > Plan > Present > Promote > Measure > Refine

Strategic Insight

The strength of this framework is that it treats Marketing as a complete system rather than as a collection of graphics, social media posts, advertisements, or event announcements. Strong creative presentation without a defined audience can produce activity without effect. Audience targeting without a clear position can create inconsistent impressions. Campaigns without a defined objective or call to action can generate attention without meaningful response. Promotion without measurement prevents CCAC from learning what works.

Marketing must also recognize that different audiences occupy different relationships to CCAC. Cadets are a continuity audience: awareness and affinity should begin while they are still in the Battalion so that CCAC is familiar before they become alumni. Alumni are a membership, engagement, volunteer, mentorship, and appropriate Development audience. Parents and families are an influence and support audience whose understanding can strengthen cadet participation, event involvement, advocacy, and appropriate support. Corporate and institutional audiences require professional positioning that supports Development relationships without transferring relationship ownership to Marketing.

A central planning principle is that Marketing supports mission owners rather than replacing them. Membership owns membership eligibility, structure, recruitment, relationship-based recruitment, engagement, and retention. Development owns supporter relationships, the case for support, resource opportunities, cultivation, solicitation, stewardship, and Development performance. Finance owns custody, accounting, financial controls, budgeting, reconciliation, and authoritative financial reporting. Communications owns organizational information flow and channel execution, including website, email, newsletters, social media, publications, and other communication channels. Marketing owns positioning, audience targeting, campaign strategy, promotional presentation, awareness generation, and marketing-performance assessment.

By aligning all six LOEs, CCAC can create a repeatable Marketing system that presents the organization consistently, understands each priority audience, converts functional objectives into well-designed campaigns, produces professional promotional materials, generates sustained awareness, and uses measurable performance information to improve future efforts.

Purpose of This Plan

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

The plan establishes a coordinated system for positioning, audience segmentation, campaign planning, promotional presentation, awareness generation, amplification, and Marketing performance management. It supports CCAC functional requirements without duplicating or obscuring the responsibilities of the originating functional area.

Desired End State

The desired end state is a disciplined, recognizable, audience-centered, and measurable Marketing system that consistently increases awareness of CCAC and strengthens the ability of every functional area to reach the people whose understanding, participation, and support are necessary to accomplish the mission.

Current cadets understand what CCAC is, how the organization and its alumni network benefit cadets and the Maverick Battalion, and how their relationship with the Battalion can continue after graduation or commissioning. Maverick Battalion alumni encounter clear and compelling reasons to reconnect and participate. Cadet parents and families understand CCAC's role and appropriate opportunities for engagement. External audiences encounter a professional and credible presentation of CCAC that supports community awareness, partnerships, Development, and long-term organizational reputation.

Marketing activities are coordinated with Communications so campaign strategy and promotional presentation translate into effective channel execution, and with the originating functional area so promotional activity remains tied to a defined organizational objective and measurable outcome. The structure allows leadership to add measurable targets for awareness, reach, engagement, response, and campaign effectiveness 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 Marketing 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 2 — Audience Segmentation and Market Insight

Operational Objective

Establish and maintain an audience-segmentation and market-insight system that enables CCAC to understand who it must reach, what each audience needs to understand, what motivates participation, and how approved messages and opportunities should be positioned for each audience.

End State

CCAC maintains current audience profiles and campaign-segmentation guidance for priority constituencies, with particular emphasis on current cadets, Maverick Battalion alumni, and cadet parents and families. Marketing can identify the appropriate audience, desired awareness or response, positioning approach, and functional owner for each campaign before promotional execution begins.

Key Tasks

1. Key Task 1 - Identify and Prioritize CCAC Audiences

- 1.1 Supporting Task
 - Enabling Resource

2. Key Task 2 - Define the Desired Effect for Each Audience

3. Key Task 3 - Develop and Maintain Audience Profiles

4. Key Task 4 - Build Cadet-to-Alumni Marketing Continuity

5. Key Task 5 - Gather and Apply Audience Insight

LOE Effect

An audience-centered Marketing system that differentiates priority constituencies and enables more relevant, targeted, and effective campaigns.

LOE 1 — Brand Positioning and Marketing Identity

Operational Objective

Establish and maintain a clear, credible, and consistent Marketing position and promotional identity for CCAC that explains who the organization is, why it matters, whom it serves, how it relates to the Maverick Battalion and institutional partners, and how approved programs and opportunities should be presented to external and internal audiences.

End State

CCAC is consistently presented as a recognizable, professional, mission-focused, and independent nonprofit organization connected to the Maverick Battalion and committed to strengthening cadets, alumni relationships, leadership development, historical legacy, and long-term organizational capacity. Audiences can distinguish CCAC from UTA, the Department of Military Science, and other organizations while recognizing the importance of those relationships. Approved programs and campaigns maintain appropriate individual identities while reinforcing the larger CCAC brand.

