

CCAC Strategic Plan

MEMBERSHIP

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CCAC PRESIDENT |

Cadet Corps Alumni Council
Strategic Plan for the President
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Executive Introduction

The Cadet Corps Alumni Council (CCAC) President Strategic Plan is built on a structured Lines of Effort (LOE) framework designed to provide Council-wide executive leadership, strategic direction, governance, organizational integration, performance oversight, executive representation, and leadership continuity.

The President occupies a distinct role within the CCAC strategic-planning system. Vice Presidents and other elected officers are responsible for specific functional areas or assigned duties. The President is responsible for ensuring that those individual functions operate together as a coordinated organization and remain aligned with CCAC's mission, Bylaws, Executive Committee decisions, approved plans, policies, and organizational priorities.

Effective Presidential leadership does not require the President to personally manage Membership, Development, Finance, Marketing, Communications, Hall of Honor, historical preservation, administrative records, or other assigned functions. Those responsibilities remain with the officers designated to lead them. Instead, the President establishes organizational direction, leads the Executive Committee, integrates officer Strategic Plans, identifies and resolves cross-functional gaps or conflicts, ensures appropriate decisions are made, monitors organizational execution, represents CCAC at the executive level, and preserves continuity across leadership transitions.

The President must therefore balance executive authority with disciplined delegation. Vice Presidents and other officers should be empowered to execute normal activities within approved plans, programs, budgets, and policies without unnecessary Presidential intervention. Matters involving material organizational commitments, significant unbudgeted or capital expenditures, major contractual obligations, multi-year commitments, significant policy changes, unusual legal or reputational risk, naming rights, or other matters reserved to the Executive Committee should be elevated through the appropriate governance process.

The President Strategic Plan is designed to function as a complete executive-leadership system. It establishes organizational direction, supports disciplined governance, integrates the work of CCAC's officers, monitors execution of approved priorities, manages executive-level relationships, and sustains leadership continuity.

The Full System

Stage	LOE	Strategic Question
SET DIRECTION	LOE 1	Where is CCAC going, and what must the organization accomplish?
GOVERN	LOE 2	How does the Executive Committee make disciplined, timely, and properly authorized decisions?
INTEGRATE	LOE 3	How do CCAC officers and functional areas operate as one coordinated system?
ENSURE EXECUTION	LOE 4	How does the President ensure approved priorities and Strategic Plans are being executed?
REPRESENT & COORDINATE	LOE 5	How does the President represent CCAC and manage executive-level relationships without displacing functional ownership?
SUSTAIN LEADERSHIP	LOE 6	How does CCAC preserve leadership continuity, accountability, and organizational effectiveness?

The Presidential Leadership Lifecycle

1. **Set the direction** — LOE 1: Strategic Direction and Annual Planning
2. **Lead governance** — LOE 2: Executive Governance and Decision Management
3. **Integrate the organization** — LOE 3: Functional Integration and Coordination
4. **Ensure execution** — LOE 4: Organizational Execution and Performance Oversight
5. **Represent CCAC** — LOE 5: Executive Representation and Strategic Relationships
6. **Sustain leadership** — LOE 6: Leadership Continuity and Organizational Capacity

Direction > Governance > Integration > Execution > Representation > Continuity

Strategic Insight

The President's principal strategic responsibility is not to perform every important activity within CCAC. It is to ensure that the organization operates as a coherent system.

Functional excellence alone does not guarantee organizational success. Membership may recruit effectively, Development may generate resources, Finance may maintain strong controls, Marketing may successfully promote CCAC, Communications may execute organizational channels, and other officers may perform their assigned duties, yet the organization can still underperform if priorities are not synchronized, responsibilities overlap, decisions are delayed, dependencies are unmanaged, or important responsibilities fall between functional areas.

The President provides the executive integration required to prevent those conditions.

Strategic direction without execution produces plans without results. Governance without delegation produces unnecessary bottlenecks. Delegation without accountability creates disconnected activities. Organizational oversight without clear functional ownership creates micromanagement. External relationships without internal coordination can create commitments CCAC is unable or unauthorized to fulfill.

The Presidential leadership system must therefore maintain clear organizational priorities, strong governance, delegated operational authority, defined primary ownership, measurable execution, effective escalation, and disciplined coordination.

The desired model is a Council in which each officer understands what they own, what they support, what decisions they may make independently, what requires coordination, and what must be elevated.

