



The Citadel Alumni Association

Officer, Director & Committee Chair Handbook

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CAA Board of Directors Information

(Information is linked in the electronic version)

- [Click for CAA Bylaws](#)
- [Click for CAA Board of Directors](#)
- [Click for CAA Past Minutes](#)
- [Click for Board Policies](#)
- [Click for CAA Standing and Ad hoc Committees](#)
- [Click for Contact information and Clubs by District](#)
- [Click for CAA Board of Directors Strategic Plan \(2026\)](#)
- [Click for Board of Visitors members](#)
- [Click for Staff](#)

Overview

The Citadel Alumni Association (“the Association, CAA”) was founded as Association of Graduates on November 19, 1852. The Association is incorporated as a charitable organization under the in the state of South Carolina and is qualified as a tax-exempt organization under Section 501(c)(3) of the United States Internal Revenue Code. Governance of the Association is executed through its Officers and Directors, who are elected in accordance with the bylaws established by The Citadel Alumni Association membership. The mission of the Association is to provide a private, self-sustaining, non-profit organization to support, advance and promote the ideals and purposes of The Citadel, the Military College of South Carolina, the Corps of Cadets, and the Alumni; to foster, perpetuate and preserve the history, memories, values and traditions of The Citadel, the Military College of South Carolina, the Corps of Cadets and the Alumni; and to sell, award and determine the right to wear the ring of The Citadel, which ring and the trademark thereto are owned by the Association.

In addition to being a membership-based, self-sustaining, non-profit organization, The Citadel Alumni Association supports endeavors for all alumni through an agreement with The Citadel. The activities of The Citadel Alumni Association in support of The Citadel are administered by the staff of both the Association and the Office of Alumni Affairs. The overall focus of this cooperation is fostering philanthropy through engagement, collaboration, and feedback from alumni of The Citadel.

The Board of Directors consist of:

- President, President-Elect, and Vice President, which is an annual succession upon being elected by the CAA membership as Vice President
- A Treasurer elected for a two-year term
- Two At-Large Directors and two club presidents appointed by the CAA President for one-year terms
- Three, most recent Past CAA Presidents
- 29 Directors from regional areas, the military services, and The Citadel Graduate College

District Director Summary

This reference guide is not all-encompassing but has been developed by past Directors to provide CAA Officers, District Directors, and Committee Chairs pertinent information to execute the mission of The Citadel Alumni Association and fulfill the needs of the alumni within their respective districts.

The CAA recognizes military service Directors as well as CGC, appointed, and far-flung ones have unique challenges that make adhering to strict responsibilities difficult. For them, this Handbook is more of a guideline than a prescription. That said, they should do as much as possible to engage with the Clubs and CAA members who are their constituents. Additionally, they are encouraged to find unique ways to support The Citadel and the CAA.

1. The duties of a District Director for The Citadel Alumni Association include, but are not limited to:

- A. Actively fulfilling their role as a fiduciary to the members of the Association as a member of the Board of Directors of The Citadel Alumni Association.
- B. Being familiar with, and executing, the Association’s mission, bylaws, policies, procedures, and practices.

- C. Increasing Association membership as a trustee of The Citadel Alumni Association.
- D. Attending all board meetings during their terms of office. Per the Bylaws, a District Director who does not attend one meeting each calendar year is deemed inactive for the balance of his or her term.
- E. Volunteering to actively contribute to committees and provide other support requested by the Association President.
- F. Ensuring that information about activities of The Citadel and The Citadel Alumni Association is provided to alumni, cadets, and parents when speaking in a capacity as a Director.
- G. Actively recruit/solicit non-CAA member graduates through all resources available to include call campaigns and to promote attendance during The Citadel President's remarks at the annual CAA meeting.
- H. As a part of the CAA leadership team, encourage philanthropy consistent with the CAA Mission and Bylaws in support of Citadel priorities.
- I. Ensure cadets, graduate students, and veteran students within their District are aligned with Alumni Clubs, encourage mentoring and internships for cadets, graduate students, and veteran students.