Key Tasks

1. Key Task 1 - Define the Core CCAC Marketing Position

- 1.1 Establish a concise statement of who CCAC is
 - Independent nonprofit organization led in support of the Maverick Battalion community.
 - Connects alumni, cadets, families, supporters, and mission-aligned partners where appropriate.
 - Strengthens alumni connection, cadet support, leadership development, history, legacy, and organizational capacity.
- 1.2 Establish the central reasons CCAC matters
 - Preserves connection to the Maverick Battalion across generations.
 - Creates pathways for alumni to remain engaged after their cadet experience.
 - Supports appropriate cadet, alumni, recognition, mentorship, historical, and organizational initiatives.

- Provides an organized nonprofit structure through which supporters and partners can participate.
- 1.3 Develop short-, medium-, and long-form positioning statements for different promotional settings
 - Elevator statement.
 - Website or printed overview.
 - Presentation and event language.
 - Campaign-specific adaptations.

2. Key Task 2 - Establish CCAC Brand Architecture and Promotional Identity Standards

- 2.1 Define the relationship between the CCAC organizational brand and approved programs or initiatives
 - Membership.
 - Patriot Program.
 - Brick Program after development and approval.
 - Hall of Honor and other approved events or recognition programs.
 - Other future programs approved by the responsible functional area and leadership.
- 2.2 Maintain consistent organizational identity standards
 - Logo use.
 - Colors.
 - Typography.
 - Photography and imagery.
 - Graphic composition.
 - Naming conventions and approved taglines.
- 2.3 Establish standards for co-branding and institutional references
 - UTA marks and references.
 - Military Science and ROTC references.
 - Partner-school references.
 - Corporate and institutional partner recognition.
 - Use only with appropriate permission and without implying endorsement that has not been granted.

3. Key Task 3 - Define the CCAC Value-Proposition Framework

- 3.1 Establish the core value themes Marketing may use when presenting CCAC
 - Connection and belonging.
 - Cadet benefit and leadership development.
 - Service and mentorship.
 - History and legacy.
 - Community and professional relationships.
 - Mission support and organizational impact.
- 3.2 Adapt value themes by audience using LOE 2 audience insight
 - Do not assume the same motivation applies to cadets, alumni, parents, businesses, institutions, or community audiences.
- 3.3 Preserve substantive ownership by the originating functional area
 - Marketing may improve promotional framing but does not change membership eligibility, program requirements, financial terms, donor opportunities, event policies, or other substantive program content.

4. Key Task 4 - Maintain Consistent Positioning Across Functional Campaigns

- 4.1 Support Membership campaigns
 - Position approved membership messages and offers for the intended alumni audience.
- 4.2 Support Development campaigns
 - Position approved Giving, Donation, sponsorship, partnership, grant, major-gift, and legacy opportunities without assuming ownership of the supporter relationship or solicitation.
- 4.3 Support cadet, parent, event, recognition, and organizational campaigns
 - Apply the CCAC brand while preserving the originating functional owner and approved substantive message.
- 4.4 Maintain a consistent relationship between campaign-specific creative and the overall CCAC identity

5. Key Task 5 - Protect Organizational Credibility and Institutional Relationships

- 5.1 Use accurate, supportable claims in Marketing materials
 - Avoid overstating program results, partner relationships, supporter benefits, or organizational authority.

- 5.2 Preserve CCAC's independent nonprofit identity
 - Clearly distinguish CCAC from UTA, Military Science, and other institutions while preserving strong working relationships.
- 5.3 Coordinate sensitive institutional or reputational presentation before release
 - Use of protected marks.
 - Naming or endorsement implications.
 - Significant sponsor or partner representation.
 - Matters involving legal or material reputational risk.

6. Key Task 6 - Review and Refine Brand Positioning

- 6.1 Periodically assess whether audiences understand who CCAC is and what it does
- 6.2 Identify recurring confusion or inconsistent presentation
- 6.3 Update positioning or promotional standards when organizational strategy, programs, or audience understanding changes
- 6.4 Maintain current approved standards and archive superseded versions

LOE Effect

A clear, recognizable, and credible CCAC Marketing position that creates consistency across campaigns, strengthens audience understanding, supports the promotional needs of every functional area, protects institutional relationships, and provides a durable foundation for audience targeting, creative presentation, awareness generation, and Marketing performance improvement.

LOE 2 — Audience Segmentation and Market Insight

Operational Objective

Establish and maintain an audience-segmentation and market-insight system that enables CCAC to understand who it must reach, what each audience needs to understand, what motivates their interest or participation, what barriers may limit response, and how approved messages and opportunities should be positioned for each audience.

End State

CCAC maintains current audience profiles and campaign-segmentation guidance for priority constituencies, with particular and sustained emphasis on current cadets, Maverick Battalion and ROTC alumni, and cadet parents and families. Marketing can identify the appropriate audience, desired awareness or response, positioning approach, trusted messengers, promotional timing, and functional owner for each campaign before execution begins. Audience insight is continuously improved through feedback and performance information without transferring ownership of the underlying constituency from the responsible functional area.

