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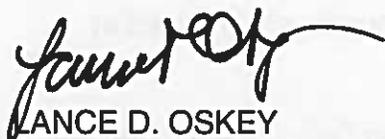
Senior Reserve Officers Training Corps (SROTC)

BATTALION DESK REFERENCE (BDR)

FOR THE COMMANDER:

OFFICIAL:

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Major General, USA
Commanding



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History. This publication is a major revision.

Summary. The Battalion Desk Reference serves as a management and information tool. This document uses a conglomeration of items taken from multiple USACC Regulations, Pamphlets, Circulars, and Directives. The intent is to provide the SROTC Battalions with a quick reference for commonly asked questions.

Applicability. This pamphlet applies to Headquarters, U.S. Army Cadet Command (USACC) and its subordinate units.

Proponent and Exception Authority. The proponent for this regulation is the USACC Directorate of Leader Development and Education.

Army Management Control Process. N/A

Supplementation. N/A

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ, USACC, ATTN: ATCC-DE, Fort Knox, KY 40121-5123.

Distribution. Distribution of this pamphlet is intended for HQ USACC and its subordinate units. Distribution is in electronic format only.

Summary of Change

USACC Pamphlet 145-10
Battalion Desk Reference

- This version of USACC Pamphlet 145-10 changes the name of the publication from Battalion Operations Guide (BOG) to Battalion Desk Reference (BDR).
- Chapter 1 provides an updated Cadet Command Mission Statement and outlines the responsibilities of the Professor of Military Science (PMS).
- Chapter 2 provides a brief description of the cyclic requirements for battalion sustainment not previously included in earlier versions of the publication.
- Chapter 3 provides updated sample duty descriptions previously included in Chapter 2.
- Chapter 4 provides a Cadet Chain of Command/Generic Duty Descriptions not previously included in earlier versions of the publication.
- Appendix A provides a list of references not previously included in earlier versions of the publication.
- Appendix B provides the United States Army Cadet Command Cadet-to-Officer Progression and Development Map not previously included in earlier versions of the publication.
- Appendix C updates the Battalion Staff Checklist previously contained in Chapter 1 as the Sample Battalion Task List.
- Appendix D updates the Professor of Military Science Example Transition Plan previously contained in Appendix C.
- This version of the publications provides an updated glossary of acronyms, abbreviations, and definitions.

Contents

Chapter 1 – Introduction

1-1. Purpose.....	1
1-2. References.....	1
1-3. Explanation of Terms.....	1
1-4. Mission Statement.....	1
1-5. Professor of Military Science (PMS) Responsibilities.....	1

Chapter 2 – Cyclic Requirements for Program Sustainment

2-1. Cadet Summer Training Planning Meeting (CSTPM).....	6
2-2. Cadet Summer Training Rehearsal of Concept (ROC) Drill/Concept.....	7
2-3. Cadet Summer Training Terrain Walk (CSTTW).....	7
2-4. Mission Command Workshop (MCWS).....	7
2-5. The Arthur S. Flemming Awards for Exceptional Federal Service.....	7
2-6. Annual Cadet Survey.....	7
2-7. USMA National Council on Ethics (NCEA).....	8
2-8. Mission & Resource Conference.....	8
2-9. General Douglas MacArthur Leadership Award.....	8
2-10. The General William E. DePuy Award.....	8
2-11. George C. Marshall (GCM) Leadership and Awards Seminar.....	8
2-12. Society of American Military Engineers (SAME) Award.....	8
2-13. Sandhurst Competition.....	9
2-14. USMA Mission Command Conference (MCC).....	9
2-15. Order of Merit List (OML).....	9
2-16. Instructor of the Year.....	9
2-17. Basic Camp.....	9
2-18. Advanced Camp.....	9
2-19. Army SROTC National Hall of Fame Induction.....	10
2-20. Cadre and Faculty Development/Certification Program.....	10
2-21. Curriculum Review Board.....	10
2-22. Ranger Challenge.....	10

Chapter 3 – Sample Duty Descriptions

3-1. Professor of Military Science (PMS).....	10
3-2. Assistant Professor of Military Science (APMS).....	11
3-3. Assistant Professor of Military Science (ADMIN).....	11
3-4. Assistant Professor of Military Science (OPS).....	11
3-5. Assistant Professor of Military Science (LOG).....	11
3-6. Senior Military Science Instructor (CSM/SGM/MSG).....	12
3-7. Military Science Instructor (SFC/SSG)(MSI).....	12
3-8. Human Resource Tech Assistant (HRT DA CIV/HRA CIV Contractor).....	12
3-9. Logistics Supply Technician (DA CIV/CIV Contractor).....	12

3-10. Recruiting Operations Officer (ROO).....	12
Chapter 4 Cadet Battalion Position Descriptions	
4-1. Description and Purpose.....	13
4-2. Leader Positions by Military Science Level (MSL).....	13
APPENDIX A – References and Forms	
Section I – References.....	18
Section II – Prescribed Forms.....	18
APPENDIX B - Cadet Progression Model.....	20
APPENDIX C – Battalion Staff Checklist.....	21
APPENDIX D – Professor of Military Science Example Transition Plan.....	39
 GLOSSARY	
Section I – Acronyms and Abbreviations.....	44
Section II – Terms.....	48

Chapter 1 - Introduction

1-1. Purpose

The purpose of this pamphlet is to provide SROTC battalions with a quick reference for commonly asked questions.

1-2. References

References are listed in Appendix A

1-3. Explanation of Terms

Acronyms and special terms used in this regulation are explained in the Glossary.

1-4. USACC Mission Statement

USACC partners with universities to recruit, educate, develop, and inspire Senior ROTC Cadets in order to commission officers of character for the Total Army and partners with high schools to conduct Junior ROTC in order to develop citizens of character for a lifetime of commitment and service to our Nation.