Purpose of This Plan

This plan provides the CCAC President with a practical strategic framework for executive leadership of the Council. It translates broad Presidential responsibilities into organized Lines of Effort that can be executed, monitored, assessed, and refined over time.

The plan establishes the President's role in Council-wide planning, Executive Committee governance, cross-functional integration, organizational performance oversight, executive representation, and leadership continuity.

The plan is also designed to preserve appropriate functional boundaries. The President establishes direction, coordinates the organization, ensures accountability, and intervenes where executive leadership is required. Functional officers retain primary responsibility for normal execution within their approved areas.

The plan provides a framework through which measurable organizational targets may later be established without restructuring the planning system.

Desired End State

The desired end state is a strategically aligned, effectively governed, coordinated, accountable, and sustainable Cadet Corps Alumni Council in which organizational priorities are clear; officers operate under coordinated Strategic Plans; functional ownership and supporting relationships are defined; routine activities are executed at the appropriate functional level; cross-functional dependencies, gaps, and conflicts are resolved; significant decisions are elevated through the proper governance process; Council-wide progress is routinely assessed; executive relationships support the mission while preserving CCAC's independent governance; leadership transitions preserve momentum and institutional knowledge; and the organization continuously improves its ability to accomplish its mission.

Strategic Planning Structure

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 Presidential leadership 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 1 — Strategic Direction and Annual Planning

Operational Objective

Establish and maintain clear Council-wide strategic direction by integrating organizational priorities, officer Strategic Plans, significant initiatives, resource requirements, and cross-functional dependencies into a coherent Annual Plan.

End State

CCAC operates under an integrated planning system in which Executive Committee priorities are translated into coordinated officer Strategic Plans and an executable Annual Plan, organizational dependencies and decision requirements are visible, and leadership can assess progress against approved priorities throughout the year.

Key Tasks

1. Key Task 1 - Establish the Annual Strategic Planning Cycle
 - Supporting Task
 - Enabling Resource
2. Key Task 2 - Establish Council-Wide Priorities
3. Key Task 3 - Develop and Maintain the CCAC Annual Plan
4. Key Task 4 - Integrate Officer Strategic Plans
5. Key Task 5 - Review and Adjust Strategic Direction

LOE Effect

A coordinated Council-wide planning system that translates CCAC's mission and Executive Committee priorities into integrated Strategic Plans, an executable Annual Plan, clearly assigned responsibilities, and measurable organizational progress.

LOE 1 — Strategic Direction and Annual Planning

Operational Objective

Establish and maintain clear Council-wide strategic direction by integrating CCAC's mission, Executive Committee priorities, officer Strategic Plans, major organizational initiatives, resource requirements, and cross-functional dependencies into a coherent Annual Plan and strategic-management system.

End State

CCAC operates under an integrated planning system in which organizational priorities are clearly established, each elected officer maintains an approved Strategic Plan appropriate to their responsibilities, cross-functional dependencies are identified, significant resource and decision requirements are visible, and the Executive Committee can assess organizational progress against an agreed direction throughout the year.

Key Tasks

1. Key Task 1 - Establish the Annual Strategic Planning Cycle

- 1.1 Review the strategic foundation of the organization.
 - CCAC mission.
 - Bylaws.
 - Executive Committee policies.
 - Existing Strategic Plans.
 - Prior Executive Committee decisions.
 - Significant external conditions affecting CCAC.
- 1.2 Establish the annual Strategic Plan review and update cycle.
 - Define when new or updated officer plans are required.
 - Establish submission requirements.
 - Coordinate administrative receipt and retention with the Secretary.
- 1.3 Identify Council-wide strategic questions for the upcoming planning period.
 - Organizational growth.
 - Cadet and alumni support.
 - Governance.
 - Resources.
 - Organizational capacity.
 - Major events and programs.

- Significant institutional relationships.
- 1.4 Identify unresolved matters from the previous planning period.
 - Incomplete initiatives.
 - Delayed decisions.
 - Unresolved functional conflicts.
 - Resource constraints.
 - External dependencies.