Key Tasks

1. Key Task 1 - Identify and Prioritize CCAC Audiences

- 1.1 Current cadets
 - Primary Marketing purpose: build awareness, familiarity, trust, and understanding of how CCAC and the alumni network benefit cadets and the Battalion.
 - Support eventual continuity into the alumni network after graduation, commissioning, or separation from ROTC.
- 1.2 Maverick Battalion and ROTC alumni
 - Primary Marketing purpose: reinforce belonging, explain CCAC value, and support reconnection, Membership, engagement, volunteerism, mentorship, events, and appropriate Development participation.
- 1.3 Cadet parents and families

- Primary Marketing purpose: explain CCAC's role, how the organization supports cadets and the ROTC community, and appropriate opportunities for participation, advocacy, volunteerism, or support.
 - Do not automatically treat every parent or family member as a Development prospect.
- 1.4 Former cadre and Military Science leaders
 - Primary Marketing purpose: maintain awareness, reinforce Battalion connection, and support advocacy, participation, relationships, and introductions.
- 1.5 UTA and partner-school constituencies
 - University leadership, departments, alumni organizations, participating schools, and other appropriate institutional audiences.
- 1.6 Veteran, military, civic, and community audiences
 - Organizations and individuals with mission alignment or community influence.
- 1.7 Businesses and corporations
 - Marketing supports professional positioning and awareness while Development retains ownership of corporate relationships, sponsorships, cultivation, and solicitation.
- 1.8 Foundations, grant-making organizations, and other institutions
 - Marketing supports credibility and presentation while Development retains ownership of institutional Development and grant relationships.
- 1.9 Broader public audiences
 - General awareness, reputation, history, and mission understanding where broader visibility supports CCAC objectives.

2. Key Task 2 - Define the Desired Marketing Effect for Each Audience

- 2.1 Define what each audience should know
 - Who CCAC is.
 - How CCAC relates to the Maverick Battalion, UTA, Military Science, and partner institutions.
 - What approved program, event, opportunity, or message is being presented.
- 2.2 Define why the audience should care

- Identify audience-specific motivations, interests, and value.
- 2.3 Define the desired audience response
 - Awareness.
 - Information seeking.
 - Attendance or participation.
 - Membership action.
 - Volunteer or mentorship interest.
 - Development interest or support where appropriate.
 - Relationship or partnership inquiry.
- 2.4 Identify the functional area that owns the desired action or outcome
 - Marketing generates interest and response; the responsible functional area receives and manages the resulting action.

3. Key Task 3 - Develop and Maintain Audience Profiles

- 3.1 Document audience characteristics relevant to Marketing
 - Relationship to the Maverick Battalion or CCAC.
 - Generation or career stage where relevant.
 - Geography where relevant.
 - Known interests and motivations.
 - Likely barriers or sources of confusion.
 - Preferred communication formats and likely channels.
 - Trusted messengers and relationship networks.
 - Relevant annual timing or lifecycle events.
- 3.2 Segment broad audiences when meaningful differences affect campaign strategy
 - Alumni class-year or generation cohorts.
 - Local versus geographically dispersed alumni.
 - Current versus lapsed participants.
 - Cadet class or stage of progression when appropriate.
 - Parent and family audiences tied to current cadet cycles.
 - Corporate or institutional categories as defined by Development.

- 3.3 Avoid unnecessary segmentation that adds complexity without improving campaign effectiveness

4. Key Task 4 - Build Cadet-to-Alumni Marketing Continuity

- 4.1 Establish recurring cadet awareness opportunities
 - Introduce what CCAC is and why it exists.
 - Show tangible examples of alumni support and involvement.
 - Explain mentorship, events, history, legacy, networking, and other approved benefits or opportunities.
- 4.2 Reinforce CCAC familiarity throughout the cadet experience
 - Coordinate appropriate touchpoints with Military Science and Communications.
 - Use recurring Battalion events, alumni interactions, recognition activities, and other approved opportunities.
- 4.3 Support transition awareness near graduation or commissioning
 - Explain how cadets can remain connected to the Maverick Battalion alumni community after departure.
 - Coordinate with Membership for alumni identification, membership eligibility, and recruitment.
- 4.4 Treat cadet Marketing as long-term relationship preparation rather than immediate membership recruitment

5. Key Task 5 - Gather and Apply Audience Insight

- 5.1 Gather direct feedback where appropriate
 - Surveys.
 - Interviews.
 - Event feedback.
 - Focus groups or informal listening sessions.
- 5.2 Use functional-area knowledge
 - Membership provides alumni recruitment and engagement insight.
 - Development provides supporter, sponsor, and partner insight.
 - Communications provides channel and content-response information.
 - Program and event owners provide participant feedback.