2. Other aspects of their position which a District Director should consider:

- A. Alumni clubs are independently led by locally elected leadership, will include both members and non-members of The Citadel Alumni Association, and are an essential engagement network. Directors are the linkage for coordinating the efforts of The Citadel Alumni Association in support of these organizations.
- B. Directors should ensure that local clubs and areas have an active Citadel Alumni Recruiter program and overall alumni networking program to assist young men and women seeking an education at The Citadel and career opportunities after graduation. Cadets, prospective cadets, and parents should be included in club activities when appropriate.
- C. Directors should assist in coordinating support for activities of the Corps of Cadets when events are held outside the Charleston area. This includes, among others, sporting events, recruiting events, and internship opportunities.
- D. Directors should encourage the local clubs and assist them in working towards Gold Star Club status, which includes the annual Corps Day Muster, cadet sendoffs, and other important engagement events.
- E. Directors should attend as many local club meetings as possible within the District and assist the local clubs to organize their meetings with speakers of interest to the alumni.

- F. Directors are the key to promoting the activities of local clubs and should work to have them recognized, including annual Association awards presented at the annual membership meeting.
- G. Directors should promote recruiting provisional appointments through local club presidents and utilize early and frequent contact resources to actively engage possible future cadets.
- H. Through CAA leadership, reinforce CAA priorities such as cadet recruiting, mentorships, internships, and scholarships through engagement and partnership with local club presidents and CARs.
- I. Directors should have a continuity book and transition plan to identify, inform, and assist a successor. Continuity Books should be updated regularly and if possible, include:
 - i. District Leadership Roster
 - ii. District Alumni (Members and Non-members) Roster
 - iii. District Cadet Roster
 - iv. CAA Bylaws
 - v. CAA Awards Program Guide
 - vi. Meeting Agenda and Minutes
 - vii. District Gold Star Club Award Write Ups
 - viii. TCF District Contribution Summary
 - ix. Previous District Updates

Director Checklist

NOVEMBER – JANUARY RECOMMENDED ACTIONS

- Review the CAA Bylaws and attend the Annual Members Meeting at Homecoming, in person
- Determine Committee Assignments with Executive Committee
- Talk to Chairperson of Assigned Committees for action items
- Conduct monthly call with president of each local club within District to determine activities and local actions
- Ensure that local clubs within District have initiated work for Muster Meeting in March
- Review Gold Star Club requirements with president of each club
- Ensure that local clubs within District have a person designated to represent the Citadel Alumni Recruiter
- Develop list of club activities and items associated with District to report at the Winter Board Meeting
- Ensure that committee assignment actions are completed and reported to Committee Chair prior to the Winter Board Meeting (if applicable)
- Review the CAA Bylaws and attend the Winter Board Meeting, in person, if possible
- Report Board meeting information to District Alumni, and Cadets, as appropriate

FEBRUARY – APRIL RECOMMENDED ACTIONS

- Conduct monthly call with each club president
- Ensure local clubs are on track to conduct muster in March

- If a Director is not planning to run for re-election, the Director has a responsibility to so state publicly (and to the Elections Committee) and to identify a potential successor, if possible.
- Track local club activities towards Gold Star Club Status
- Develop list of club activities and items associated with District to report at the Spring Board Meeting
- Ensure that committee assignment actions are completed and reported to Committee Chair prior to the Spring Board Meeting (if applicable)
- Review the CAA By-laws and attend Spring Board Meeting, in person, if possible
- Report Board meeting information to District Alumni, and Cadets as appropriate

MAY – JULY RECOMMENDED ACTIONS

- Conduct monthly call with each club president
- Track local club activities towards Gold Star Club Status
- Talk with local presidents of each club about Gold Star Report – and other awards -- and due date in August
- Ensure that committee assignment actions are completed and reported to Committee Chair
- Encourage and support Cadet Receptions and Cadet Send Offs. Include current cadets and parents when possible