2. Key Task 2 - Establish Council-Wide Priorities

- 2.1 Identify the limited number of organizational priorities requiring coordinated Executive Committee attention.
 - Distinguish Council-wide priorities from routine functional activity.
 - Avoid converting every functional task into a Presidential priority.
- 2.2 Define the intended organizational effect of each priority.
 - Desired condition.
 - Primary owner.
 - Supporting functions.
 - Major milestones.
 - Decision requirements.
- 2.3 Identify priorities requiring Executive Committee approval.
 - New major programs.
 - Material policy changes.
 - Significant organizational commitments.
 - Material unbudgeted or capital expenditures.
 - Significant contracts.
 - Multi-year obligations.
 - Naming rights.
 - Material legal or reputational risk.
- 2.4 Sequence priorities according to organizational capacity.
 - Personnel availability.
 - Financial capacity.
 - Functional dependencies.
 - External timing requirements.

3. Key Task 3 - Develop and Maintain the CCAC Annual Plan

- 3.1 Translate approved priorities into an integrated Annual Plan.

- Council-wide objectives.
- Functional lead.
- Supporting functions.
- Major milestones.
- Decision points.
- Coordination requirements.
- 3.2 Incorporate significant recurring organizational requirements.
 - Executive Committee meetings.
 - Annual membership meeting.
 - Elections when applicable.
 - Hall of Honor activities.
 - Major alumni activities.
 - Significant Development initiatives.
 - Major organizational reporting requirements.
- 3.3 Integrate major external dependencies.
 - Military Science coordination.
 - UTA requirements where applicable.
 - Partner-college or university coordination.
 - Significant external partner requirements.
- 3.4 Coordinate resource assumptions.
 - Finance provides authoritative financial information.
 - Functional owners identify resource requirements.
 - Development identifies resource-generation opportunities where applicable.
- 3.5 Present the Annual Plan through the appropriate Executive Committee process.

4. Key Task 4 - Integrate Officer Strategic Plans

- 4.1 Review officer Strategic Plans for structural and strategic alignment.
 - Mission and scope.
 - Strategic questions.
 - LOEs.
 - Operational Objectives.
 - End States.
 - Functional boundaries.
- 4.2 Identify overlapping responsibilities.
 - Determine the proper primary owner.

- Assign supporting functions.
 - Remove unnecessary duplication.
- 4.3 Identify strategic gaps.
 - Activities with no clear owner.
 - Dependencies without coordination mechanisms.
 - Requirements not addressed by any plan.
- 4.4 Resolve conflicting assumptions or authorities.
 - Functional ownership.
 - Approval requirements.
 - Resource assumptions.
 - External relationship ownership.
- 4.5 Require appropriate plan refinement when coordination problems are identified.

5. Key Task 5 - Establish and Maintain the Organizational Planning Calendar

- 5.1 Maintain visibility of major organizational requirements.
 - Strategic Plan updates.
 - Executive Committee meetings.
 - Annual meeting.
 - Elections.
 - Required financial reporting.
 - Major events.
 - Significant program milestones.
- 5.2 Identify cross-functional calendar conflicts.
- 5.3 Synchronize major organizational activities when possible.
- 5.4 Preserve functional responsibility for detailed operating calendars.

6. Key Task 6 - Review and Adjust Strategic Direction

- 6.1 Conduct periodic review of Council priorities.
- 6.2 Identify changes requiring modification of the Annual Plan.
 - New opportunities.
 - Emerging risks.
 - Resource changes.
 - External requirements.
 - Executive Committee decisions.
- 6.3 Distinguish routine functional adjustments from strategic changes.

- 6.4 Elevate material strategic changes to the Executive Committee when required.
- 6.5 Ensure approved changes are communicated to affected functional owners.

LOE Effect

A coordinated Council-wide planning system that translates CCAC's mission and Executive Committee priorities into integrated Strategic Plans, a coherent Annual Plan, clearly assigned responsibilities, synchronized major activities, and measurable organizational progress.

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LOE 2 — Executive Governance and Decision Management

Operational Objective

Lead an effective Executive Committee governance and decision-management system that ensures organizational matters are identified, prepared, considered, decided, documented, and executed at the appropriate level of authority.

End State

The CCAC Executive Committee operates through a disciplined governance process in which meetings are purposeful, decision requirements are prepared in advance, authorities are understood, routine matters are delegated appropriately, significant matters receive Executive Committee consideration, official decisions are documented, and approved actions are followed through to completion.