- 5.3 Use campaign performance to validate or refine audience assumptions
 - Reach.
 - Engagement.
 - Response.
 - Conversion information supplied by the functional owner.

6. Key Task 6 - Set Campaign Targeting Priorities

- 6.1 Identify the primary audience for each campaign
- 6.2 Identify secondary audiences only when they materially support the objective
- 6.3 Tailor positioning, creative treatment, timing, and promotional mix to the selected audience
- 6.4 Avoid sending every message to every audience
 - Reduce audience fatigue and irrelevant communication.
 - Preserve the distinct purposes of cadet, alumni, parent, supporter, corporate, and institutional outreach.

7. Key Task 7 - Maintain Audience Insight Responsibly

- 7.1 Coordinate with the functional owner of underlying contact or relationship data
- 7.2 Use only the audience information necessary for legitimate Marketing purposes
- 7.3 Protect private or sensitive information and follow approved data-access practices
- 7.4 Maintain continuity of audience profiles through leadership transitions

LOE Effect

An audience-centered Marketing system that gives CCAC a clear understanding of whom it must reach, differentiates among cadets, alumni, parents, institutional audiences, community audiences, and other constituencies, and allows campaigns to be targeted and positioned according to the motivations, barriers, timing, and desired effects that matter to each audience.

LOE 3 — Integrated Campaign Strategy and Planning

Operational Objective

Establish a repeatable campaign-planning system that translates approved organizational and functional-area objectives into coordinated Marketing campaigns with a defined audience, purpose, substantive message, opportunity, desired action, positioning strategy, promotional approach, timeline, responsibilities, and performance measures.

End State

CCAC uses a standard Marketing campaign-planning process in which the originating functional area defines the substantive requirement and retains ownership of the resulting program or outcome, Marketing develops the campaign strategy and promotional presentation, Communications executes approved channel publication and distribution, and other supporting functions participate within clearly defined responsibilities. Campaigns are coordinated on a common calendar, appropriately approved, measurable, and deconflicted before execution.

Key Tasks

1. Key Task 1 - Establish the CCAC Marketing Campaign Brief

- 1.1 Require the originating functional area to define the campaign requirement
 - Audience.
 - Objective.
 - Substantive message.
 - Program, opportunity, offer, event, or action being presented.
 - Desired audience action.
 - Required timing or milestones.
 - Known restrictions, approvals, or commitments.
 - Available budget when applicable.
- 1.2 Require Marketing to define the promotional strategy
 - Positioning.
 - Audience segmentation.
 - Campaign concept.

- Promotional theme and creative direction.
- Recommended promotional mix and channel emphasis.
- Call-to-action presentation.
- Campaign phases and timing.
- Marketing performance measures.

2. Key Task 2 - Develop Integrated Campaign Strategies

- 2.1 Define the campaign objective in measurable Marketing terms
 - Awareness.
 - Reach.
 - Engagement.
 - Response.
 - Traffic to a destination or inquiry point.
 - Other campaign-specific indicators.
- 2.2 Define campaign phases when useful
 - Awareness.
 - Education or interest.
 - Action or conversion support.
 - Follow-up or reinforcement.
- 2.3 Match strategy to the audience and functional objective
 - Do not default to the same message, format, timing, or channel mix for every campaign.
- 2.4 Identify the primary call to action and destination
 - Membership enrollment.
 - Event registration.
 - Program information.
 - Development inquiry or participation.
 - Volunteer or mentorship interest.
 - Other approved functional outcome.

3. Key Task 3 - Establish Campaign Roles and Cross-Functional Workflow

- 3.1 Originating functional area

- Defines the audience, objective, substantive message, opportunity or offer, desired action, and program requirements.
- Retains ownership of the resulting program, relationship, conversion, or operational outcome.
- 3.2 Marketing
 - Defines positioning, targeting, campaign strategy, promotional presentation, creative direction, awareness approach, and Marketing measures.
- 3.3 Communications
 - Executes publication and distribution through website, email, newsletters, social media, publications, and other organizational communication channels.
- 3.4 Finance
 - Provides budget, cost, expenditure, and authoritative financial information when campaign decisions involve financial resources.
- 3.5 Development
 - Retains ownership of donor, sponsor, corporate, foundation, grantor, and institutional Development relationships and solicitation.
- 3.6 Membership
 - Retains ownership of membership eligibility, structure, recruitment, relationship-based recruitment, engagement, and retention.

4. Key Task 4 - Maintain an Integrated Marketing Campaign Calendar

- 4.1 Identify annual and recurring campaign requirements
 - Cadet awareness and continuity.
 - Membership recruitment.
 - Patriot Program and approved Development campaigns.
 - Brick Program promotion after development and approval.
 - Hall of Honor, reunions, parent or family events, and other approved events.
 - Organizational announcements or awareness initiatives requiring Marketing support.
- 4.2 Sequence campaigns to support organizational priorities
 - Coordinate lead time for creative development and Communications execution.