AUGUST – OCTOBER RECOMMENDED ACTIONS

- Conduct monthly call with each club president
- Obtain Gold Star Club Report and provide endorsement and submit to CAA (Mid- Sept)
- Consider and forward individual annual awards
- Develop list of club activities and items associated with District to report at the Summer Board Meeting
- Ensure that committee assignment actions are completed and reported to Committee Chair
- Review the CAA By-laws and attend the Summer Board Meeting, in person, if possible
- Encourage local club presidents to get out the vote for CAA Elections
- Report Board meeting information to District Alumni, and Cadets as appropriate
- Encourage CAA members within district to attend annual CAA meeting
- Update and align Cadets within the District to District Clubs, on a geographic basis as appropriate

CAA Committees

The Citadel Alumni Association Board of Directors accomplishes much of its work through committees, which assume efforts assigned by the board, submit proposals to the board for discussion and action, and enhance board efficiency through a combination of standing and ad hoc committees as outlined in the Association bylaws.

Committee chairs are selected by the requirements in the Association Bylaws. The size of a committee depends on the needs of the board and the organization and a commonsense assessment of how many people are needed to carry out the committee's work. The Executive Committee will monitor the activities of all committees in the pursuance and performance of the mission, budget, and policies of each committee. The Association Executive Director is an ex officio member of all standing and temporary committees.

Committees should conduct meetings at least biannually. Reports are to be filed by the chair with the Executive Director and distributed to the Board upon the request of the President. Unless stated elsewhere in the Association Bylaws, the term of committee membership will be from time of appointment until a successor committee is appointed. Whenever possible the Members of each committee should have an educational and work experience which will benefit the activities and goals of the committee.

Committee chairs should develop statements of the committee’s responsibilities, principles and goals and full board's responsibility to regularly assess how each committee is functioning. The CAA standing committees are:

1. Executive
2. Finance
3. Membership
4. Cadet Recruitment
5. Elections
6. Governmental Relations
7. Awards
8. Long-Range Planning
9. Distinguished Citadel Alumni List
10. Rings
11. Big Red

Operational Overview

Citadel Clubs -- Requirements range from mailing lists, supplies, coordination for guest speakers and suggested best practices (Gold Star requirements, club bylaws, Muster events). The CAA works with CAA District Directors to identify and help establish new clubs.

CAA Elections – Track projected vacancies and help ensure there are candidates for each open position. Collect and verified nominations for a Board of Visitors seat, CAA vice-president and district director elections, and send information and ballots (via U.S. mail and electronically) to members of CAA. Receive paper and electronic ballots and provided them to the CAA Election Committee.

Citadel Network Committee– The CAA has volunteers and resources to aid alumni, cadets, and students of The Citadel with networking assistance, whether it is for a first-time job search, mid-level opportunities, transitions from the military, or when seeking to hire other alumni. The objective of this effort is to “Develop a seamless, interconnected Alumni Network that contributes to the continued success of Citadel Alumni (Cadets and Students) in all walks of life.”

CAA Awards -- Assist the CAA Awards Committee with resolutions and plaque engravings for CAA awards.

Parents’ Day Weekend -- Coordination of the ring presentation in McAlister Field House. More than 420 rings were presented to the seniors in front of a gathering of several thousands.

Fall Ring Program (seniors) -- Fulfill the daily operations for payment of rings for the senior class including verifying eligibility.

CAA Senior Reception -- This event strengthens the bonds between the senior class and CAA at a dinner the night prior to seniors receiving their rings.

Homecoming -- Plan and coordinate the weekend theme and associated college events. Additionally, the CAA assists reunion classes with planning their official 5-year reunions through scheduling, mailings, tailgate tents, and class-specific events and dedications.

Spring Ring Program (Juniors) – Execute sizing and ordering for rising seniors, including miniature and jewelry order fulfillment.