Key Tasks

1. Key Task 1 - Lead Effective Executive Committee Meetings

- 1.1 Call and chair Executive Committee meetings as required.
- 1.2 Establish meeting objectives and priorities.
 - Decisions required.
 - Strategic issues.
 - Organizational performance.
 - Significant risks or opportunities.
- 1.3 Maintain an agenda process that prioritizes matters requiring collective leadership attention.
 - Avoid consuming Executive Committee time with routine functional matters that can be resolved by the responsible officer.
- 1.4 Coordinate meeting preparation with the Secretary.
 - Agenda distribution.
 - Supporting documents.
 - Decision materials.
 - Administrative requirements.
- 1.5 Ensure adequate opportunity for officer input and informed discussion.

2. Key Task 2 - Establish a Disciplined Decision-Management Process

- 2.1 Clearly define the decision required before Executive Committee consideration.
 - Issue.

- Background.
- Alternatives.
- Resource implications.
- Risk.
- Recommended action when appropriate.
- 2.2 Identify the proper decision authority.
 - Functional officer.
 - President.
 - Executive Committee.
 - Membership.
 - Other authority established by Bylaws or policy.
- 2.3 Require appropriate functional coordination before major decisions.
 - Finance for financial implications.
 - Development for resource-generation or supporter commitments.
 - Communications and Marketing for external communication implications.
 - Secretary for governance or official-record requirements.
- 2.4 Avoid unnecessary elevation of matters already authorized under approved plans, programs, budgets, and policies.

3. Key Task 3 - Maintain Clear Executive Authorities and Delegation

- 3.1 Reinforce the authority of functional officers to execute approved responsibilities.
- 3.2 Identify matters requiring Presidential coordination rather than approval.
- 3.3 Identify matters requiring Executive Committee approval.
 - Material unbudgeted or capital expenditures.
 - Significant contractual obligations.
 - Multi-year financial commitments.
 - Naming rights.
 - Material restricted-gift conditions.
 - Significant new programs.
 - Significant legal or reputational risk.
 - Material policy changes.
 - Matters reserved by the Bylaws.
- 3.4 Delegate appropriate Presidential tasks where authorized.

- 3.5 Avoid creating Presidential approval requirements that unnecessarily slow routine execution.

4. Key Task 4 - Support Policy Governance

- 4.1 Identify areas in which policy is required to implement the Bylaws or improve organizational control.
 - Financial controls.
 - Elections.
 - Records.
 - Conflict of interest.
 - Communications.
 - Subgroups.
 - Program administration.
 - Other recurring governance requirements.
- 4.2 Assign policy development to the appropriate functional owner.
- 4.3 Ensure proposed policies are coordinated across affected functions.
- 4.4 Present policies to the proper approval authority.
- 4.5 Periodically review policies for continued relevance and effectiveness.

5. Key Task 5 - Ensure Bylaw and Governance Compliance

- 5.1 Conduct Council business consistent with the Bylaws and approved policies.
- 5.2 Identify actions requiring membership approval.
- 5.3 Ensure meeting and voting requirements are observed.
- 5.4 Coordinate potential governance issues with the Secretary and other appropriate officers.
- 5.5 Elevate legal or nonprofit-governance issues when professional review is appropriate.

6. Key Task 6 - Maintain Decision Follow-Through

- 6.1 Confirm the responsible owner for approved Executive Committee actions.
- 6.2 Establish expected completion or review points when appropriate.
- 6.3 Include outstanding major decisions and actions in organizational performance reviews.
- 6.4 Coordinate official documentation with the Secretary.
 - The Secretary maintains the official minutes and Council records.
 - The President ensures significant decisions are translated into organizational action.

LOE Effect

A disciplined Executive Committee governance system that improves decision quality, clarifies authority, protects delegated functional responsibility, ensures significant matters receive appropriate approval, and converts Council decisions into coordinated organizational action.

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LOE 3 — Functional Integration and Coordination

Operational Objective

Integrate CCAC's functional areas into a coordinated organizational system by establishing clear primary ownership, supporting responsibilities, coordination requirements, dependencies, and mechanisms for resolving gaps, overlaps, and conflicts.

End State

CCAC operates as an integrated organization in which each significant activity has one clear primary owner, supporting functions understand their responsibilities, cross-functional dependencies are visible and managed, conflicting or duplicated activity is minimized, and organizational issues that cannot be resolved at the functional level are elevated and addressed efficiently.

