

CCAC Strategic Plan

MEMBER-AT-LARGE



Cadet Corps Alumni Council
Strategic Plan for Members-at-Large
Dated: 18 AUG 2026

Executive Introduction

The Cadet Corps Alumni Council (CCAC) Members-at-Large provide the Executive Committee with membership representation, additional governance capacity, organizational perspective, and flexible leadership support across the Council.

Unlike the Vice Presidents, whose offices are organized around defined functional areas, Members-at-Large do not own a permanent functional portfolio. Their primary responsibility is to participate fully in Executive Committee governance and represent the interests, perspectives, and concerns of the broader CCAC membership. Because CCAC may have multiple Members-at-Large, the position also provides the Council with flexible leadership capacity that can be directed toward priority initiatives, special projects, organizational assessments, and cross-functional efforts.

This Strategic Plan establishes a common framework applicable to every individual serving as a Member-at-Large. Within that framework, individual Members-at-Large may be assigned different annual focus areas or project portfolios based on organizational priorities, individual experience, available capacity, and Executive Committee needs.

Portfolio assignments do not create competing functional authorities. Membership, Development, Finance, Marketing, Communications, Hall of Honor, the Secretary, Historian, Chaplain, President, and other designated officers retain primary responsibility for the functions assigned to their offices. A Member-at-Large may support those functions, participate in committees or working groups, or provide additional leadership capacity, but does not assume another officer's standing responsibilities unless formally assigned temporary or project-specific authority consistent with CCAC governance.

Members-at-Large may also be assigned primary responsibility for discrete special projects that do not fall within an established functional area. Such assignments should clearly identify the objective, scope, authority, supporting functions, coordination requirements, expected outputs, and conditions for completion or transition.

The resulting system allows CCAC to use Members-at-Large as active governance participants and strategic organizational resources rather than as undefined additional officers.

The Full System

Stage	LOE	Strategic Question
REPRESENT	LOE 1	How do Members-at-Large ensure the perspectives and interests of CCAC members are represented in Executive Committee governance?
ADVANCE	LOE 2	How can individual Members-at-Large provide focused leadership to priority initiatives without duplicating established functional responsibilities?
INTEGRATE	LOE 3	How can Members-at-Large strengthen coordination and organizational capacity across CCAC?
ACCOUNT	LOE 4	How do Members-at-Large demonstrate progress, preserve continuity, and help CCAC improve over time?

Member-at-Large Management Framework

- 1. Listen and Represent** — LOE 1: Membership Representation and Executive Governance
- 2. Assign and Advance** — LOE 2: Strategic Portfolio and Initiative Leadership
- 3. Coordinate and Support** — LOE 3: Organizational Integration and Leadership Support
- 4. Assess and Sustain** — LOE 4: Accountability, Continuity, and Organizational Improvement

Listen > Assess > Represent > Assign > Advance > Coordinate > Report > Transition

Strategic Insight

The strength of the Member-at-Large structure is its flexibility. A Member-at-Large should not simply duplicate work already assigned to another officer, nor should the position become an unstructured source of miscellaneous tasks. The position creates the greatest organizational value when it combines three distinct functions: independent membership representation in governance, additional leadership capacity for organizational priorities, and flexible support for initiatives that cross traditional functional boundaries.

Multiple Members-at-Large allow CCAC to distribute this capacity across several priorities simultaneously. One Member-at-Large may concentrate on a special organizational project, another may focus on membership feedback and governance issues, another may support a cross-functional initiative, and another may conduct an assessment or develop a concept for Executive Committee consideration. These assignments may change over time without requiring the permanent Strategic Plan to be rewritten.

This distinction is important. The Strategic Plan establishes what Members-at-Large collectively contribute to CCAC. Individual annual portfolio assignments establish where each Member-at-Large will concentrate effort during a particular planning period.

Members-at-Large should also provide an organizational perspective that differs from functional officers. A Vice President appropriately evaluates an issue through the requirements of the assigned functional area. A Member-at-Large should be able to examine the same issue from the perspective of the membership and the Council as a whole.