Gold Corps – Annually integrate a spring reunion event for Alumni who have already celebrated their 50th reunion during Corps Day weekend and in conjunction with The Krause Leadership Symposium.

Corps Day Weekend -- CAA sponsors the birthday party for the Corps in Coward Hall. In addition, CAA donates money and rental spaces to the Principled Leadership Symposium weekend which typically brings in close to 100 delegates to the campus for seminars and social gatherings.

Muster Ceremonies -- Provides information and lists of graduates who passed to support Alumni Club Muster events in March.

CAA Legislative BBQ – Complete mailings, tickets, space, and catering arrangements, signage and nametags, and processing over 1600 alumni, friends and members of the state legislature and officials who attended this event in Columbia each spring.

Membership Solicitation -- Garners membership from graduating seniors and alumni. Process dues payments, address changes, and alumni news items to support yearly membership.

Matriculation Day -- Arrange for the distribution of alumni news magazines in an effort to encourage parents to join the CAA in support of the college. The Holliday Alumni Center is the location where all incoming knobs and families meet before reporting to campus.

CAA Alumni Travel – Work closely with travel partners to offer a variety of opportunities for members of CAA including the Scotland trip during the Regimental Band and Pipes performance at the Edinburgh Military Tattoo.

Athletic Event Support -- Operate hospitality services during home football games, hold or cohost events with local Citadel Clubs at away sporting events.

Rentals -- The Alumni Office manages the rental of the Holliday Alumni Center for campus and private events.

Hollings Hall – Maintain the contract with the U.S. Army Corps of Engineers Charleston office and operate as the lessor for that facility.

Social Media -- Increase efforts to involve alumni and friends through LinkedIn, Twitter (X), and weekday Facebook posts, highlighting CAA priorities, activities, and efforts.

CAA Website -- Manage and update the portal as needed.

College, Association, Class, and Citadel Club Communications -- Provide routine e-mailing of information to alumni and cadets based on requests. Provide feedback to each request, including metrics –sent, received, opened, opted out, etc.

College Publications -- The annual undergraduate Commencement and Citadel Graduate programs are produced by this office as well as other publications for other campus offices.

Campus Operations – Staff contribute input to campus strategic planning including the Institutional Planning Committee, Payment Card Industry compliance, Enterprise Risk Management, Campus Housing Planning, and Communications and Marketing.

The Citadel and Affiliated Entities

The Citadel's mission is to educate and develop its cadets and students to become principled leaders in all walks of life by instilling the college's core values in a disciplined and intellectually challenging environment.

The core values of The Citadel are honor, duty, and respect. Every CAA Director and Club President should be familiar with the mission statement and core values.

- [Click for The Citadel's mission statement](#)
- [Click for The Citadel's organization chart](#)

The Citadel Foundation

The Citadel Foundation, a 501(c)3 charitable organization, was established with the primary purpose of providing financial assistance and support exclusively for The Citadel. Founded in 1961 as The Citadel Development Foundation, the organization was initially tasked with raising money exclusively for educational purposes through the academic endowment fund.

The Citadel Foundation, as it is known today, emerged from a campus-wide consolidation of fundraising entities in 2000 and is now responsible for raising funds for all purposes except athletic scholarships, which remain primarily under the purview of The Citadel Brigadier Foundation.

Donations to The Citadel Foundation go to a variety of programs including academic scholarships, faculty support, athletic facilities, individual academic schools, program funds, and vital expenses not covered by tuition or fees.

The Citadel Foundation's endowment provides funds each year for an academic enhancement grant to The Citadel. This grant significantly enhances the college's ability to achieve excellence in the education of principled leaders.

The annual grant from The Citadel Foundation's academic endowment represents only a portion of TCF's support of the college each year. When combined with unrestricted annual operating contributions and other gifts and grants from alumni, corporations, foundations, and friends of the college, the Foundation generally provides in excess of \$10 million each year to support and advance The Citadel's mission.