Key Tasks

1. Key Task 1 - Establish and Maintain Functional Boundaries

- 1.1 Define the primary responsibilities of each functional area.
 - Membership.
 - Development.
 - Finance.
 - Marketing.
 - Communications.
 - Hall of Honor.
 - Secretary.
 - Historian.
 - Chaplain.
 - Other approved functions or positions.
- 1.2 Assign one clear primary owner for significant recurring organizational activities.
- 1.3 Identify supporting functions.
- 1.4 Define required coordination points.
- 1.5 Avoid assigning the same primary responsibility to multiple officers.

2. Key Task 2 - Maintain a Cross-Functional Boundaries Framework

- 2.1 Establish a Council-wide reference identifying:
 - Activity or responsibility.

- Primary owner.
- Supporting functions.
- Coordination requirements.
- Approval or elevation authority.
- Dependencies.
- 2.2 Use completed Functional Area Strategic Plans as the source of truth.
- 2.3 Update the framework when plans, policies, or organizational structure change.
- 2.4 Use the framework to resolve uncertainty before conflicting activity develops.

3. Key Task 3 - Integrate Major Organizational Initiatives

- 3.1 Identify initiatives involving multiple functional areas.
 - Major events.
 - Membership campaigns.
 - Development campaigns.
 - New organizational programs.
 - Major institutional partnerships.
 - Major public-facing initiatives.
- 3.2 Designate the primary functional owner.
- 3.3 Identify supporting requirements.
 - Marketing support.
 - Communications support.
 - Financial support and controls.
 - Development support.
 - Membership support.
 - Administrative support.
- 3.4 Establish a lead coordination mechanism appropriate to the initiative.
- 3.5 Avoid creating separate Presidential execution structures where an existing functional owner can lead the activity.

4. Key Task 4 - Resolve Cross-Functional Gaps and Conflicts

- 4.1 Encourage officers to resolve routine coordination issues directly.
- 4.2 Intervene when an issue affects multiple functions or remains unresolved.
- 4.3 Determine whether the issue involves:
 - Unclear ownership.
 - Conflicting authority.
 - Resource competition.

- Schedule conflict.
 - Policy conflict.
 - External commitment.
 - Organizational risk.
- 4.4 Establish an interim solution when immediate coordination is required.
- 4.5 Elevate policy or governance issues to the Executive Committee when appropriate.

5. Key Task 5 - Coordinate Shared Organizational Resources

- 5.1 Identify shared systems and resources used across functional areas.
 - Website.
 - CRM or databases.
 - Financial systems.
 - Digital storage.
 - Email systems.
 - Event infrastructure.
 - Volunteer resources.
- 5.2 Establish primary ownership of each shared system.
- 5.3 Define access and supporting responsibilities.
- 5.4 Prevent parallel systems from being created unnecessarily.
- 5.5 Address resource constraints through the Annual Planning process.

6. Key Task 6 - Promote Coordinated Officer Leadership

- 6.1 Maintain routine communication among officers on matters affecting multiple functions.
- 6.2 Encourage early coordination rather than late-stage approval requests.
- 6.3 Reinforce the primary-owner/supporting-function model.
- 6.4 Encourage officers to identify dependencies in their own Strategic Plans.
- 6.5 Use Executive Committee meetings to resolve significant integration issues rather than manage routine functional execution.

LOE Effect

A coordinated CCAC operating system in which responsibilities are clearly assigned, supporting relationships are understood, functional dependencies are actively managed, conflicting or duplicated efforts are reduced, and the organization's officers work together toward common Council priorities.

LOE 4 — Organizational Execution and Performance Oversight

Operational Objective

Establish an executive performance-management system that provides the President and Executive Committee sufficient visibility to determine whether approved Strategic Plans, Annual Plan priorities, and major organizational commitments are progressing while preserving functional responsibility for detailed execution and performance management.

End State

CCAC leadership maintains reliable visibility of organizational progress, significant milestones, unresolved obstacles, emerging risks, major decisions, and cross-functional dependencies. Functional officers manage detailed performance within their areas, while the President maintains Council-wide awareness and directs executive attention toward matters requiring organizational action.

Key Tasks

1. Key Task 1 - Establish a Routine Officer Progress-Update System

- 1.1 Require periodic updates on officer Strategic Plan execution consistent with CCAC policy.
- 1.2 Structure updates around significant information.
 - Progress toward LOE objectives.
 - Major accomplishments.
 - Upcoming milestones.
 - Significant obstacles.
 - Decisions required.
 - Cross-functional support required.
- 1.3 Avoid unnecessary reporting of routine task-level activity.
- 1.4 Maintain the reporting structure so future performance targets can be inserted without redesign.