1-5. Professor of Military Science (PMS) Responsibilities

a. The Professor of Military Science (PMS) is the Army Senior Leader (ASL) at the SROTC Battalion IAW AR 600-20. The PMS as the battalion's ASL is overall responsible for good order and discipline, command climate, property accountability, supervision, development, and welfare of all assigned Cadre and Cadets. The PMS as the University SROTC Department Chair synchronizes recruiting efforts, engagements with dignitaries, ASLs and integrates the battalion's military science curriculum, recruiting and retention activities, scholarship and incentive processes including approval of Cadet Payment Requests in GoArmyEd and sustainment capabilities to meet the battalion's assigned mission within the brigade commander's intent.

b. Uses the curriculum posted on the SROTC Blackboard to sequence lessons and labs as necessary to meet the school's academic schedule and the spring/fall Military Science Level (MSL) learning objectives.

c. Executes a Physical Readiness Program (PRT) which adequately prepares Cadets for Cadet Summer Training (CST) and commissioning. The program will adhere to FM 7-22, Army Physical Readiness Training while instilling a fitness ethos. The PMS will exercise discretion, flexibility, and good judgment in designing their PT programs. In accordance with their contract, contracted Cadets must pass the Army Physical Fitness Test (60/60/60) and height/weight screening in accordance with AR 600-9.

d. Conducts a staff ride or battlefield tour for Cadets, discussing the strategic and operational context of the battle, but focusing on the tactical level prior to commissioning. The intent is to involve Cadets in a formal battle analysis. The staff ride

requirement may be met using a different method (virtual staff ride, museum or battlefield tour) only if a suitable site is not within a 150 miles radius or up to 250 mile radius if an overnight stay is included.

e. Conducts two FTXs per year (one fall covering individual, team and squad tasks and one spring covering collective tasks) in a field environment encompassing all MS levels. The intent for the fall FTX is a battalion level (or group of 2-3 Battalions) exercise focused on team and squad-level BOLC-A tasks and battle drills to prepare the Cadets for the spring FTX. The CG's intent for the spring FTX is to conduct a state, or group proximity operation with at least two other battalions (unless geographic dispersion precludes it) in a replicated Advanced Camp environment focused on preparing MSL IIIs for Advanced Camp. Each FTX will last for a minimum of 24 hours, excluding travel time. Battalions are restricted to a maximum of 96 hours of FTX time per school year. Waiver authority for this requirement is the brigade commander.

f. Administers the Basic Survival Swimmer Test (BSST) on campus, a USACC Command Directed training requirement. Brigade commanders are the waiver authority. Completing the BSST without the use of life jackets/preservers is NOT a commissioning requirement. TC 21-21 outlines the safe conduct and standards for this training.

g. Conducts Risk Management (RM) for all training events in accordance with USACC Regulation 385-10, Cadet Command Safety Program. Residual risk will be accepted as appropriate prior to the conduct of training.

h. Serves as a mentor and coach to the battalion's cadre and Cadets; supervise the cadre's preparation, coordination, and execution of Cadet Leader Development, on-campus military science curriculum, and associated labs, leadership activities and field training exercises.

i. Responsible for preparing Cadets for Cadet Summer Training events: Basic Camp, Advanced Camp, CPDT, International Programs mission, Internships and the Occupational Physical Assessment Test (OPAT).

j. Provides summative and formative assessment feedback to all MSLIII and MSLIV Cadets via the Campus Evaluation in CCIMM; ensures all MSLI and MSLII Cadets receive the formative (fall) and summative (spring) feedback via DA Form 4856.

Chapter 2 – Cyclic Requirements for Battalion Sustainment

2-1. Cadet Summer Training Planning Meeting (CSTPM)

Sets the conditions for Key Leaders to conduct detailed mission analysis and coordination for the following year's CST in order to set the conditions for successful execution. This event occurs simultaneously with the Mission Command Workshop at the end of CST.

2-2. Cadet Summer Training Rehearsal of Concept (ROC) Drill / Concept of Support

The CST ROC Drill and Concept of Support will immediately follow the Mission Resource Conference at Ft Knox.

2-3. Cadet Summer Training Terrain Walk (CSTTW)

Demonstrates a thorough understanding of the plan, build teams, and validate training plans. The CST Commandant conducts on-site coordination with each Committee Chief and the supporting unit leadership to ensure understanding of the mission and provide final guidance for preparation and execution of CST prior to committees' arrival in May/June.

2-4. Mission Command Workshop (MCWS)

Ensures all PMSs and BDE Command teams understand the Commanding General's command philosophy and receive the CG's guidance related to their expectations for the execution of training for the start of Academic Year (AY). This event occurs simultaneously with the Cadet Summer Training Planning Meeting in September.

2-5. The Arthur S. Flemming Awards for Exceptional Federal Service

The Arthur S. Flemming Awards for Exceptional Federal Service recognize outstanding career Civil Service employees and/or Uniformed Service members for exceptional achievements and outstanding contributions to mission accomplishment in the following five categories: Leadership and/or Management; Legal Achievement; Social Science, Clinical Trials and Translation Research; Applied Science and Engineering; and Basic Science. Nominations should be submitted by November.

2-6. Annual Cadet Survey

The annual Cadet surveys are intended to provide brigade commanders a responsive management tool by collecting Cadets' ideals and viewpoints on the SROTC battalion. There are two separate web surveys. MSL I: survey which focus on the influences and the decision to enroll. MS III: survey which focuses on Cadets decision to contract and satisfaction with the battalion. Completion by non-contracted Cadets is voluntary. Battalions with fewer than five completed responses for a survey will not receive topline results for that survey. The survey is conducted from November to December.

2-7. USMA National Council on Ethics in America (NCEA)

A conference which includes a mix of plenary speakers, round table discussions, seminars, and workshops requiring physical participation from Cadet delegates. Informed by the plenary sessions, seminars, and workshops, each round table will engage in an in depth discussion of an assigned issue related to the conference theme of inspiring Cadets, living honorably, and building trust. NECA normally occurs in December.

2-8. Mission & Resource Conference (MRC)

A complete review of resources needed to accomplish the commissioning mission as well as leader development. The MRC will establish the commission missions and align with already established brigade missions with the new out-year Cadet Command commission missions established in the Department of the Army G1 Army Accession Missions memorandum. The MRC is synchronized with in USACC's assessment plan.

2-9. The General Douglas MacArthur Leadership Award

Each year, the award recognizes the eight schools, selected from among the 274 SROTC units nationwide, as the top battalions in the country the award is based on a combination of the achievement of the school's commissioning mission, its Cadets' performance and standing on the command's National Order of Merit List (OML) and its cadet retention rate. Nominations are due in January.

2-10. The General William E. DePuy Award

This award is presented annually (January) to an individual who exerted a significant influence on the success of the Army SROTC battalion throughout the previous calendar year and who has best made a significant positive impact on the USACC mission.

2-11. The General George C. Marshall (GCM) Leadership and Awards Seminar

The USACC premier capstone leader development event. Historically executed by the George C. Marshall Foundation. USACC sends its top Cadet from each of its 274 SROTC battalions to attend the three-day seminar. These Cadets are exposed to senior Army leadership and participate in roundtable discussions on current national security topics and engage with United States Military Academy cadets. This event occurs in February.