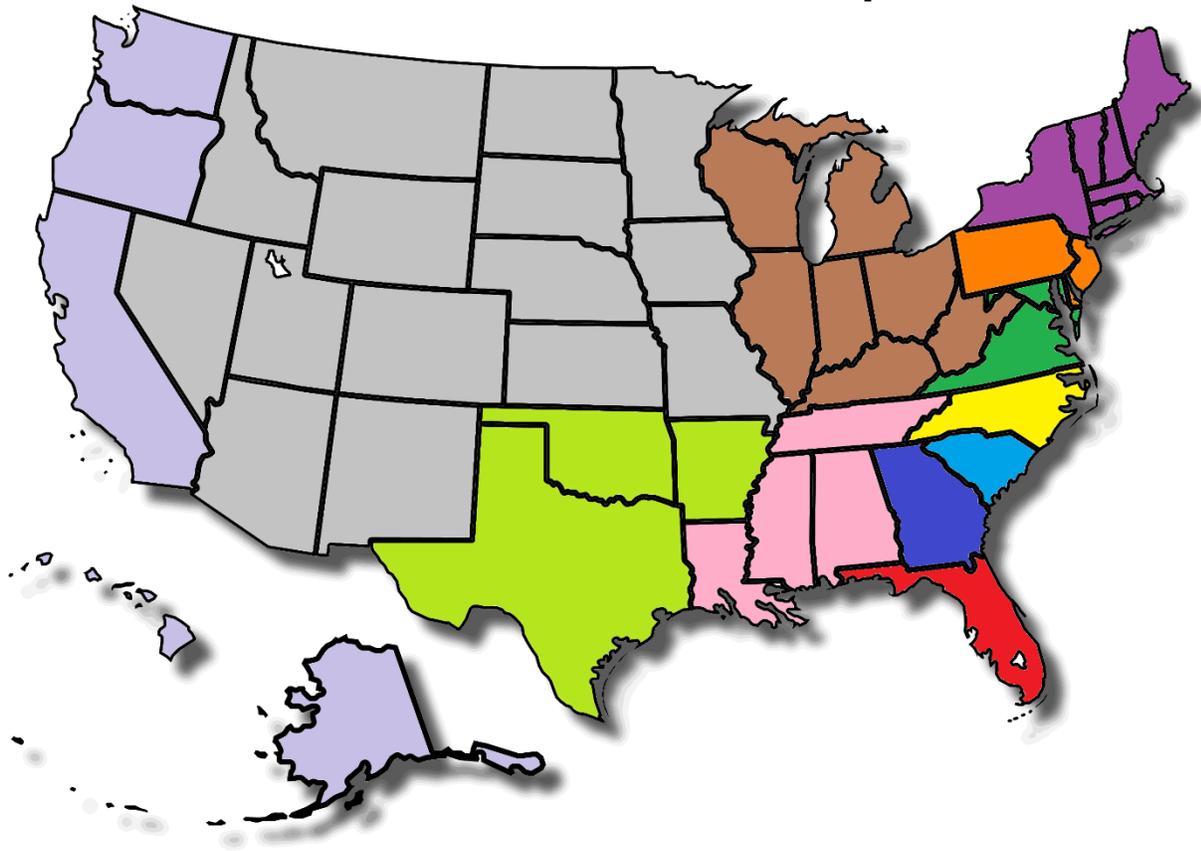
- [Click for TCF Staff and Board of Directors](#)
- [Click for TCF Annual Report](#)

The Citadel Brigadier Foundation

Since 1949, Brigadier Foundation members have made a major impact on the success of the Citadel Bulldogs. Over 60 years ago, The Brigadier Club funded the first scholarship for a cadet-student-athlete at The Citadel. Today, assistance is provided to approximately 225 cadet-student-athletes as a 501(c)3 charitable organization. Because no state monies are received in the Athletic Department's budget for scholarship aid, the money raised by The Citadel Brigadier Foundation is critical to the Bulldogs fielding competitive teams throughout the year.

