

Past President

CCAC Strategic Plan

PAST PRESIDENT

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CCAC PAST PRESIDENT |

Cadet Corps Alumni Council

Strategic Plan for Past President

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Executive Introduction

The Cadet Corps Alumni Council (CCAC) Past President serves a focused leadership-continuity role within the organization. The office exists primarily to assist the President by providing counsel, guidance, training, institutional knowledge, and experienced support while serving as a member of the Executive Committee.

Unlike the President and Vice Presidents, the Past President does not own a separate functional area of CCAC operations. The value of the position is derived from continuity of leadership and the ability to transfer experience from one presidential administration to the next without creating a competing source of executive authority.

The Past President supports the sitting President by helping preserve institutional knowledge, explaining relevant background and prior decisions, providing advice when requested or appropriate, and performing specific tasks or roles assigned by the President. These responsibilities should strengthen presidential effectiveness while preserving the President's authority as CCAC's chief executive officer.

The Past President also remains subject to the planning, reporting, participation, and transition responsibilities applicable to elected CCAC officers.

The Full System

Stage	LOE	Strategic Question
CONTINUITY	LOE 1	How does the Past President help the President assume the office effectively and preserve continuity between administrations?
COUNSEL	LOE 2	How does the Past President provide useful advice and guidance without interfering with the authority of the sitting President?
ASSIGNED SUPPORT	LOE 3	How does the Past President effectively execute tasks or roles assigned by the President?

The Past President Leadership Lifecycle

1. Transfer knowledge — LOE 1: Presidential Transition and Continuity
2. Advise the President — LOE 2: Presidential Counsel and Guidance
3. Support as directed — LOE 3: Presidential Assigned Duties

Transition > Advise > Support > Preserve Continuity

Strategic Insight

The Past President provides greatest value when the office strengthens continuity without creating ambiguity in leadership authority.

Leadership transitions can result in the loss of institutional knowledge, context, historical understanding, and awareness of unresolved organizational matters. The Past President provides a deliberate mechanism for transferring that knowledge to the incoming President.

The advisory relationship must nevertheless remain clear. The sitting President is responsible for executive and administrative leadership of CCAC. The Past President advises, counsels, trains, and supports the President but does not independently direct the Council, supervise other elected officers, or exercise presidential authority merely by virtue of having previously served as President.

Similarly, presidentially assigned duties should supplement rather than duplicate responsibilities already assigned to another CCAC officer or functional area. When an assigned task intersects another officer's responsibilities, the Past President should

coordinate with the primary functional owner and operate within the authority delegated by the President.

A disciplined Past President system therefore creates continuity, preserves institutional knowledge, improves presidential effectiveness, and provides experienced leadership capacity without creating conflicting lines of authority.

Purpose of This Plan

This plan provides the Past President with a practical strategic framework for fulfilling the responsibilities of the office. It translates the Past President's bylaw responsibilities into three coordinated Lines of Effort focused on presidential transition and continuity, presidential counsel and guidance, and duties or roles assigned by the President. The plan also establishes clear boundaries between the Past President and the sitting President and between the Past President and other CCAC officers.

Desired End State

The desired end state is a CCAC leadership system in which presidential transitions occur with minimal loss of institutional knowledge, the sitting President has continuing access to experienced counsel and guidance, and the Past President provides useful organizational support without creating conflicting authority or duplicating the responsibilities of other officers.

The Past President remains an active and constructive member of the Executive Committee, fulfills duties assigned by the President, complies with applicable elected-officer planning and reporting requirements, and contributes to the orderly continuity of CCAC leadership.

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 leadership continuity and 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 1 — Presidential Transition and Continuity

Operational Objective

Provide the incoming President with the knowledge, context, records, and orientation necessary to assume the duties of office effectively while preserving continuity between presidential administrations.

End State

The President enters office with an understanding of presidential responsibilities, current organizational priorities, significant ongoing matters, relevant institutional history, and unresolved issues requiring attention.

Key Tasks

1. Key Task 1 - Conduct Presidential Transition
 - Supporting Task
 - Enabling Resource
2. Key Task 2 - Transfer Institutional Knowledge

LOE Effect

An orderly presidential transition that preserves institutional knowledge and enables the incoming President to assume executive leadership with sufficient understanding of current CCAC responsibilities, priorities, and organizational context.

LOE 1 — Presidential Transition and Continuity

Operational Objective

Provide the incoming President with the knowledge, context, records, and orientation necessary to assume the duties of office effectively while preserving continuity between presidential administrations.

End State

The President assumes office with a working understanding of presidential responsibilities, current Council objectives, active strategic plans, significant ongoing matters, relevant organizational history, and unresolved issues requiring attention.

Relevant records and information are transferred in an orderly manner, and the President has continuing access to the Past President for reasonable follow-up guidance regarding matters from the previous administration.