2-12. Society of American Military Engineers (SAME) Award

The SAME SROTC Award of Merit is a bronze medal with bronze key replica, it was authorized in 1948 to be awarded annually to outstanding junior and senior engineering students in the SROTC, a college-based program for training commissioned officers of the United States armed forces. Nominations are forwarded to the Brigade S1 in February.

2-13. Sandhurst Competition

The Sandhurst Competition is a challenging and rewarding inter-company military skills competition to provide an opportunity to enhance leadership skills and to exhibit military excellence. The best eight (one per Brigade) Ranger challenge teams will be selected to attend.

2-14. USMA Mission Command Conference (MCC)

The culmination event for the USMA capstone core course on Officership is the annual MCC to inspire graduating USMA, USNA, and SROTC Cadets to selflessly lead with character and honor, within a framework of mission command principles (ADRP 6.0). The conference represents an opportunity to expose top performing Cadets from multiple commissioning sources to a wide variety of exceptional officers and non-commissioned officers from the operational force. The USMA MCC normally occurs in April.

2-15. Order of Merit List (OML)

Each year Cadets are assessed into one of the three components of the Army. To execute this task USACC uses an OML Model. This model uses weighted criteria to measure USACCs desired outcomes. The OML is a measure of learning outcomes. This summative scoring metric is designed using a 100 point model and uses a combination of academic, leadership, and physical outcomes.

2-16. Instructor of the Year (IOY)

During the 4th QTR, Brigades select the single best officer, NCO, and Civilian based on previous School Year to compete for USACC IOY. USACC submits the top officer, NCO and Civilian from these nominations to compete at the TRADOC IOY competition.

2-17. Basic Camp

A mentally challenging and physically demanding leadership opportunity that provides Military Junior College students and Lateral Entry Cadets (non-prior service), with the military/education skills required to enter the Advanced Course as an MSLIII. This event is only held in the summer.

2-18. Advanced Camp

Provides Cadets the summer before their senior year with a defining Leader Development experience driven by mission type orders. The challenging conditions will force them to think critically and lead under a stressful operational environment. This course only occurs in the summer and is a commissioning requirement.

2-19. Army SROTC National Hall of Fame

The Hall of Fame is intended to honor graduates of the Army Senior Reserve Officers' Training Corps who have distinguished themselves in military or civilian career. It provides a prestigious and tangible means of recognizing and honoring Army SROTC Alumni who have made lasting, significant contributions to the Nation, the Army and the history and traditions of the Army SROTC Program.

2-20. Cadre/Faculty and Staff Development Program (CFSDP)

USACC Policy Letter #29 outlines all cadre/faculty and staff certification requirements. IAW TRADOC Regulation 350-70, all Cadre/Faculty (PMSs, APMSs, SMSIs, and MSIs) who teach the SROTC Military Science curriculum must participate in the CFSDP and be certified (including contractor and Reserve Component instructors). Cadre/Faculty (instructors) must attend one of the two foundational courses as part of the certification process: Master Educator Course (MEC) – MEC (for PMSs, SMSIs, APMSs, and MSIs) is offered in the fall, spring, and late summer; or the Common Faculty Development – Instructor Course (CFD-IC) – CFD-IC (for PMSs, SMSIs, APMSs, and MSIs) is offered 17 times per year. PMSs and SMSIs who attend CFD-IC must also attend the University Senior Leader Course (USLC). USLC is included in the MEC during the 5th week. All certified instructors must be awarded the instructor identifier (officers SI 5K, NCOs SQI 8). All certified instructors are eligible to complete the requirements for the Army Instructor Badge at three levels, Basic, Senior, and Master. Staff, such as ROOs, HRAs, LOG Techs, and PAs must attend their respective functional courses, which are offered quarterly.

2-21. Curriculum Review Board (CRB)

USACC will implement a curriculum review board twice a year at the end of each semester (December and May) and brief to each iteration of CFD-IC to allow for immediate dissemination of changes to curriculum. The board will consist of cadre who have demonstrated educational excellence and will consider; ongoing faculty development forums, lessons learned, and new initiatives for modifications to the curriculum allowing sufficient time for curriculum developers to create, acquire approval, and implement changes prior to the AY school start.

2-22 Ranger Challenge

A team competition consisting of teams of Cadets who compete in mentally tough and physically challenging events. The competition usually includes the APFT, marksmanship, weapons assembly, one-rope bridge, orienteering, patrolling, grenade assault course, and a 10K road march.

Chapter 3 - Sample Duty Descriptions

3-1. Professor of Military Science (PMS)

Primary duties include enrollment officer responsible for targeted recruiting, developing leaders, and retaining quality prospects for future service in the U.S. Army. Performs duties as academic department/division chairperson; engages the local and campus communities in areas pertaining to the US Army. Additionally, PMSs are responsible for the management of the battalion, Cadet contract and pay entitlements, and budget and unit funds. Approves or rejects Cadet Payment Requests for payment of scholarship tuition and fees or room and board in GoArmyEd. Primary unit retention officer and advisor to the MSL IV Cadets. Performs other duties as required in support of the Cadet Command Mission.

3-2. Assistant Professor of Military Science (APMS)

Primary duties include quality control officer for the battalion in the areas of contracting, Cadet pay, administration, and logistics. Performs duties as primary instructor for Cadets, to include academic advisor and counselor. Assists in targeted recruiting, developing leaders, and retaining quality prospects for commissioning. Assists in recruiting prospects and retention of Cadets in the battalion. Acts as the alternate battalion test control officer for cadre and Cadet testing requirements. May review Cadet Course Planners and Cadet Payment Requests in GoArmyEd. Performs other duties in support of the Cadet Command Mission.

3-3. Assistant Professor of Military Science (ADMIN)

Responsible for coordinating and supervising the battalion's administrative support to Cadets (contracting & pay) and cadre. Responsible for quality control of the unit/Cadet database. Serves as an instructor and as an academic advisor and counselor. Assists in recruiting prospects and retention of Cadets in the battalion. Supervises and coordinates all battalion events/ceremonies. May review Cadet Course Planners and Cadet Payment Requests in GoArmyEd. Performs others duties in support of the Cadet Command Mission.

3-4. Assistant Professor of Military Science (OPS)

Responsible for coordinating and supervising the battalion's overall training program IAW CC Reg 145-3. Serves as the instructor and performs as their academic advisor and counselor. Performs as coordinator for Cadet professional development training. Assists in recruiting prospects and retention of Cadets in the battalion. May review Cadet Course Planners and Cadet Payment Requests in GoArmyEd. Performs other duties in support of Cadet Command Mission.