- [Click for TCBF Staff and Board of Directors](#)

The Citadel Alumni Association District Director US Map



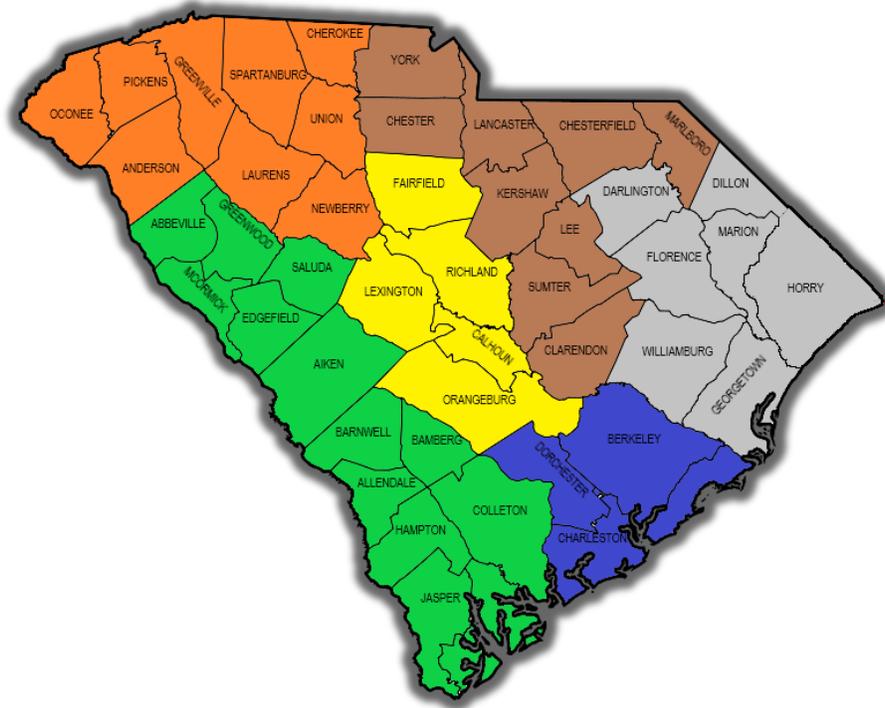
Geographic

District 1-6 South Carolina	District 16 IL, IN, KY, OH, WV, MI, WI
District 10 Florida	District 17 AL, LA, MS, TN
District 11 Georgia	District 18 AR, OK, TX
District 12 North Carolina	District 19 AZ, CO, IA, KS, MN, MO, MT, NE, NM, NV, SD, UT WY
District 13 DC, VA, MD (Eur/Afr)	District 20 CA, OR, WA, AK, HI (Asia/Can)
District 14 PA, NJ, DE	
District 15 NY, VT, NH, CT, RI, ME, MA	