Key Tasks

1. Key Task 1 - Conduct Presidential Transition

- 1.1 Provide a structured presidential transition briefing
 - Current Council objectives and priorities
 - Active Strategic Plans
 - Significant ongoing initiatives
 - Pending decisions or unresolved matters
 - Significant commitments requiring continued attention
- 1.2 Review the responsibilities of the President established by the Bylaws
 - Overall executive and administrative leadership
 - Calling and chairing meetings
 - Executive Committee leadership
 - Appointment authority provided by the Bylaws
 - Council-wide strategic planning and coordination responsibilities
 - Responsibility for Council activities
- 1.3 Identify recurring presidential responsibilities requiring continuity

- Executive Committee activities
- Annual strategic planning
- Council meetings
- Significant recurring organizational requirements

2. Key Task 2 - Transfer Institutional Knowledge

- 2.1 Provide relevant background regarding significant organizational matters
 - Purpose and history of major ongoing initiatives
 - Relevant prior Executive Committee decisions
 - Significant unresolved issues
 - Known organizational constraints or dependencies
- 2.2 Explain significant relationships requiring continuity when applicable
 - Nature of the existing relationship
 - Relevant history
 - Current status
 - Known commitments or pending matters
- 2.3 Identify lessons learned from the previous presidential term
 - Practices that supported effective Council operations
 - Known challenges
 - Matters requiring continued attention

3. Key Task 3 - Transfer Presidential Records and Materials

- 3.1 Transfer presidential files, documents, records, and materials in accordance with CCAC requirements
 - Electronic records
 - Working files
 - Organizational correspondence in the President's possession
 - Relevant planning documents

- Other CCAC materials associated with the office
- 3.2 Organize transferred information so it can be readily understood and used by the incoming President
 - Current matters
 - Completed matters
 - Pending matters
 - Reference material
- 3.3 Identify any records requiring transfer to another appropriate CCAC officer
 - Secretary
 - Responsible Vice President
 - Current President
 - Other Executive Committee member as appropriate

4. Key Task 4 - Support Initial Presidential Orientation

- 4.1 Remain reasonably available during the transition period for follow-up questions
 - Clarify prior decisions
 - Explain organizational background
 - Provide historical context
- 4.2 Assist the President in distinguishing matters requiring immediate action from matters requiring continued observation
 - Pending decisions
 - Existing commitments
 - Routine recurring matters
- 4.3 Allow the President to establish the direction and priorities of the new administration
 - Provide advice without imposing prior presidential preferences
 - Distinguish continuity requirements from discretionary prior practices

LOE Effect

An orderly presidential transition that preserves institutional knowledge, transfers relevant records and organizational context, reduces disruption between administrations, and enables the incoming President to assume executive leadership with sufficient understanding of current CCAC responsibilities, priorities, relationships, and unresolved matters.

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LOE 2 — Presidential Counsel and Guidance

Operational Objective

Provide the President with experienced counsel, guidance, historical context, and leadership perspective while preserving the President's authority as the chief executive officer of CCAC.

End State

The President has reliable access to experienced advice and institutional perspective when needed, and the Past President serves as a constructive member of the Executive Committee without creating competing executive authority, directing other officers outside delegated authority, or interfering with the President's responsibility to lead the Council.

Key Tasks

1. Key Task 1 - Provide Counsel to the President

- 1.1 Provide advice on organizational matters when requested or appropriate
 - Governance matters
 - Administrative matters
 - Leadership issues
 - Strategic considerations
 - Organizational continuity
- 1.2 Provide historical context when past decisions or practices affect current matters
 - Previous Executive Committee decisions
 - Prior organizational approaches
 - Historical rationale
 - Lessons learned
- 1.3 Present advice as counsel rather than direction
 - Identify relevant considerations
 - Present reasonable options when appropriate
 - Explain prior experience

- Allow the President to determine the final course of action within presidential authority

2. Key Task 2 - Provide Guidance to the President

- 2.1 Assist the President in understanding the practical requirements of the office
 - Executive leadership responsibilities
 - Executive Committee coordination
 - Strategic planning responsibilities
 - Organizational continuity requirements
- 2.2 Provide guidance regarding presidential decision-making when appropriate
 - Identify potential organizational implications
 - Identify coordination requirements
 - Identify matters that may require Executive Committee action
- 2.3 Support development of the President's own leadership approach
 - Avoid requiring continuation of discretionary practices solely because they were used by the previous administration
 - Preserve institutional continuity while allowing legitimate leadership change

3. Key Task 3 - Preserve Clear Presidential Authority

- 3.1 Recognize the sitting President as CCAC's chief executive officer
 - The President leads Council administration
 - The President coordinates Council-wide objectives
 - The President oversees annual strategic planning
 - The President exercises presidential authorities established by the Bylaws
- 3.2 Avoid creating a competing chain of authority
 - Do not independently direct Vice Presidents or other officers unless appropriately delegated
 - Do not represent personal advice as presidential direction
 - Do not exercise authority based solely on previous service as President