3-5. Assistant Professor of Military Science (LOG)

Responsible for coordinating and supervising the battalion's budget and logistical requirements to support Cadets and cadre. Assists in recruiting prospects and retention of Cadets in the battalion. May review Cadet Course Planners and Cadet Payment Requests in GoArmyEd.

3-6. Senior Military Science Instructor (SGM/MSG)

The senior enlisted representative and supervisor for all assigned NCOs. Monitors and develops initiatives in the areas of Cadets and cadre training, administration, logistics, and marketing. Serves as the Commandant of Cadets for the battalion and as advisor for Cadets in Leadership positions. Performs as NCOIC/advisor to the battalion's color guard and other Cadet functions/ceremonies. Acts as the NCO role model for Cadets, and provides counseling and assistance as necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in

support of Cadet Command Mission.

3-7. Military Science Instructor (SFC/SSG) (MSI)

Responsible for training Cadets on all pre-commissioning tasks with emphasis on land navigation, first aid, small unit tactics, and marksmanship. Ensures training aids and support materials are current and available for each class. Assists in the planning and execution of all field-training exercises. Monitors Cadet allocations for professional development training. Counsels and assists Cadets as necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

3-8. Human Resource Assistant (DA CIV)

Human Resource Assistant (HRA DA CIV). Military Personnel POC for a Cadet Command battalion consisting of ___ Cadets and ___ cadre. Responsible for military personnel actions, financial documentation for Cadets and cadre pay, preparation of accessions and scholarship packets, personnel accountability, records management, postal operations and unit/Cadet database transactions. Performs as publications custodian, systems administrator, and test control Officer. Reviews Cadet Course Planners and Cadet Payment Requests in GoArmyEd. Performs other duties in support of the Cadet Command Mission.

3-9. Logistics Supply Technician (DA CIV). Supply Technician for a Cadet Command battalion consisting of ___ Cadets and ___ cadre. Manages the accountability, inventory and records maintenance of all organization and installation property valued at \$____. Responsible for the procurement and turn-in of all classes of materials. Ensures required maintenance is performed on assigned vehicles. Serves as the battalion property book officer responsible for administering department budget requirements to include outstanding contracts. May review Cadet Course Planners and Cadet Payment Requests in GoArmyEd. Performs other duties in support of Cadet Command Mission.

3-10. Recruiting Operations Officer (ROO DA CIV)/Recruiting Operations Officer (ROO). Recruiting Operations Officer for a Cadet Command battalion consisting of ___ Cadets and ___ cadre. Responsible for all duties associated with recruiting, retention, and incentive management activities within the battalion area of responsibility to include prospect recruiting and enrollment, scholarship management and offer processing, and marketing and advertising planning and execution. Responsible for establishing enrollment and contract requirements to meet assigned commission missions. Manages the battalion scholarship and marketing plans and budgets. May review Cadet Course Planners and Cadet Payment Requests in GoArmyEd. Performs other duties in support of the Cadet Command Mission.”

3-11 Program Assistant (MIL) (DA CIV). Military personnel and supply POC for a Cadet Command battalion consisting of ___ Cadets and ___ cadre. Responsible for

military personnel actions, financial documentation for Cadets and cadre pay, preparation of accessions and scholarship packets, personnel accountability, records management, postal operations, unit/Cadet database transactions and supply and logistics management. May review Cadet Course Planners and Cadet Payment Requests in GoArmyEd. Performs other duties in support of the Cadet Command Mission

Chapter 4 - Cadet Chain of Command/Generic Duty Descriptions

4-1. Description and Purpose

This chapter contains a generic set of duty descriptions (Table 4-1) for the Cadet Chain of Command. Each SROTC battalion may edit, alter, or add to these duty descriptions to nest and support with their unique developmental environment and local strategies. The duty positions are descriptive in nature to reinforce how each duty position supports learning activities within the institutional and operational developmental domains. Inherent to successful development in each duty position / learning activity is direct oversight and mentorship from USACC Cadre and Faculty.

4-2. Leader Positions by MSL

PMSs have the latitude to assign Cadets to leadership positions, and rotate them, that best fit each Cadet's unique developmental needs. The MSL Course descriptions provide general / descriptive guidance for chain of command / duty positions for each MSL. PMSs should refer to these course descriptions to ensure the appropriate level of education, maturity, and development is commensurate to the assigned duty position.

Table 4-1. Cadet Chain of Command Generic Duty Descriptions

<p>Cadet Battalion Commander <i>(Best aligns with MSL IV Endstate)</i></p>	<p>Responsible for all Cadet Battalion activities. Sets goals and designs programs to achieve goals. Provides Cadet BN Commander's Intent and provides purpose, direction and motivation. The Cadet BN Commander sets the direction and standards for the battalion. Specific responsibilities include: the morale and esprit of the battalion; the health and welfare of the battalion; all safety, discipline, and promotions; maintain connectivity inside battalion and with others; and everything the battalion does or fails to do. <i>(Example tasks: Provide commander's intent for FTX; Sets battalion objectives and goals; Communicate with adjacent Cadet BN CDRs).</i></p>
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<p>Cadet Battalion Executive Officer (<i>Best aligns with MSL IV Endstate</i>)</p>	<p>The commander's principal assistant for directing, coordinating, supervising, and training the staff except in areas the commander reserves. The commander normally delegates executive management authority to the XO. The XO frees the commander from routine details and passes pertinent data, information, and insight from the staff to the commander and from the commander to the staff. Specific responsibilities include: directs staff tasks; conducts staff coordination; ensures efficient and prompt staff actions; and assumes authority of the battalion commander in their absence. (Example tasks: Provide priorities to staff during FTX planning; Identifies staff priorities for support during the semester; Makes command decisions when BN CDR is not able to).</p>
<p>Cadet Battalion CSM (<i>Best aligns with MSL IV Endstate</i>):</p>	<p>Serves as an intermediary between the Battalion Commander and Cadets. Responsible for insuring standards of appearance and performance is understood and met, also providing supplementary training as required. Responsible for formations and accountability. Specific responsibilities include: principal advisor to the commander on the state of morale, discipline, and training of Cadets within the battalion; advises the Battalion Commander on planning, coordinating and supervising activities of the battalion; responsible for training and execution of drill and ceremonies at all levels; responsible for the appearance of Cadets, equipment and facilities; serves as a link between all Cadets and the Senior Military Instructor; supervises the Battalion PT program; perform other duties as the battalion commander directs.</p>
<p>Cadet Battalion S1 (<i>consider alignment to MSLIV or strong MSLIII</i>)</p>	<p>The principal staff officer for all matters concerning human resources, cadet contact rosters, and protocol. Informs all Cadets of enrollment activities. Specific responsibilities include: personnel accountability; manning; personnel actions (promotions and awards); health and welfare programs and activities; unit functions; staff planning and supervision. (Example tasks: <i>Maintains manning documents; Tracks accountability of Cadets; Builds and manages the Cadet contact roster</i>).</p>
<p>Cadet Battalion S2 (<i>Best aligns with MSL IV Endstate</i>)</p>	<p>The principal staff officer that conducts mission analysis on all matters concerning the enemy/threat, the environment as it affects the enemy/threat, intelligence, and counterintelligence. OPFOR training and employment; intelligence training; disseminates weather information; and map procurement/distribution. (Example tasks: <i>Develops IPB for FTX; Directs OPFOR during FTX; Tracks weather impacts for training activities</i>).</p>