- Avoid unnecessary competition between CCAC campaigns.
- Consider audience fatigue and major Battalion, university, holiday, and organizational dates.
- 4.3 Maintain flexibility for emerging opportunities or time-sensitive requirements

5. Key Task 5 - Establish Routine Approval and Elevation Standards

- 5.1 Empower the responsible Vice President or Marketing lead to execute routine Marketing activity within approved plans, programs, budgets, and policies
 - Campaign planning.
 - Creative development.
 - Routine coordination.
 - Approved paid promotion within budget.
 - Normal audience testing and campaign refinement.
- 5.2 Elevate matters requiring higher approval
 - Material unbudgeted expenditures.
 - Significant contracts.
 - Multi-year financial commitments.
 - Naming rights or endorsement implications.
 - Use of protected institutional marks requiring approval.
 - Major new programs.
 - Material legal or reputational risk.
 - Significant policy changes or matters reserved by bylaws or policy.

6. Key Task 6 - Develop Campaign Plans for Priority Functional Requirements

- 6.1 Membership
 - Membership recruitment and alumni reconnection campaigns.
- 6.2 Development
 - Patriot Program, Donations, sponsorships, partnerships, institutional opportunities, and other approved Development campaigns.
- 6.3 Cadet and parent awareness
 - Recurring campaigns that explain CCAC and its value to current cadets and families.

- 6.4 Events and recognition
 - Campaigns supporting attendance, awareness, recognition, and participation in approved CCAC activities.
- 6.5 Organizational reputation and awareness
 - Campaigns that strengthen understanding of CCAC's mission, history, impact, and role where broader visibility is strategically useful.

7. Key Task 7 - Conduct Campaign Closeout and Transition to Learning

- 7.1 Confirm campaign completion and unresolved follow-up actions
- 7.2 Transfer inquiries or responses to the responsible functional owner
- 7.3 Capture final campaign performance data
- 7.4 Conduct a concise lessons-learned review under LOE 6
- 7.5 Archive the campaign brief, approved assets, performance results, and lessons for reuse

LOE Effect

A disciplined and repeatable campaign-planning system that converts functional requirements into coordinated Marketing action, gives every campaign a clear audience and objective, preserves one primary owner for each substantive responsibility, deconflicts organizational activity, and creates a common framework for professional execution and measurable improvement.

LOE 4 — Promotional Presentation and Creative Standards

Operational Objective

Develop and maintain a professional promotional-presentation system that converts approved organizational and functional content into clear, compelling, recognizable, and reusable Marketing assets while preserving factual accuracy, brand consistency, program ownership, and channel-execution boundaries.

End State

CCAC maintains current creative standards, reusable templates, approved brand assets, and campaign materials that allow Membership, Development, events, cadet and parent outreach, and other organizational initiatives to be presented professionally and consistently. Marketing can rapidly create or adapt promotional assets for defined audiences, while Communications can execute those assets through appropriate channels without redesigning the underlying campaign strategy or altering substantive content.

Key Tasks

1. Key Task 1 - Establish Promotional Creative Standards

- 1.1 Define visual hierarchy and presentation principles
 - Clear headline or lead message.
 - Audience relevance.
 - Concise supporting information.
 - Visible call to action.
 - Consistent CCAC identification.
 - Professional use of imagery and white space.
- 1.2 Maintain standards for common formats
 - Digital graphics.
 - Email campaign creative.
 - Website promotional modules.
 - Printed handouts and brochures.

- Presentations.
- Event signage and displays.
- Sponsor and partner recognition.
- 1.3 Maintain legibility and accessibility as routine quality requirements
 - Readable type size and contrast.
 - Clear visual organization.
 - Alternative formats or text support when appropriate.

2. Key Task 2 - Develop a Reusable CCAC Marketing Asset Library

- 2.1 Organizational overview materials
 - One-page CCAC overview.
 - Presentation slides.
 - Mission and impact graphics.
- 2.2 Audience-specific materials
 - Cadet awareness materials.
 - Alumni reconnection and Membership materials.
 - Parent and family information materials.
 - Corporate and institutional presentation support developed with Development.
- 2.3 Campaign templates
 - Social media graphic families.
 - Email campaign headers and calls to action.
 - Event promotion packages.
 - Digital and print advertisements when applicable.
- 2.4 Recognition templates
 - Supporter and sponsor recognition.
 - Alumni and cadet spotlights.
 - Event and award promotion.