Non-geographic

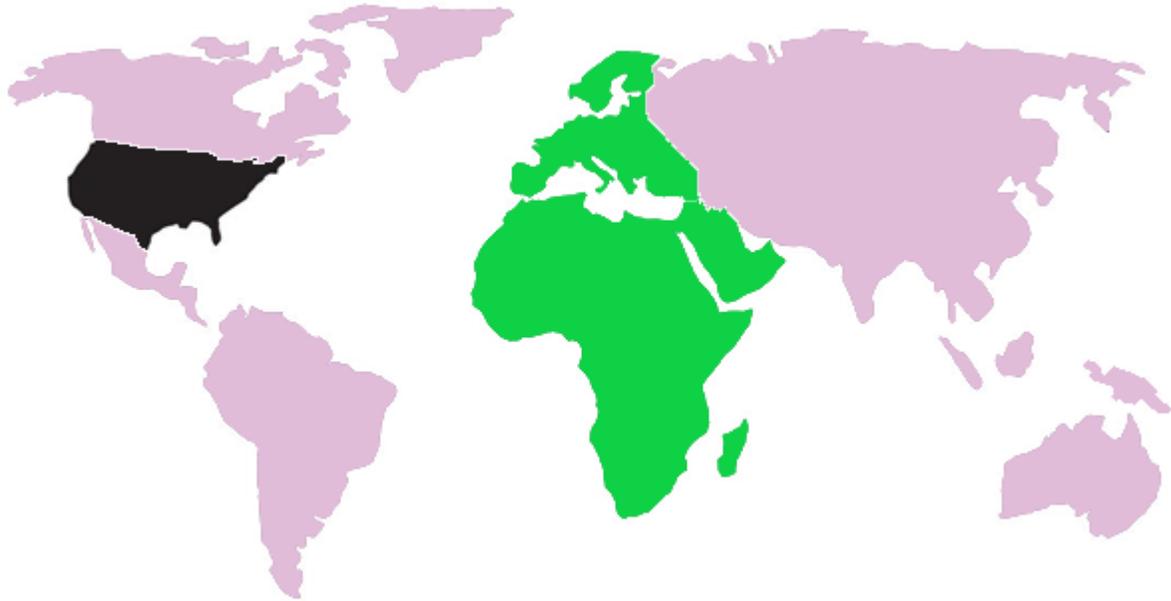
District 7 US Army
District 8 US Air Force, US Space Force
District 9 US Navy, Marines, and Merchant Marines
District 21 Citadel Graduate College

The Citadel Alumni Association South Carolina District Director Map



District 1
District 2
District 3
District 4
District 5
District 6

The Citadel Alumni Association District 13 and 20 International Map



District 13 DC, VA, MD (Eur/Afr)

District 20 CA, OR, WA, AK, HI (Asia/Can)

The Citadel Alumni Association Leadership Best Practices

The following are recommendations that reiterate or add to the compliment of activities a CAA leader can complete to support our Association. This is a running list compiled by input from CAA stakeholders.

- Establish a CareerShift User Account – be familiar w/the tool/advocate its use
- Establish a LinkedIn Profile
 - “Open to New Connections w/Citadel Alumni and Cadets and Students”
 - Be a “Citadel Mentor”
- Help Make a Difference
 - Be a Mentor
 - Be a Recruiter
 - Be a Donor
- Attend CAA Meetings in Person (whenever possible)
- Review the CAA By-laws before each meeting
- Develop, communicate and support District priorities (Recruiting, Scholarships, Mentorship)
- Use CAA social media to promote District activities/priorities
- Establish a District Continuity Book
- Track Priority based Metrics
 - # District Cadets, % CAA Membership, District TCF Donations
- Communicate w/Club Presidents, District Alumni, Cadets and Parents regularly
 - Quarterly update (4X) to all District Alumni and Cadets
 - Congratulations to Knobs at Swearing-In
 - Congratulations to Seniors at Ring Ceremony
 - Congratulations to Knobs at Recognition
 - Congratulations to Graduating Seniors
 - Welcome Home to all Cadets
 - Outreach to Prospective Cadets
 - Follow-up w/Prospective Cadets
 - Outreach to Confirmed Prospective Cadets
- Encourage and participate in Club activities
- Align Cadets w/Clubs (geographically) and mentors (academic major/career)
- Align District and Club activities to the school calendar, when appropriate
 - Cadet Reception – mid May
 - Cadet Send-off – Jun/Jul
 - Quarterly Contact on Campus
 - Citadel/VMI Watch Party
 - Recruiting w/Cadets – Thanksgiving, Christmas, mid-May
 - Holiday Party – Cadets/Prospective Cadets/Parents
 - Muster – Spring Break -- Cadets/Prospective Cadets/Parents
- Support the development internship programs
- Help establish a positive image of The Citadel in your communities
- Add a Cadet Reception (early Summer) to your Club programs