<p>Cadet Battalion S3 (Best aligns with MSL IV Endstate)</p>	<p>The principal staff operations officer responsible for training, operations and plans. He/she works directly for the cadre S3. Specific responsibilities include: training; operations orders and plans; staff planning and supervision; and coordination of staff responsibility for special staff officers. (Example tasks: Runs Cadet training meeting; Manages the training calendar; Builds and disseminates orders; Manages projects and project officers).</p>
<p>Cadet Battalion S4 (Best aligns with MSL IV Endstate)</p>	<p>The principal staff officer responsible for coordinating the logistics integration of supply, transportation, and services for the command. Specific responsibilities include: logistic operations and plans; determining current and projected supply status; supply; transportation services; and staff planning and supervision. (Example tasks: Procures supplies for training events; Coordinates for transportation for battalion; Build logistics running estimate for planning efforts).</p>
<p>Cadet Battalion S5 (Best aligns with MSL IV Endstate)</p>	<p>The principal staff officer that is responsible for coordinating all Cadet recruiting and retention activities and coordinates directly with the cadre enrollment and marketing officer for guidance and missions. Specific responsibilities include: civil-military operations; community relations; staff planning and supervision. (Example tasks: Resource Cadets to support recruiting events; Propose and plan retention events).</p>
<p>Cadet Battalion S6 (Best aligns with MSL IV Endstate)</p>	<p>The principal staff officer that conducts mission analysis on all matters concerning command, control, communications, and computer operations? Specific responsibilities include: plans and directs unit Signal operations; plans and directs unit command and control; automation management; knowledge management; and staff planning and supervision. (Example tasks: Manage the battalion SharePoint site; Track communications systems during FTX; Coordinate with university IT office for system access).</p>
<p>Cadet Battalion S7 (PAO) (Best aligns with MSL IV Endstate)</p>	<p>The principle staff officer responsible for coordination of public affairs; social media; and public messaging? Responsible for public relations with local media and university PAO. Responsible for messaging and informing alumni. (Example tasks: Manage the battalion Facebook site; Coordinate with university newspaper for coverage of events; Attend alumni meetings).</p>

<p>Cadet Company Commander <i>(Best aligns with MSL IV Endstate)</i></p>	<p>Commands and controls the company; sets goals and monitors progress; prepares schedule and plans; supervises tactical officer/NCO and committee instruction; executes the daily training plans; disseminates information/issues orders; exercises command through the chain of command; inspects and follows up on instructions; designs PT program/approach; and accepts responsible for all unit actions. <i>(Example tasks: Develop company training plans; Write and brief company orders; Attends battalion training meeting).</i></p>
<p>Cadet Company Executive Officer <i>(Best aligns with MSL IV Endstate)</i></p>	<p>Perform duties as assistant to CO; act as CO in absence of the commander; act as liaison between platoon leaders/CO; coordinate and follow up as CO directs; supervise equipment distribution and establish load plans for movement; and maintain accurate accountability. <i>(Example tasks: Coordinate with battalion staff for resourcing; Track movement of company; Act as company commander when they are absent).</i></p>
<p>Cadet Company 1SG <i>(Best aligns with MSL IV Endstate)</i></p>	<p>Principal advisor to the commander on the state of morale, discipline, and training of cadets within the company; advises the Company Commander on planning, coordinating and supervising activities of the company; advocates for Cadets to the Cadet company chain of command and staff; accounts for personnel during all company level activities and events; conducts company formations; responsible for training and execution of drill and ceremonies at company level; responsible for the appearance of Cadets, equipment and facilities at company level; sets the example for their company in appearance, attitude, conduct, bearing, tact, discipline, and performance; inspect cadets as necessary; and performs other duties as the company commander directs and keeps the company commander informed and the battalion sergeant major informed of all actions in conjunction with assigned position.</p>
<p>Cadet Platoon Leader <i>(Best aligns with MSL IV Endstate)</i></p>	<p>Commands and controls the Platoon; executes the tactical officer/NCO and committee instruction; executes training plans; disseminates information/issues orders; exercises mission command through the platoon sergeant and squad leaders; inspects and follows up on instructions; and responsible for all unit actions. <i>(Example tasks: Builds platoon training plan; Issues orders to platoon; Leads platoon during LDX).</i></p>

<p>Cadet Platoon Sergeant (Best aligns with MSL III Endstate)</p>	<p>Assist the platoon leader; coordinate with squad leaders, organize platoon formations; account for platoon attendance and render report in company formation; supervise issue/turn-in, clean up, equipment, assembly; supervises all platoon movement. (Example tasks: Tracks platoon accountability; Coordinates with XO for resources and supplies).</p>
<p>Cadet Squad Leader (Best aligns with MSL III Endstate)</p>	<p>Informs, controls and accounts daily for personnel and equipment; ensures personal appearance meet standards; supervises distribution of equipment, ration, and ammunition; controls squad formation and movements; prepares and issues OPORDs; conducts squad operations; and ensures squad and squad member equipment is maintained and secured. (Example tasks: Counsel squad members; Direct team employment during FTX; Conduct squad PCC/PCI).</p>
<p>Cadet Team Leader (Best aligns with MSL II Endstate may be a strong MSL I)</p>	<p>Controls and accounts for personnel and equipment; ensures personal appearance meet standards; controls team formation and movements; and communicates with team members. (Example tasks: Teach basic tasks to team members; Assist team members on transition; Maintains discipline within team).</p>