By aligning governance representation, portfolio leadership, cross-functional support, and accountability, CCAC can use its Members-at-Large as a flexible strategic resource while maintaining clear functional ownership and organizational accountability.

Purpose of This Plan

This plan provides CCAC Members-at-Large with a common strategic framework for governance participation, membership representation, individually assigned strategic portfolios, cross-functional support, and organizational improvement.

It establishes how multiple Members-at-Large can contribute simultaneously without duplicating one another or assuming responsibilities already assigned to other CCAC officers.

The plan also provides a structure through which the President and Executive Committee can assign annually changing priorities while maintaining continuity in the fundamental purpose of the office.

Desired End State

CCAC maintains an active and effective group of Members-at-Large who participate fully in Executive Committee governance, represent the interests and perspectives of the membership, provide additional leadership capacity, advance assigned organizational priorities, strengthen coordination across functional areas, and identify opportunities for organizational improvement.

Each Member-at-Large maintains clearly defined annual priorities or portfolio assignments. Activities assigned to Members-at-Large have identifiable objectives, ownership, coordination requirements, expected outcomes, and reporting mechanisms.

Members-at-Large support established functional areas without unnecessarily duplicating their responsibilities and may lead discrete special projects when primary ownership has been specifically assigned.

The result is an Executive Committee with greater capacity, broader perspective, improved organizational coordination, and additional flexibility to address emerging priorities without creating unnecessary permanent offices or functional structures.

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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 Member-at-Large system and long-term organizational effectiveness.

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 — Strategic Portfolio and Initiative Leadership

Operational Objective

Establish a flexible portfolio-assignment system that allows individual Members-at-Large to lead or support priority initiatives based on CCAC requirements while maintaining clear responsibility, authority, coordination, and accountability.

End State

Each Member-at-Large has clearly identified annual focus areas or project assignments that contribute to CCAC priorities, complement rather than duplicate established functional responsibilities, and produce identifiable organizational results.

Key Tasks

1. Key Task 1 - Establish Annual Member-at-Large Portfolio Assignments

- 1.1 Identify organizational priorities suitable for Member-at-Large leadership or support.
 - Special projects.
 - Strategic assessments.
 - Cross-functional initiatives.
 - Emerging organizational requirements.

2. Key Task 2 - Define Portfolio Scope and Responsibility

- 2.1 Identify the objective, ownership, supporting functions, and expected result.

3. Key Task 3 - Execute Assigned Portfolio Activities

4. Key Task 4 - Coordinate with Functional Owners

5. Key Task 5 - Report Results and Transition Completed Work

LOE Effect

A flexible Member-at-Large portfolio system that directs available leadership capacity toward priority organizational needs while maintaining clear functional responsibilities and accountability.

LOE 1 — Membership Representation and Executive Governance

Operational Objective

Ensure Members-at-Large actively represent the interests, perspectives, concerns, and long-term interests of CCAC members while contributing informed, independent, and organization-wide judgment to Executive Committee governance.

End State

Members-at-Large participate consistently and substantively in Executive Committee governance, remain informed regarding major CCAC activities and issues, provide an identifiable membership perspective during deliberations, exercise voting responsibilities independently and responsibly, and contribute to decisions based on the best interests of CCAC and its mission.

Key Tasks

1. Key Task 1 - Participate Actively in Executive Committee Governance

- 1.1 Attend and participate in Executive Committee meetings.
 - Review agendas and supporting material before meetings.
 - Prepare questions or issues requiring clarification.
 - Participate substantively in discussion and deliberation.
 - Exercise voting responsibilities when matters are submitted for decision.
- 1.2 Remain informed regarding significant CCAC activities.
 - Strategic Plans.
 - Major programs and initiatives.
 - Financial condition and resource requirements.
 - Membership conditions.
 - Governance matters.
 - Significant organizational risks and opportunities.
- 1.3 Maintain an organization-wide perspective.
 - Consider effects on CCAC as a whole.
 - Consider effects on the membership.
 - Consider implications across functional areas.
 - Consider long-term consequences as well as immediate requirements.