3. Key Task 3 - Convert Functional Content into Promotional Presentation

- 3.1 Receive approved substantive content from the functional owner
- 3.2 Identify the most important audience-facing message

- 3.3 Structure content for rapid understanding
 - What is it?
 - Why does it matter?
 - Who is it for?
 - What should the audience do next?
- 3.4 Simplify presentation without changing substantive meaning
 - Do not independently change eligibility, pricing, program rules, financial representations, benefits, commitments, or policy language.
- 3.5 Return unclear or conflicting substantive content to the functional owner for resolution before publication

4. Key Task 4 - Develop Campaign Creative and Calls to Action

- 4.1 Translate campaign positioning into a creative concept
 - Theme.
 - Headline family.
 - Visual treatment.
 - Storytelling approach.
 - Call-to-action presentation.
- 4.2 Develop creative variations when different audience segments require different treatment
- 4.3 Maintain consistency across campaign assets so repeated exposure reinforces the same campaign
- 4.4 Use personal stories, history, photographs, testimonials, and impact examples when they support the campaign and are appropriately approved

5. Key Task 5 - Coordinate Channel Adaptation with Communications

- 5.1 Provide Communications with approved campaign creative, required messages, audience intent, timing, and call to action
- 5.2 Coordinate channel-specific adaptation
 - Website.
 - Email.
 - Newsletter.
 - Social media.

- Publications.
- Other communication channels.
- 5.3 Preserve functional boundaries
 - Marketing owns promotional presentation and creative direction.
 - Communications owns channel execution, publication, distribution, and routine channel management.
- 5.4 Resolve format or technical limitations collaboratively without changing the approved campaign objective

6. Key Task 6 - Manage Co-Branding, Partner Recognition, and External Representation

- 6.1 Apply approved sponsor and partner recognition standards
- 6.2 Coordinate corporate or institutional presentation with Development when a relationship or commitment is involved
- 6.3 Coordinate use of UTA, Military Science, ROTC, partner-school, sponsor, or third-party marks as required
- 6.4 Ensure recognition reflects the actual relationship and benefits approved
- 6.5 Avoid creating implied endorsements, rights, or commitments through Marketing materials

7. Key Task 7 - Maintain Creative Asset Control and Continuity

- 7.1 Maintain current approved logos, templates, photographs, graphics, and campaign assets
- 7.2 Use clear file naming and version control
- 7.3 Retire obsolete or superseded materials
- 7.4 Maintain source files so future leaders can edit rather than recreate core assets
- 7.5 Preserve an organized archive of completed campaigns and reusable creative

LOE Effect

A professional and reusable promotional-presentation system that allows CCAC to communicate approved opportunities clearly, consistently, and compellingly; strengthens organizational recognition; reduces unnecessary reinvention; supports Communications channel execution; and preserves the substantive ownership and accuracy of each originating functional area.

LOE 5 — Awareness Generation and Campaign Amplification

Operational Objective

Generate sustained and targeted awareness of CCAC and approved organizational opportunities by selecting the appropriate promotional mix, timing, frequency, amplification methods, relationship networks, event touchpoints, and paid or partner-supported promotion for each audience and campaign.

End State

Priority audiences encounter relevant CCAC messages with sufficient consistency and frequency to understand the organization and respond to appropriate opportunities. Current cadets receive recurring awareness throughout their Battalion experience; alumni encounter coordinated reconnection, Membership, event, and support campaigns; parents and families receive appropriate information at meaningful points; and community, corporate, and institutional audiences are reached through campaign methods suited to their relationship with CCAC. Marketing does not rely on a single channel and coordinates all channel execution with Communications and relationship-based amplification with the responsible functional owner.

Key Tasks

1. Key Task 1 - Develop Audience-Specific Awareness Strategies

- 1.1 Current cadets
 - Use recurring exposure so CCAC becomes familiar before cadets become alumni.
 - Emphasize how alumni involvement and CCAC activities benefit cadets and the Battalion.
 - Coordinate timing and access with Military Science and responsible program owners.
- 1.2 Maverick Battalion alumni
 - Use alumni history, relationships, class-year networks, events, identity, and current Battalion activity to support reconnection and participation.
- 1.3 Cadet parents and families

- Use appropriate family touchpoints to explain CCAC, organizational role, cadet benefits, events, and opportunities for participation.
- 1.4 Former cadre, university, veteran, community, corporate, and institutional audiences
 - Tailor awareness to the strategic objective and responsible functional relationship owner.

2. Key Task 2 - Select the Appropriate Promotional Mix for Each Campaign

- 2.1 CCAC-owned communication channels
 - Website.
 - Email.
 - Newsletters.
 - Social media.
 - Publications.
 - Communications executes these channels based on the approved campaign plan.
- 2.2 In-person promotional opportunities
 - CCAC events.
 - ROTC events when coordinated and approved.
 - Reunions and alumni gatherings.
 - Parent and family activities.
 - Community or partner events.
- 2.3 Relationship-based amplification
 - Class representatives.
 - Alumni connectors.
 - Cadre and former cadre relationships.
 - Board and Executive Committee networks.
 - Development relationship owners for supporter, corporate, and institutional audiences.
- 2.4 Paid promotion when justified and approved
 - Social or digital advertising.
 - Event advertising.

- Other paid placement appropriate to the audience.