APPENDIX A – References and Forms

Section I - References

ADP 6-22, Army Leadership

FM 6-22, Leader Development

ADRP 3-0, Operations

ADRP 5-0, The Operations Process

ADRP 6-0, Mission Command

ADRP 7-0, Training Units and Developing Leaders

AR 145-1, Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training

AR 350-1, Army Training and Leader Development

AR 600-9, The Army Body Composition Program

FM 7-22, Army Physical Readiness Training

TC 21-21, Water Survival Training

TRADOC Pamphlet 525-3-7, The U.S. Army Human Dimension Concept

TRADOC Pamphlet 525-3-1, U.S. Army Operating Concept: Win in a Complex World

TRADOC Regulation 350-13, Military History and Heritage Program

USACC Regulation 10-5, Organizations and Functions

USACC Regulation 145-3, On Campus Training and Leadership Development

USACC Regulation 385-10, Cadet Command Safety Program

USACC Pamphlet 145-9-1, Cultural Awareness Training Program

Section II – Prescribed Forms

USACC Form 104-R, Planned Academic Worksheet

USACC Form 139-R, Cadet Application and Enrollment Record

USACC Form 159-R, ROTC Scholarship Interview Sheet

http://www.cadetcommand.army.mil/forms_pubs.aspx

APPENDIX B – Cadet Progression Model

USACC Cadet-to-Officer Progression & Development Map									
Months Progression	0	6	12	18	24	30	36	42	48
									Progression Model Highlights
Guided Developmental Opportunities	MS I Lead Self; prepares to lead squad 1st Year Cadet		MS II Lead Squad; prepares to lead Platoon 2nd Year Cadet		MS III Lead Platoon; prepares to Guide Cadets 3rd Year Cadet		MS IV Guides Cadets; prepares for Commissioning 4th Year Cadet		•Increases rigor to all MSL curriculum
	Fall Semester ASVAB SAT/ACT	Spring Semester	Fall Semester	Spring Semester	Fall Semester	Spring Semester	Fall Semester	Spring Semester	•ALC 2020-2040 ASLITE compliant
Enabling Campus Dev. Ops	FTX		FTX		FTX		FTX		•Focuses on Improving critical thinking and problem solving; "how to think" not "what to think"
	FTX		FTX		FTX		FTX		•Tailors to Cadet developmental needs
# Lesson, # Labs	24 lessons, 24 leadership labs		48 lessons, 24 leadership labs		72 lessons, 24 leadership labs		72 lessons, 24 leadership labs		• Re-allocates and re-balances curriculum hours to meet needs of Army 2022 and beyond
	The MSL I course produces a Cadet who accepts the Army as a values-based organization and embraces the scholar-athlete-warrior ethos; who is familiar with individual roles and responsibilities in support of team efforts and problem solving processes in military and non-military situations; who demonstrates oral and written communication skills, understands resilience, and demonstrates a commitment to learning.		The MSL II course produces a cadet grounded in foundational leadership doctrine and skills by following and leading small units to achieve assigned missions; who applies critical thinking and problem solving using Troop Leading Procedures (TLPs); who comprehends the value of diversity and understands the officer's role in leading change; understands the fundamentals of the Army as a profession.		The MSL III course produces a cadet who possesses enhanced individual and collective skills including leader competencies; who understands and displays training management acumen; who effectively leads formations at the squad to platoon level in a variety of military and non-military mission contexts; who is effective at receiving and giving peer evaluations; who is committed and disciplined ethically, academically, physically, and socially.		The MSL IV Course produces an Officer who has a self-authored professional identity; thrives in operationally ambiguous environments; is a moral exemplar and is prepared to be an Army leader, skilled critical thinker, problem solver, and team builder; skilled oral and written communicator committed to the Army ethic and profession; who has advanced interpersonal skill, knowledge of training management, and understands Army Doctrine; is culturally aware and displays characteristics of a lifelong learner.		• Creates opportunities to increase self-awareness
Curriculum Outcome Summary By MSL	ARMY LEADERSHIP AND PROFESSION		ARMY LEADERSHIP AND PROFESSION		ARMY LEADERSHIP AND PROFESSION		ARMY LEADERSHIP AND PROFESSION		• Improves values and ethics training; officer-as-moral exemplar
	HUMAN DIMENSION		HUMAN DIMENSION		HUMAN DIMENSION		HUMAN DIMENSION		
Army Learning Area	PROFESSIONAL COMPETENCE		PROFESSIONAL COMPETENCE		PROFESSIONAL COMPETENCE		PROFESSIONAL COMPETENCE		
	MISSION COMMAND		MISSION COMMAND		MISSION COMMAND		MISSION COMMAND		

Figure B-1. Cadet Progression Model

APPENDIX C – Battalion Staff Checklist

Note: This sample task list showing the general timeline and who performs the task(s) is for illustration only. The template of your Battalion and guidance from the Brigade will take precedence.

ACTO:HRA	Fall Semester					Spring Semester								
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed	
Create Unit Commander's Finance Report	X	X	X	X	X	X	X	X	X	X	X	X		
Review & submit 254 Monthly Pay Report to HQ CC	X	X	X	X	X	X	X	X	X	X	X			
Brief scholarship cadets on scholarship payment procedures	X	X				X								
Ensure the establishment of contracted cadet dental ID record	X													
Submit scholarship rosters to university	X				X									
Submit list of cadets with VIP parents (COL and above)	X													
Prepare and submit travel requests & settlements for cadre & cadets	X	X												
Complete CC form 192-1-R for nurse cadets and forward to BDE	X													
Review Advance Camp for Accession packets	X													
Screen cadet records and request waivers	X	X												
Initiate & submit accession packets		X	X	X					X					
Submit files to be retained at higher HQs		X												

ACTO:HRA	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Submit requests to revoke GRFD prior to accession packet turn-in		X											
Initiate NAC for cadets		X											
Submit laundry contract request		X			X			X			X		
Complete all cadet disenrollment actions		X								X			
Update the directory module - host unit, extension unit, and cross-town		X				X					X		
Prepare commissioning documents			X				X				X		
Review and compare school invoice w/ obligated Tuition and Fee Report			X				X						
Submit nominations George C. Marshall award			X										
Schedule physical exams for CST				X		X							
Prepare invitations for commissioning				X					X				
Complete conditional contracts					X					X			
Initiate SBI for MI selectees					X								
Request and file end of term grades for cadets					X				X			X	
Submit cadre camp preference statements to brigade					X								
Submit nominations for National Defense Trans Association Award					X								
Process packets for cadets granted educational delay						X							