2. Key Task 2 - Maintain Council-Wide Performance Visibility

- 2.1 Consolidate significant officer updates into an organizational view.
- 2.2 Track progress against Annual Plan priorities.
- 2.3 Identify major organizational milestones.
- 2.4 Identify delayed or at-risk priorities.
- 2.5 Identify cross-functional dependencies affecting execution.

- 2.6 Distinguish performance oversight from functional performance management.
 - Functional officers manage their own detailed measures.
 - The President assesses organizational execution.

3. Key Task 3 - Identify and Address Obstacles to Execution

- 3.1 Identify obstacles requiring Presidential intervention.
 - Cross-functional conflict.
 - Unresolved decision.
 - External dependency.
 - Resource limitation.
 - Leadership vacancy.
 - Policy uncertainty.
- 3.2 Determine the appropriate corrective mechanism.
 - Functional coordination.
 - Presidential direction within authority.
 - Executive Committee decision.
 - Resource adjustment.
 - Schedule adjustment.
 - Strategic Plan revision.
- 3.3 Avoid taking over functional execution when the responsible officer can resolve the issue.

4. Key Task 4 - Manage Organizational Risks and Emerging Issues

- 4.1 Identify significant risks affecting the organization.
 - Governance.
 - Financial.
 - Legal.
 - Reputational.
 - Operational.
 - Institutional relationships.
 - Leadership continuity.
- 4.2 Assign risk management activity to the appropriate primary owner.
- 4.3 Maintain Presidential visibility of material organizational risks.
- 4.4 Elevate significant risks to the Executive Committee.
- 4.5 Track resolution of material issues.

5. Key Task 5 - Conduct Periodic Organizational Reviews

- 5.1 Review progress against Council-wide priorities.
- 5.2 Assess whether officer Strategic Plans remain aligned.
- 5.3 Identify areas of sustained success.
- 5.4 Identify underperforming or stalled initiatives.
- 5.5 Identify new strategic gaps or dependencies.
- 5.6 Recommend adjustments where required.

6. Key Task 6 - Conduct an Annual Organizational Assessment

- 6.1 Review accomplishment of Annual Plan objectives.
- 6.2 Review major officer Strategic Plan results.
- 6.3 Review significant Executive Committee decisions and outcomes.
- 6.4 Identify lessons learned.
 - Successful practices.
 - Structural weaknesses.
 - Resource constraints.
 - Coordination problems.
 - Emerging opportunities.
- 6.5 Use the assessment to inform the next strategic-planning cycle.
- 6.6 Coordinate approved publication or communication of appropriate organizational summaries with Communications.

LOE Effect

A disciplined executive oversight system that gives CCAC leadership timely visibility of organizational performance, identifies obstacles and risks before they become systemic problems, supports informed Executive Committee action, and strengthens accountability without transferring normal functional execution to the President.

LOE 5 — Executive Representation and Strategic Relationships

Operational Objective

Represent CCAC at the executive level and maintain senior relationships with organizations and individuals important to the Council's mission while preserving CCAC's independent governance and the primary ownership of functional relationships by the responsible officers.

End State

CCAC maintains effective senior-level relationships with Military Science, UTA, partner colleges and universities, alumni leaders, businesses, foundations, veteran and community organizations, and other mission-aligned institutions. Presidential participation strengthens organizational access, trust, coordination, and problem solving without displacing the functional officer responsible for the substantive purpose of each relationship.

Key Tasks

1. Key Task 1 - Define Presidential Representation Requirements

- 1.1 Identify circumstances in which Presidential representation adds organizational value.
 - Executive-level meetings.
 - Significant ceremonies or events.
 - Major institutional discussions.
 - High-level donor or partner engagement.
 - Significant organizational issues.
 - Formal CCAC representation.
- 1.2 Distinguish executive representation from functional ownership.
 - The President represents CCAC.
 - The functional officer remains responsible for the substantive activity.
- 1.3 Avoid Presidential participation in routine external activity unless required.

2. Key Task 2 - Maintain the Executive Relationship with Military Science

- 2.1 Maintain regular professional communication with Military Science leadership.
- 2.2 Promote mutual awareness of significant CCAC and ROTC activities.
- 2.3 Coordinate matters involving:
 - Cadet participation.