3. Key Task 3 - Establish Recurring Cadet, Alumni, and Parent Awareness Rhythms

- 3.1 Cadet awareness rhythm
 - Initial introduction to CCAC.
 - Periodic examples of alumni involvement and support.
 - Event and mentorship exposure.
 - Graduation or commissioning transition awareness.
- 3.2 Alumni awareness rhythm
 - Membership and reconnection periods.
 - Reunions, Hall of Honor, commissioning, and other meaningful Battalion dates.
 - Development campaigns and recognition where appropriate.
 - Ongoing history, impact, alumni, and cadet content.
- 3.3 Parent and family awareness rhythm
 - Early awareness when practical.
 - Parent or family events.
 - Major cadet or Battalion activities.
 - Appropriate opportunities for volunteering, advocacy, attendance, or support.

4. Key Task 4 - Leverage Partner and Relationship Networks for Amplification

- 4.1 Identify campaigns that benefit from trusted third-party amplification
 - Alumni peer networks.
 - UTA or Military Science channels when approved.
 - Partner-school channels.
 - Veteran and community organizations.
 - Corporate or institutional partner channels.
- 4.2 Coordinate before using another organization's relationship or channel
 - Development coordinates sponsor, donor, foundation, and institutional Development relationships.
 - Membership coordinates alumni relationship-based recruitment structures.

- Communications coordinates official publication and distribution requirements.
- 4.3 Provide partners or connectors approved campaign materials so amplification remains accurate and consistent

5. Key Task 5 - Use Paid Promotion Selectively and Responsibly

- 5.1 Use paid promotion only when it materially improves reach to a defined audience or supports an approved campaign objective
- 5.2 Establish the expected audience, purpose, duration, budget, and performance measure before expenditure
- 5.3 Execute routine paid promotion within approved Marketing budgets and policies
- 5.4 Coordinate financial control and authoritative expenditure information with Finance
- 5.5 Elevate material unbudgeted spending, significant contracts, or unusual commitments for appropriate approval
- 5.6 Compare paid results with organic and relationship-based methods to determine whether continued expenditure is justified

6. Key Task 6 - Support Event and Program Promotion

- 6.1 Develop pre-event awareness and registration support
- 6.2 Reinforce awareness during events
 - Signage.
 - Program materials.
 - Calls to action.
 - Recognition.
- 6.3 Use post-event content to extend awareness and demonstrate impact
 - Photos and recaps.
 - Participant stories.
 - Follow-up opportunities.
- 6.4 Maintain the event or program owner as the primary authority for execution, policies, logistics, and participant management

7. Key Task 7 - Manage Frequency, Sequencing, and Audience Fatigue

- 7.1 Coordinate major campaigns on the integrated Marketing calendar

- 7.2 Avoid unnecessary duplication of messages from multiple functional areas
- 7.3 Balance organizational visibility with audience relevance
- 7.4 Use segmentation to reduce irrelevant distribution
- 7.5 Adjust timing and frequency based on audience response and Communications data

8. Key Task 8 - Create Clear Handoffs from Marketing Response to Functional Action

- 8.1 Direct each campaign to a clear response destination
 - Website page.
 - Membership enrollment.
 - Event registration.
 - Development contact or participation pathway.
 - Volunteer or mentorship inquiry.
 - Other approved action point.
- 8.2 Ensure the responsible functional owner is prepared to receive and act on campaign response
- 8.3 Avoid campaigns that create interest without a defined follow-up process

LOE Effect

A coordinated awareness and amplification system that repeatedly places relevant CCAC messages in front of the right audiences, builds familiarity among cadets and families, strengthens alumni reconnection, supports organizational programs and Development opportunities, uses partner and paid promotion appropriately, and converts promotional attention into clear handoffs to the functional area responsible for the desired action.

LOE 6 — Marketing Performance, Learning, and Optimization

Operational Objective

Establish a Marketing performance-management system that measures campaign reach, awareness, engagement, response, efficiency, and contribution to functional outcomes; identifies what works by audience, message, creative, timing, and promotional method; and applies those findings to continuously improve future Marketing activity.

End State

CCAC maintains reliable Marketing performance information for major campaigns and recurring promotional activity. Leadership can distinguish between Marketing activity and Marketing effect, compare performance across audiences and promotional methods, identify effective and ineffective approaches, and establish measurable targets over time. Marketing relies on Communications for authoritative channel-performance information, on functional owners for conversion or program outcomes, and on Finance for authoritative financial information without duplicating those responsibilities.

Key Tasks

1. Key Task 1 - Define the Marketing Performance Framework

- 1.1 Track awareness and reach measures
 - Audience reached.
 - Impressions or exposure where available.
 - Growth in relevant audience awareness or recognition where measurable.
- 1.2 Track engagement measures
 - Content interaction.
 - Website visits.
 - Email or social engagement supplied by Communications.
 - Information requests.
- 1.3 Track response measures
 - Clicks to campaign destinations.