2. Key Task 2 - Represent the Membership Perspective

- 2.1 Maintain awareness of member interests and concerns.
 - Member feedback.
 - Informal conversations.
 - Events and alumni gatherings.
 - Member correspondence when appropriately shared.
 - Surveys or structured feedback mechanisms when authorized.
- 2.2 Identify recurring or significant membership issues.
 - Concerns affecting participation.
 - Organizational barriers.
 - Opportunities for increased involvement.
 - Issues affecting trust, transparency, or organizational effectiveness.
- 2.3 Bring relevant membership perspectives to Executive Committee deliberations.
 - Distinguish individual opinions from broader membership concerns.
 - Avoid representing unsupported personal views as membership consensus.
 - Present significant issues objectively.
- 2.4 Recommend additional member engagement when information is insufficient.
 - Surveys.
 - Listening sessions.
 - Informal feedback opportunities.
 - Targeted member consultation.

3. Key Task 3 - Exercise Independent Governance Judgment

- 3.1 Evaluate proposals based on organizational purpose and impact.
 - Mission alignment.
 - Member interests.
 - Organizational capacity.
 - Sustainability.
 - Risk.
 - Cross-functional effects.
- 3.2 Ask appropriate governance questions.
 - What problem is being solved?

- Who owns the activity?
- What resources are required?
- What obligations are being created?
- What are the potential risks?
- How will success be assessed?
- 3.3 Avoid automatic alignment with individual functional interests.
 - Consider competing requirements objectively.
 - Evaluate issues from a Council-wide perspective.
 - Support constructive disagreement when appropriate.
- 3.4 Observe applicable conflicts-of-interest requirements.
 - Disclose relevant interests.
 - Refrain from participation when required by policy or governance standards.

4. Key Task 4 - Support Effective Executive Committee Decision-Making

- 4.1 Identify unclear assumptions or unresolved issues.
- 4.2 Recommend additional information when necessary.
- 4.3 Help identify unintended consequences or cross-functional impacts.
- 4.4 Support clear identification of decisions and responsibilities.
 - Decision made.
 - Primary owner.
 - Supporting functions.
 - Required approvals.
 - Expected follow-up.
- 4.5 Support organizational consensus after decisions are properly made.
 - Preserve appropriate internal debate.
 - Support lawful and properly adopted decisions.
 - Avoid creating parallel or conflicting direction after Executive Committee action.

5. Key Task 5 - Maintain Appropriate Member Accessibility

- 5.1 Provide reasonable opportunities for members to communicate issues or concerns.
- 5.2 Refer functional matters to the appropriate officer when applicable.

- Membership matters to VP Membership.
- Development matters to VP Development.
- Financial matters to VP Finance.
- Communications matters to VP Communications.
- Marketing matters to VP Marketing.
- Other officer-specific matters to the responsible primary owner.
- 5.3 Retain awareness of significant issues after referral when governance implications remain.
- 5.4 Protect confidential, personal, or sensitive information as appropriate.

LOE Effect

An informed and engaged Member-at-Large representation system that provides CCAC members an additional voice within Executive Committee governance, improves organizational decision-making, broadens leadership perspective, and strengthens accountability to the membership.

LOE 2 — Strategic Portfolio and Initiative Leadership

Operational Objective

Establish a flexible system through which individual Members-at-Large can be assigned distinct annual priorities, strategic portfolios, special projects, assessments, or organizational initiatives that increase CCAC leadership capacity without duplicating established functional responsibilities.

End State

Each Member-at-Large has clearly defined annual portfolio assignments aligned with CCAC priorities and individual capabilities. Assignments identify objectives, scope, primary ownership, supporting functions, authorities, expected outputs, and reporting requirements. Completed initiatives produce useful organizational results and are concluded, institutionalized, transferred, or reassigned appropriately.