- Military Science facilities.
 - ROTC events.
 - Program support.
 - Activities requiring ROTC coordination.
- 2.4 Preserve the advisory and liaison nature of the relationship.
- 2.5 Maintain CCAC's independent governance, policies, finances, and organizational authority.

3. Key Task 3 - Maintain Appropriate Executive Relationships with UTA and Partner Institutions

- 3.1 Identify senior institutional relationships important to CCAC.
 - UTA leadership.
 - Relevant university offices.
 - Partner colleges and universities associated with the ROTC program.
 - Alumni organizations.
 - Institutional partners.
- 3.2 Maintain relationships based on mutual respect and mission alignment.
- 3.3 Coordinate institutional activity through the responsible functional area.
- 3.4 Avoid implying institutional sponsorship, control, or approval where none exists.
- 3.5 Elevate formal commitments for appropriate approval.

4. Key Task 4 - Support High-Level Development Relationships

- 4.1 Participate in significant donor, corporate, foundation, or partner relationships when Presidential involvement can increase trust or organizational access.
- 4.2 Coordinate participation with the Vice President Development.
 - Development retains primary responsibility for cultivation strategy.
 - Development defines the resource opportunity.
 - Development coordinates solicitation.
 - Development maintains supporter stewardship and relationship records.
- 4.3 Serve as a Presidential relationship owner or executive sponsor when appropriate.
 - Major gift prospects.
 - Senior corporate leaders.
 - Significant institutional partners.
 - High-level alumni contacts.
- 4.4 Avoid uncoordinated solicitation or commitments.

5. Key Task 5 - Represent CCAC at Significant Events and Forums

- 5.1 Represent the organization at appropriate external events.
- 5.2 Deliver organizational remarks when required.
- 5.3 Reinforce approved CCAC mission, priorities, and organizational identity.
- 5.4 Coordinate public communication with Communications.
- 5.5 Coordinate promotional positioning with Marketing where appropriate.

6. Key Task 6 - Manage Executive-Level Commitments

- 6.1 Clearly distinguish relationship building from organizational commitment.
- 6.2 Avoid making unauthorized commitments regarding:
 - Significant expenditures.
 - Contracts.
 - Multi-year financial obligations.
 - Naming rights.
 - Restricted gifts.
 - Major new programs.
 - Significant use of organizational assets.
- 6.3 Elevate significant commitments through the appropriate approval process.
- 6.4 Ensure approved commitments are assigned to the proper functional owner for execution.

7. Key Task 7 - Maintain Strategic Relationship Continuity

- 7.1 Identify significant executive relationships.
- 7.2 Maintain appropriate relationship history and next actions.
- 7.3 Coordinate functional records with responsible officers.
- 7.4 Ensure key relationships are transferred during leadership transitions.
- 7.5 Avoid allowing strategically important institutional relationships to depend solely on one individual's personal knowledge.

LOE Effect

A disciplined executive-representation system that strengthens CCAC's credibility, access, senior relationships, institutional coordination, and external influence while preserving independent governance, functional ownership, and appropriate approval authority.

LOE 6 — Leadership Continuity and Organizational Capacity

Operational Objective

Maintain effective organizational leadership through deliberate succession, transition, vacancy management, special assignments, institutional-knowledge preservation, and periodic assessment of CCAC's leadership structure and capacity.

End State

CCAC maintains continuity of leadership despite normal elections, officer transitions, vacancies, changing volunteer availability, or organizational growth. Incoming leaders receive the information, records, relationships, plans, and orientation necessary to assume responsibility; temporary leadership gaps are addressed promptly; institutional knowledge is preserved; and organizational structure can evolve through proper governance as CCAC's requirements change.

Key Tasks

1. Key Task 1 - Establish Leadership Transition Procedures

- 1.1 Require outgoing officers to transfer appropriate office materials.
 - Strategic Plans.
 - Current projects.
 - Pending decisions.
 - Significant correspondence.
 - Relationship information.
 - Procedures.
 - Templates.
 - Electronic records.
 - Physical property where applicable.
- 1.2 Ensure transition occurs within the timeframe required by the Bylaws or policy.
- 1.3 Coordinate official record retention with the Secretary.
- 1.4 Ensure functional information is transferred to the successor rather than retained only in personal accounts or devices.

2. Key Task 2 - Orient Incoming Officers

- 2.1 Provide incoming officers access to core governance documents.
 - Bylaws.
 - Applicable policies.