- Registrations or inquiries.
- Other campaign-specific actions.
- 1.4 Track functional conversion outcomes through the responsible functional area
 - Membership conversions from Membership.
 - Development participation or relationship outcomes from Development.
 - Event participation from the event owner.
 - Other program outcomes from the responsible owner.
- 1.5 Track cost and efficiency measures when applicable
 - Campaign expenditure.
 - Cost per response or other relevant efficiency indicator.
 - Authoritative financial totals verified with Finance.
- 1.6 Maintain placeholders so leadership can add approved numerical targets later

2. Key Task 2 - Establish Campaign Tracking Before Execution

- 2.1 Define the measures that correspond to the campaign objective
- 2.2 Establish baseline information when available
- 2.3 Establish campaign-specific tracking methods
 - Distinct campaign links.
 - QR codes.
 - Registration or inquiry source fields.
 - Campaign identifiers or referral codes when useful.
- 2.4 Confirm that Communications and the functional owner can provide the data needed for post-campaign assessment

3. Key Task 3 - Integrate Marketing Data with Cross-Functional Results

- 3.1 Communications
 - Website traffic.
 - Email delivery and engagement.
 - Social media reach and engagement.
 - Publication or channel performance information.
- 3.2 Membership
 - Membership inquiries and conversions.

- Campaign-related recruitment response.
- 3.3 Development
 - Giving, Donation, sponsorship, partnership, or other Development responses attributable to campaigns where identifiable.
- 3.4 Finance
 - Authoritative campaign expenditures and financial results when needed.
- 3.5 Event and program owners
 - Registrations.
 - Attendance.
 - Program participation.
 - Participant feedback.

4. Key Task 4 - Analyze Performance by Marketing Variable

- 4.1 Audience segment
- 4.2 Positioning or message theme
- 4.3 Creative treatment
- 4.4 Promotional method or channel
- 4.5 Timing and frequency
- 4.6 Organic, relationship-based, partner, or paid promotion
- 4.7 Call-to-action presentation and destination
- 4.8 Identify both high-performing and low-performing approaches

5. Key Task 5 - Test and Optimize Marketing Approaches

- 5.1 Use controlled testing when practical
 - Headlines.
 - Creative treatments.
 - Calls to action.
 - Audience segments.
 - Timing.
 - Promotional methods.
- 5.2 Avoid changing multiple variables at once when doing so prevents useful learning

- 5.3 Replicate effective approaches when they remain appropriate to the audience and objective
- 5.4 Stop or redesign consistently ineffective activity

6. Key Task 6 - Establish a Marketing Reporting Rhythm

- 6.1 Complete concise campaign after-action reports for significant campaigns
 - Objective.
 - Audience.
 - Methods used.
 - Performance.
 - Functional outcome where available.
 - Lessons learned.
 - Recommended changes.
- 6.2 Provide periodic Marketing performance updates to leadership
 - Major campaigns completed.
 - Audience and channel trends.
 - Current Marketing priorities.
 - Issues requiring leadership action.
- 6.3 Conduct an annual Marketing review
 - Overall campaign portfolio.
 - Audience reach and engagement trends.
 - Paid promotion performance where applicable.
 - Creative and message performance.
 - Recommendations for the next planning period.

7. Key Task 7 - Maintain Institutional Marketing Knowledge and Continuity

- 7.1 Maintain campaign records and performance history
- 7.2 Maintain benchmark data as experience develops
- 7.3 Document recurring lessons by audience and campaign type
- 7.4 Maintain current templates, dashboards, and reporting tools
- 7.5 Preserve records through leadership transitions

8. Key Task 8 - Protect Data Quality and Responsible Use

- 8.1 Use consistent metric definitions
- 8.2 Distinguish between reach, engagement, response, and actual conversion
- 8.3 Avoid claiming causation when data only supports association
- 8.4 Protect private audience, member, donor, and supporter information
- 8.5 Verify financial claims and totals with Finance

LOE Effect

A disciplined Marketing performance system that identifies what works, supports future measurable targets, and continuously improves the effectiveness and efficiency of CCAC Marketing.

Appendix

Plans & Concepts

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

- CCAC brand positioning and promotional identity standards.
- Brand and visual standards guide.
- Audience segmentation and audience-profile guide.
- Cadet awareness and cadet-to-alumni continuity Marketing plan.
- Alumni Marketing and Membership-campaign support plan.
- Cadet parent and family awareness plan.
- Marketing Campaign Brief template.
- Integrated annual Marketing campaign calendar.
- Campaign planning and approval workflow.
- Marketing–Communications campaign-support procedures.
- Marketing–Membership coordination procedures.
- Marketing–Development coordination procedures.
- Event Marketing plan template.
- Promotional creative and asset templates.
- Paid promotion planning and approval guidance.
- Partner and relationship amplification guidance.
- Co-branding and institutional-mark coordination guidance.
- Marketing performance dashboard and reporting templates.
- Campaign after-action and lessons-learned template.
- Marketing asset library and version-control procedures.