Key Tasks

1. Key Task 1 - Identify Appropriate Member-at-Large Portfolios

- 1.1 Identify organizational requirements suitable for Member-at-Large assignment.
 - Special projects.
 - Emerging initiatives.
 - Strategic assessments.
 - Concept development.
 - Governance-related projects.
 - Cross-functional initiatives.
 - Temporary leadership requirements.
 - Organizational issues without an existing functional owner.
- 1.2 Consider individual Member-at-Large capabilities.
 - Professional experience.
 - Subject-matter expertise.
 - Alumni relationships.
 - Institutional relationships.
 - Available time and capacity.
 - Interest in the assigned area.
- 1.3 Avoid assigning permanent functions that belong to another officer.
- 1.4 Avoid unnecessary duplication among Members-at-Large.

2. Key Task 2 - Establish Annual Portfolio Assignments

- 2.1 Assign one or more priorities to each Member-at-Large as appropriate.
- 2.2 Document the purpose of each assignment.
 - Problem or opportunity.
 - Desired outcome.
 - Relationship to CCAC priorities.
- 2.3 Identify the nature of the assignment.
 - Primary project lead.
 - Supporting role.
 - Assessment responsibility.
 - Committee or working-group participation.
 - Liaison responsibility when authorized.
- 2.4 Identify expected deliverables.
 - Recommendation.
 - Concept.
 - Program proposal.
 - Assessment.
 - Completed project.
 - Decision brief.
 - Implementation support.

3. Key Task 3 - Establish Clear Portfolio Authority and Boundaries

- 3.1 Identify the primary owner of each assigned activity.
- 3.2 When a Member-at-Large is the primary project owner:
 - Define project scope.
 - Define decision authority.
 - Identify supporting officers or functions.
 - Identify approval requirements.
 - Identify conditions requiring elevation.
- 3.3 When a Member-at-Large supports another functional owner:
 - Preserve the functional owner's authority.
 - Define the Member-at-Large contribution.

- Coordinate actions with the primary owner.
- Avoid independent commitments inconsistent with the functional plan.
- 3.4 Elevate matters requiring higher authority.
 - Material unbudgeted expenditures.
 - Significant contracts.
 - Multi-year commitments.
 - Naming rights.
 - Significant policy changes.
 - Major new programs.
 - Material legal or reputational risk.
 - Matters reserved to the President, Executive Committee, or membership.

4. Key Task 4 - Execute Assigned Strategic Portfolios

- 4.1 Develop an action approach appropriate to the assignment.
- 4.2 Identify required supporting resources.
 - Information.
 - Personnel.
 - Relationships.
 - Budget.
 - External expertise.
 - Technology.
- 4.3 Establish milestones or decision points.
- 4.4 Coordinate with affected functional areas.
- 4.5 Identify barriers requiring leadership action.
- 4.6 Adjust execution based on results, guidance, or changing organizational requirements.

5. Key Task 5 - Develop Recommendations for Emerging Organizational Needs

- 5.1 Identify issues not adequately addressed by existing plans or structures.
- 5.2 Determine whether the issue requires:
 - Temporary action.
 - A special project.
 - A committee or working group.

- A new policy.
- Modification of an existing plan.
- Assignment to an established functional area.
- Creation of a new organizational capability.
- 5.3 Develop recommendations for Executive Committee consideration.
- 5.4 Avoid prematurely creating permanent organizational structure for temporary requirements.

6. Key Task 6 - Conclude or Transition Portfolio Assignments

- 6.1 Determine when the assigned objective has been achieved.
- 6.2 Document results and unresolved issues.
- 6.3 Recommend disposition of continuing activities.
 - Close the project.
 - Continue temporarily.
 - Transfer to an existing functional owner.
 - Establish an approved program.
 - Establish a committee or working group.
 - Reassign to another Member-at-Large.
- 6.4 Transfer records, materials, contacts, and responsibilities when applicable.

LOE Effect

A flexible portfolio-management system that directs Members-at-Large toward meaningful organizational priorities, expands CCAC leadership capacity, produces identifiable results, and allows emerging requirements to be addressed without creating conflicting authorities or unnecessary permanent organizational structures.

LOE 3 — Organizational Integration and Leadership Support

Operational Objective

Use Members-at-Large to strengthen coordination among CCAC officers and functional areas, provide additional leadership capacity where needed, and support Council-wide initiatives without duplicating or displacing established primary responsibilities.