- Strategic Plans.
- Cross-Functional Boundaries framework.
- Annual Plan.
- Significant Executive Committee decisions.
- 2.2 Explain Presidential expectations for functional ownership and coordination.
- 2.3 Review current organizational priorities.
- 2.4 Identify immediate pending actions and dependencies.
- 2.5 Connect incoming officers with key internal and external counterparts.

3. Key Task 3 - Manage Vacancies and Temporary Leadership Gaps

- 3.1 Identify critical functions affected by vacancies.
- 3.2 Determine immediate continuity requirements.
- 3.3 Use Presidential appointment authority consistent with the Bylaws.
- 3.4 Ensure appointed officers understand:
 - Scope.
 - Authority.
 - Duration.
 - Current priorities.
 - Reporting requirements.
- 3.5 Avoid unnecessarily transferring vacant functional responsibilities permanently to the President.
- 3.6 Coordinate required election or confirmation actions with the Secretary and Executive Committee.

4. Key Task 4 - Use Special Committees and Temporary Organizational Structures When Required

- 4.1 Identify issues requiring focused temporary effort.
 - Major special projects.
 - Bylaw review.
 - Organizational studies.
 - Significant events or initiatives not appropriately owned by a standing function.
- 4.2 Define a clear charter.
 - Purpose.
 - Scope.
 - Chair.

- Membership.
- Authority.
- Deliverable.
- Completion condition.
- 4.3 Avoid establishing a special committee where an existing functional officer already owns the responsibility.
- 4.4 Dissolve or transition temporary structures when their purpose is complete.

5. Key Task 5 - Leverage the Past President for Leadership Continuity

- 5.1 Use the Past President as a source of counsel, historical context, and transition support.
- 5.2 Seek advice on significant governance or organizational matters when useful.
- 5.3 Assign appropriate special tasks when Presidential support is required.
- 5.4 Preserve clear authority.
 - The President remains the current chief executive officer.
 - The Past President advises and supports but does not exercise parallel Presidential authority.

6. Key Task 6 - Assess Organizational Leadership Capacity

- 6.1 Identify capability gaps affecting CCAC execution.
 - Vacant positions.
 - Excessive workload concentration.
 - Missing expertise.
 - Insufficient volunteer capacity.
 - Weak continuity systems.
- 6.2 Determine whether gaps can be resolved through:
 - Better delegation.
 - Committee support.
 - Volunteers.
 - Training.
 - Technology.
 - Process improvement.
 - New non-elected or administrative roles.
- 6.3 Present organizational-structure changes requiring Executive Committee action.

- 6.4 Preserve the distinction between elected offices established by the Bylaws and administrative structures that may be modified by policy or Executive Committee action.

7. Key Task 7 - Prepare for Presidential Transition

- 7.1 Maintain a current Presidential transition file.
 - Strategic priorities.
 - Annual Plan status.
 - Major Executive Committee decisions.
 - Significant unresolved issues.
 - Key executive relationships.
 - Major commitments.
 - Organizational risks.
- 7.2 Coordinate transfer of Presidential records with the Secretary as appropriate.
- 7.3 Conduct transition discussions with the incoming President.
- 7.4 Introduce the incoming President to significant external counterparts.
- 7.5 Transfer active organizational issues and decisions without creating unnecessary dependence on the outgoing President.

LOE Effect

A resilient leadership system that preserves CCAC's strategic direction, institutional knowledge, relationships, records, and organizational momentum through elections, vacancies, leadership transitions, and organizational growth while maintaining clear authority and accountability.

Appendix

Plans & Concepts

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

- CCAC Annual Plan.
- Council-wide Strategic Planning Calendar.
- Cross-Functional Boundaries and Responsibilities Framework.
- Executive Committee Decision-Management Procedures.
- Executive Committee Agenda and Decision Brief Template.
- Officer Strategic Plan Review and Update Procedures.
- Quarterly Strategic Plan Progress Report Template.
- Organizational Performance Dashboard.
- Organizational Risk and Issue Tracker.
- Major Initiative Coordination Template.
- Executive Relationship Management Procedures.
- Presidential Transition Checklist.
- Officer Transition and Records Transfer Checklist.
- Vacancy and Interim Leadership Procedures.
- Special Committee Charter Template.
- Annual Organizational Assessment Template.
- Executive Committee Policy Governance Framework.
- Leadership Orientation Package.