ACTO:HRA	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Review grad dates and SGLI for Advance Camp cadets						X	X	X	X				
Ensure all contracted cadets have NACs						X							
Complete probation letters						X					X		
Submit nominations for scholarships (AUSA, Abrams, AFI)						X							
Submit nominations for Society of American Military Eng Award							X						
Submit nominations for AUSA Award							X						
Submit nominations for Daughters of Founders & Patriots Award							X						
Submit Nominations for National Sojourner's Award							X						
Submit nominations for National Student Nurse Association Award							X						
Submit Nominations for Pallas Athena Award							X						
Submit Nominations for American Legion Award							X						
Submit requests for scholarship cadets summer school attendance							X						
Submit nominations for Veterans of Foreign Wars award							X						
Submit nominations for Legion of Valor Award								X					

ACTO:HRA	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Prepare orders for cadre going to camps								X					
Process medical exams and student records IAW camp SOP								X	X				
Select and publish orders for cadets attending CST								X					
Submit requests for deferment of cadets from Advanced Camp								X					
Review DA civilian training requirements								X					
Schedule immunizations for CST Cadets								X					
Submit nominations for superior cadet award									X				
Process CST travel									X				
Submit extension of scholarship benefits requests									X				
Update UMR for Advanced Camp									X				
Complete processing for Advance Camp									X				
Submit Nominations for American Logistics Award										X			
Submit nominations for Armed Forces Comm/Elect Assn Scholarship										X			

LOG	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Order MREs and supplies for all FTXs	X	X	X	X	X	X	X	X	X	X	X	X	
Order name tags, tapes and ID tags for new cadets	X	X	X	X	X	X	X	X	X	X	X	X	
Review budget status with support installation		X	X	X			X		X			X	
Conduct annual authorization documents reconciliation		X											
Coordinate with support installation about end of year funds		X											
Update Army and University hand receipts				X									
LOG	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Maintain accountability of received and presented MRIs					X								
Receive and inspect Milestone Recognition Items and forward DD 250					X								
Require equipment turn-in of cadets not returning next term					X				X				
Receive all items issued cadets											X		
SF 91 (Motor Vehicle Accident Report) if applicable													
Submit purchase requisitions													
Inspect clothing/equip/records of cadets										X			
Conduct 100% inventory of assigned equipment										X			

ROO	Fall Semester					Spring Semester							As Needed
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Contact Basic Camp prospects and scholarship winners		X	X				X	X	X	X	X	X	
Plan and conduct parents weekend activities		X											
Conduct Basic Camp party for graduates		X											
Conduct Basic Camp party for graduates		X											
Conduct Nurse Program recruiting activities		X											
Coordinate pre-registration/registration campaign		X										X	

ROO	Fall Semester					Spring Semester							As Needed
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Coordinate the Battalion's Armed Forces Appreciation Day		X										X	
Follow-up on uncommitted high school senior leads		X										X	
Publish cadet & cadre summer accomplishments newsletter		X	X										
Coordinate recruiting for orientation and add/drop period			X				X						
Attend Accessions Zone Conferences; Contact USAREC BN for schedule			X										
Request Gold Bar Recruiter			X				X						

ROO	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Visit ARNG/USAR units with potential for SMP cadets			X				X						
Set up recruiting booths with cadets at registration			X				X		X				
Submit Advert/Mktg orders in MAPS/EMM			X			X			X				
Assist high school students applying for early Admission				X									
Assist high school students applying for early Admission				X									
Coordinate 2-3 year scholarship campaign and interviews					X	X	X	X					
Develop & submit mission set strategies and/or enrollment missions using EMP					X				X				
Start working conditional contracts for next -school year						X							
Conduct recruiting campaign on community college campus						X					X	X	
Mail Scholarship letters to parents to arrive during Christmas break			X			X			X				
Prepare ethnic heritage month activities						X							
Review upcoming summer recruiting actions (REAP)	P/R						X						
Conduct Basic Camp seminars								X	X				
Begin preparation of Recruiting Enrollment Action Plan (REAP)								X					

ROO	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Conduct Basic Camp seminars								X	X				
Coordinate nurse recruiting & retention with BDE nurse counselor								X		X			
Begin preparation of Recruiting Enrollment Action Plan (REAP)								X					
Update institutional incentives book									X				
Update & submit the Recruitment Enrollment Action Plan (REAP)										X			
Confirm next year's cadet S-5 and encourage early arrival in Fall												X	

OPERATIONS	Fall Semester					Spring Semester							
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed
Schedule classrooms for next term		X			X								
Survey Cadets for CTLT and CPDT		X											
Conduct LDP assessor training for MS4s		X											
Conduct rappel tower and other training sites safety inspections		X											
Conduct risk assessment and onsite inspections for FTXs		X				X							
Coordinate Local TPUs for assistance in training and resources		X											

OPERATIONS	Fall Semester					Spring Semester							As Needed
	A	S	O	N	D	J	F	M	A	M	J	J	
Coordinate training with SMP- affiliated units		X											
Establish cadet chain-of- command and OML		X											
Coordinate Local TPUs for assistance in training and resources		X											
Coordinate training with SMP- affiliated units		X											
Submit updates to school catalog			X										
Update policy memos, SOPs and additional duty appointments			X										
Conduct Quarterly inventory of test materials				X			X			X			
Administer SIFT to cadets				X						X			
Update Military Science portion of undergraduate catalog						X							
Begin planning Spring awards ceremony							X						
ID & qualify stand-by cadets to attend summer CPDT training									X				
ID & qualify stand-by cadets to attend summer CPDT training									X				
Forecast ammunition (DA Form 5514-R)										X			
Cadet attends George C. Marshall conference										X			
Forecast ammunition (DA Form 5514-R)										X			

PMS	Fall Semester					Spring Semester							As Needed
	A	S	O	N	D	J	F	M	A	M	J	J	
Establish final OML	P	X											
Establish cadet chain-of- command and OML		X											
Certify cadre on LDP & classroom instruction		X											
Collect Advanced Basic Camp AARs		X	X										
Conduct commissioning ceremony		X				X					X		
Complete PMS OML			X										
Designate DMS			X										
Audit unit fund and cadet fund accounts			X										
Update university senior officials			X										
Update all contracted cadets CC Form 104R			X		X		X			X		X	
Review/Update Military Rating scheme				X									
Inform nurse cadets of NCLEX timeline requirements					X					X			
Disseminate accessions board results						X							
Conduct university and Army budget review							X						
Counsel cadets on branch selection							X						
Review Battalion lesson plans												X	
Disenrollment or retain cadets medically disqualified												X	
Initiate MS-III CER in CCIMM(FALL)/ Complete CER in CCIMM before departing for CST Advanced camp	X								X				