End State

CCAC Members-at-Large provide responsive and disciplined support to functional officers, committees, projects, and Council-wide initiatives. Cross-functional requirements are identified early, responsibilities remain clear, duplicate effort is reduced, and Members-at-Large help connect activities that require cooperation across multiple parts of the organization.

Key Tasks

1. Key Task 1 - Support Cross-Functional Coordination

- 1.1 Identify initiatives involving multiple functional areas.
- 1.2 Help clarify responsibilities when appropriate.
 - Primary owner.
 - Supporting function.
 - Required coordination.
 - Required approval.
- 1.3 Identify dependencies between functional plans.
- 1.4 Identify potential duplication or conflicting activity.
- 1.5 Elevate unresolved ownership or coordination issues to the President or Executive Committee.

2. Key Task 2 - Provide Additional Leadership Capacity

- 2.1 Support officers managing high-priority or time-sensitive initiatives.
- 2.2 Participate in approved committees and working groups.
- 2.3 Assist with planning or execution when additional leadership is required.
- 2.4 Provide subject-matter expertise when relevant.
- 2.5 Assist with temporary leadership requirements caused by vacancies, transitions, or limited volunteer capacity when directed.

3. Key Task 3 - Preserve Functional Ownership

- 3.1 Support Membership without assuming Membership responsibilities.

- Alumni identification remains with Membership.
 - Membership recruitment remains with Membership.
 - Membership engagement and retention remain with Membership.
- 3.2 Support Development without assuming Development responsibilities.
 - Cultivation remains with Development.
 - Solicitation remains with Development.
 - Giving, Donations, sponsorships, grants, and major-gift strategy remain with Development.
- 3.3 Support Finance without assuming financial custody or accounting responsibilities.
- 3.4 Support Marketing without independently establishing promotional strategy for another functional area.
- 3.5 Support Communications without independently controlling official CCAC communication channels.
- 3.6 Support other officers without assuming duties assigned to them by the Bylaws or approved Strategic Plans.

4. Key Task 4 - Use Relationships to Support Functional Owners

- 4.1 Identify personal or professional relationships useful to CCAC initiatives.
- 4.2 Offer introductions to appropriate functional owners.
- 4.3 Remain involved when relationship continuity is useful.
- 4.4 Avoid independently pursuing commitments outside assigned authority.
- Examples include:
 - Introducing a potential corporate sponsor to VP Development.
 - Introducing an unidentified alumnus to VP Membership.
 - Connecting an institutional contact to the appropriate CCAC officer.
 - Supporting an event or project through personal expertise or relationships.

5. Key Task 5 - Support Council-Wide Initiatives

- 5.1 Assist the President with approved organizational priorities.
- 5.2 Support implementation of Executive Committee decisions.
- 5.3 Participate in organizational planning efforts.
- 5.4 Support special events or initiatives where responsibilities cross functional boundaries.

- 5.5 Serve as project or working-group leadership when specifically assigned.

6. Key Task 6 - Identify Organizational Gaps and Friction

- 6.1 Identify activities that appear to have no clear owner.
- 6.2 Identify activities being duplicated by multiple functional areas.
- 6.3 Identify processes requiring excessive coordination or repeated approval.
- 6.4 Identify gaps between strategic intent and operational execution.
- 6.5 Recommend corrective action.
 - Clarify ownership.
 - Adjust a Strategic Plan.
 - Develop policy.
 - Develop an implementation plan.
 - Establish temporary working arrangements.
 - Elevate unresolved governance issues.

LOE Effect

An integrated leadership-support system in which Members-at-Large increase CCAC's organizational capacity, strengthen coordination, help resolve cross-functional gaps, and support priority initiatives while preserving clear primary ownership and established officer responsibilities.

LOE 4 — Accountability, Continuity, and Organizational Improvement

Operational Objective

Establish a disciplined system for tracking Member-at-Large priorities, reporting progress, documenting results, preserving continuity, and converting lessons learned into recommendations that improve CCAC governance and organizational effectiveness.