- 3.3 Support the President's decisions once properly made
 - Provide additional counsel when requested
 - Assist implementation when assigned
 - Maintain Executive Committee coordination as appropriate

4. Key Task 4 - Serve Constructively on the Executive Committee

- 4.1 Participate in Executive Committee meetings and activities
 - Review matters presented for consideration
 - Provide relevant historical or organizational context
 - Contribute experienced judgment
- 4.2 Distinguish the Executive Committee role from the individual advisory role to the President
 - Participate in Executive Committee business as a member of the Committee
 - Provide presidential counsel directly to the President when appropriate
- 4.3 Support continuity between prior and current Executive Committee actions
 - Identify unresolved matters from the prior administration
 - Clarify relevant previous decisions when needed
 - Assist the Committee in understanding organizational history when relevant

LOE Effect

A constructive advisory relationship in which the President benefits from the experience, institutional knowledge, and leadership perspective of the Past President while presidential authority remains clear, Executive Committee deliberations benefit from continuity, and the Past President strengthens rather than complicates CCAC governance.

LOE 3 — Presidential Assigned Duties

Operational Objective

Execute tasks or roles assigned by the President in a manner that provides additional experienced leadership capacity to CCAC while remaining within delegated authority and avoiding duplication of responsibilities assigned to other officers.

End State

The President can assign appropriate tasks or roles to the Past President with confidence that those responsibilities will be executed within clearly understood authority, coordinated with the appropriate functional owners, reported to the President, and completed without creating conflicting responsibilities or organizational commitments beyond the authority delegated.

Key Tasks

1. Key Task 1 - Receive and Clarify Assigned Duties

- 1.1 Confirm the purpose and expected outcome of significant assigned duties
 - Objective
 - Scope
 - Desired result
 - Relevant timeline
 - Required coordination
- 1.2 Clarify the authority associated with the assignment when necessary
 - Actions the Past President may execute directly
 - Matters requiring presidential approval
 - Matters requiring Executive Committee action
 - Functional areas requiring coordination
- 1.3 Identify whether another officer has primary responsibility for any portion of the assigned task
 - Preserve the primary functional owner's responsibility
 - Establish appropriate supporting relationships

- Avoid duplicate or conflicting activity

2. Key Task 2 - Execute Assigned Tasks Within Delegated Authority

- 2.1 Perform tasks or roles assigned by the President
 - Special projects
 - Temporary leadership support
 - Organizational coordination
 - Other duties consistent with the Bylaws and presidential authority
- 2.2 Coordinate with responsible CCAC officers when assignments cross functional boundaries
 - Recognize the designated functional owner
 - Provide support rather than duplicate standing responsibilities
 - Maintain awareness between affected officers
- 2.3 Operate within the authority delegated by the President
 - Do not make material organizational commitments without appropriate authority
 - Elevate matters that exceed the assignment
 - Seek clarification when the scope of authority is uncertain

3. Key Task 3 - Report Assigned-Duty Progress and Completion

- 3.1 Keep the President appropriately informed regarding significant assignments
 - Progress
 - Significant developments
 - Obstacles
 - Decisions requiring presidential attention
- 3.2 Elevate matters requiring additional authority or Executive Committee consideration
 - Significant changes in scope
 - Material organizational commitments

- Matters outside the delegated assignment
- 3.3 Report completion and significant outcomes
 - Actions completed
 - Outstanding follow-up
 - Records or information requiring transfer
 - Recommendations when appropriate

4. Key Task 4 - Fulfill Past President Planning and Reporting Requirements

- 4.1 Maintain the required Annual Strategic Plan
 - Submit a new or updated plan within the period established by Executive Committee policy
 - Submit the plan to the President
 - Provide the required copy to the Secretary
- 4.2 Provide required quarterly progress updates
 - Report progress against applicable LOEs
 - Identify significant assigned duties underway
 - Identify obstacles or issues requiring presidential attention
- 4.3 Maintain continuity records associated with significant assigned duties
 - Relevant documents
 - Status information
 - Significant decisions
 - Required follow-up
- 4.4 Transfer CCAC files, records, documents, and materials upon leaving office in accordance with the Bylaws

LOE Effect

An effective presidential support capability that allows the President to use the experience and capacity of the Past President for appropriate assigned duties while preserving clear functional ownership, preventing conflicting authority, maintaining accountability, and

ensuring that assigned activities support rather than duplicate the responsibilities of other CCAC officers.

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Appendix

Plans & Concepts

The following supporting tools may be developed under or in support of this Strategic Plan when needed:

- Presidential transition checklist.
- Presidential transition briefing outline.
- Presidential continuity and pending-matters summary.
- Presidential records-transfer checklist.
- Assigned-duty tracking format.
- Quarterly Past President progress-update format.

These supporting tools are intended to facilitate execution of responsibilities established by the Bylaws and this Strategic Plan and should not independently expand the authority or responsibilities of the Past President.