End State

Each Member-at-Large maintains identifiable priorities, periodically reports progress, documents completed work and recommendations, preserves records necessary for continuity, and contributes to ongoing improvement of CCAC policies, plans, programs, and organizational structures. Leadership can assess the contribution of each assigned portfolio, measurable targets can be established as appropriate, and unfinished responsibilities can be transferred without unnecessary loss of information or momentum.

Key Tasks

1. Key Task 1 - Establish Annual Member-at-Large Priorities

- 1.1 Identify common responsibilities applicable to all Members-at-Large.
 - Executive Committee participation.
 - Membership representation.
 - Governance responsibility.
 - Organizational awareness.
- 1.2 Establish individual focus priorities.
 - Portfolio assignments.
 - Special projects.
 - Supporting roles.
 - Assessment responsibilities.
- 1.3 Align priorities with Council-wide strategic objectives.
- 1.4 Adjust assignments as organizational priorities change.

2. Key Task 2 - Track Portfolio Progress

- 2.1 Maintain a simple record of active assignments.
- 2.2 Track status.
 - Not started.
 - In progress.
 - Awaiting coordination or decision.

- Completed.
- Transitioned.
- 2.3 Track major milestones or decision points.
- 2.4 Identify barriers or resource requirements.
- 2.5 Maintain the structure so measurable targets can be inserted when approved.

3. Key Task 3 - Provide Periodic Progress Updates

- 3.1 Provide required quarterly progress updates.
- 3.2 Report significant developments between scheduled updates when appropriate.
- 3.3 Include:
 - Activities completed.
 - Current status.
 - Significant results.
 - Issues requiring leadership action.
 - Next priorities.
- 3.4 Keep reporting proportional to the scope and complexity of the assignment.

4. Key Task 4 - Document Recommendations and Results

- 4.1 Produce written recommendations when an assignment involves assessment or analysis.
- 4.2 Document decisions resulting from major projects.
- 4.3 Preserve important supporting material.
 - Research.
 - Contacts.
 - Plans.
 - Templates.
 - Agreements.
 - Lessons learned.
- 4.4 Identify recommendations requiring future action.

5. Key Task 5 - Conduct Periodic Portfolio Review

- 5.1 Assess whether assigned portfolios remain relevant.
- 5.2 Determine whether an activity should:
 - Continue.

- Expand.
- Change.
- Transfer.
- Terminate.
- 5.3 Assess duplication with established functional areas.
- 5.4 Identify potential new organizational priorities.
- 5.5 Recommend adjustments for the next annual planning period.

6. Key Task 6 - Maintain Leadership Continuity

- 6.1 Maintain organized electronic records associated with assigned responsibilities.
- 6.2 Identify unfinished actions before leaving office or changing portfolios.
- 6.3 Transfer relevant material to:
 - Successor Member-at-Large.
 - Responsible functional officer.
 - President.
 - Secretary for official organizational records when appropriate.
- 6.4 Conduct transition briefings when useful.
- 6.5 Preserve institutional knowledge generated through special assignments.

7. Key Task 7 - Contribute to Organizational Improvement

- 7.1 Identify recurring organizational problems.
- 7.2 Recommend improvements to:
 - Strategic Plans.
 - Policies.
 - Procedures.
 - Organizational structure.
 - Cross-functional coordination.
- 7.3 Distinguish strategic recommendations from implementing procedures.
- 7.4 Refer implementation responsibilities to the appropriate functional owner.
- 7.5 Track accepted recommendations until ownership has been established.

LOE Effect

A disciplined accountability and continuity system that makes Member-at-Large contributions visible, preserves knowledge across leadership transitions, supports

assessment of assigned initiatives, and converts experience into continuing improvements in CCAC governance, planning, coordination, and organizational effectiveness.

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Appendix — Plans & Concepts

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

- Member-at-Large Annual Portfolio Assignment Template.
- Member-at-Large Quarterly Progress Update Template.
- Special Project Charter Template.
- Cross-Functional Project Responsibility Matrix.
- Member Feedback and Organizational Listening Concept.
- Organizational Assessment Template.
- Project Closeout and Transition Template.
- Member-at-Large Leadership Transition Checklist.
- Executive Committee Issue and Recommendation Template.
- Annual Member-at-Large Portfolio Review.