SMSI	Fall Semester					Spring Semester								
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed	
Prepare Veteran's Day activities				X										
Review physical security requirements								X						
Monitor cadets performance at camps		X									X	X		
Conduct Ranger challenge team tryouts and training		X	X	X	X									
Conduct cadre APFT/weigh in & forward results to brigade				X					X					
Prepare uniforms of MS4s getting commissioned											X			
ALL														
Month	A	S	O	N	D	J	F	M	A	M	J	J	As Needed	
Finalize and publish class syllabi	E	X				X								
Submit end of term grades for Military Science classes	E					X				X				

APPENDIX D – Professor of Military Science Example Transition Plan

Instructions: Use the following checklist to successfully transition the SROTC battalion from the outgoing to the incoming PMS. This document provides guidance as a close out for the outgoing PMS and prepares the incoming PMS to assume his/her responsibilities. The outgoing PMS should review the complete checklist with the incoming PMS and answer questions or issues. Upon completion of the checklist both officers should sign and date for a matter of record. Ideally, the Brigade Commander should be present on campus as the checklist review is completed; if that is not possible, the checklist should be completed and/or faxed to the Brigade Commander. Upon receipt, the Brigade Commander should conduct a telephone conference with both officers to discuss any final issues.

PROFESSOR OF MILITARY SCIENCE & SMSI	Complete
Current Approved Operational Plan located on the USACC G5 Public SharePoint Site: https://army.deps.mil/army/cmds/USACC-HQ/G5/Public/Operational%20Plan%202024/USACC%20Operational%20Plan%20Final.pdf	
Read Command Priorities and Semester Focus	
Read USACC and Brigade Policy Memorandums	
Read AR 145-1/CCR 145-1	
Review contract and commission mission for the last 2-3 years, current mission set (MS) and next 3 years	
Review Battalion Commissioning Forecasting System (BCFS) for all contracted Cadets (MS I & II scholarship and MS III through completion Cadets)	
Conduct a Cadet Asset Inventory (CAI).	
The CAI consists of a full Cadet file inventory/inspection of all contracted/conditional/pending Cadets that include: (NOTE: CAIs are normally conducted 2 times per year)	
·Signed contract	
·Signed 104R	
·Signed 139R	
·APFT card and HT/WT	
·Latest transcript	
·Cadet Counseling and Evaluations	
·Pending waivers / disenrollments	
Review the most recent Mission Set Management Report (MSMR) and jointly prepare the upcoming MSMR.	
Review Battalion Allocation Summary Report	
Review CC Form 159R Interview Form in CCIMM	

Review PMS Review Page in CCIMM	
PROFESSOR OF MILITARY SCIENCE & SMSI Continued....	Complete
Review Board Ready List in CCIMM	
Review Cadet Counseling Program	
Review Cadet Mentorship Program	
Review input and status of Accession Packets for upcoming OML Board (Ensure Campus Evaluations have been completed on all MS IIIs and the outgoing PMS has completed comments and prepared a recommended unit accession OML)	
Review Approval Authority / Flow of Cadet Action Matrix	
Review Disenrollment Boards and Scholarship Waiver of Rights Processing Timeline	
Review university incentives, policies, and procedures	
·Review fiscal contribution by university to SROTC by type	
·Review fiscal contribution by SROTC to University (scholarships, incentive, Army Salary, equipment, etc.)	
Receive a tour of the campus (include SROTC shared facilities e.g., supply room, gym, classrooms, and Training areas)	
Review host, extension, and cross-town FICE Codes	
Review SROTC course curriculum	
Review how to fit SROTC curriculum in to the University's daily schedule of classes	
Review required cadre and Cadet Surveys	
Review CC Regulations on the CC web site (The Right Site), WEB Portal, Brigade, Cadet Command and University web pages	
Review required attendance at brigade workshops (e.g., BDE PMS Orientations, JROTC Workshops, and Brigade Workshops)	
As soon as practical, visit reps at extension units and cross-town institutions	
Review the number and habitual support relationships with local JROTC programs	
Review planning cycle for commissioning ceremonies, fully understand Command and university expectations (Invite GO guest speaker early)	
Review PMS's & BDE CDR's OER Support Form	
Review cadre additional duties and compare to OIP Checklist	
Review the Battalion Budget and University funds	
Review all cadre continuity books	
Review the number of Army Reserve/National Guard (SMP) units in the local area and establish contact with key personnel	
Review Serious Incident Report (SIR) Format and reporting protocol	
Review the number of USAREC units in the local area (transfer POC numbers); schedule visits to Regular Army, Reserve and Medical Recruiting Brigade recruiters, and readiness NCOs	

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PROFESSOR OF MILITARY SCIENCE & SMSI Continued...	Complete
Review the status of authorized (per TDA) cadre (inbound, PCSing, retiring, AC, NG, USAR, Contractors)	
Review rating scheme, review, sign and forward to BDE to include all university leader systems/programs/meetings and Title IX requirements	
Review status of any pending award recommendations (cadre or Cadets)	
Review and pass along incoming PMS email address to BDE to update email distribution lists	
Review Antiterrorism/Force Protection Plan	
Meet with key campus influencers (President, Deans, Director of Admission)	
Review status of Gold Bar Recruiter requests	
Schedule University Senior Leaders Course (USLC)	
Review Contractor, school employees, and GS employee policies and procedures	
Review Campus Evaluation for all MSLIII/ MSLIV Cadets in CCIMM	
Establish Blackboard and CCIMM Account	
Establish Cadre GoArmyEd account	
Complete Training for Accountable Officials and Certifying Officers (Initial and/or Refresher) at Certifying Officer Training course at https://www.defensetravel.dod.mil/Passport/	
Obtain DD Form 577 from Brigade Commander delegating authority to PMS to certify Cadet payments	
S1 (ADMINISTRATIVE OFFICER)	Complete
Review pending cadre personnel actions	
Review Cadre status (inbound AD, NG/USAR, TPU, & Contractor)	
Review cadre orders assigned to Advanced Camp and Basic Camp	
Review cadre's job descriptions/responsibilities (see job description on OER Support Forms, NCOERs, Human Resource Assistant and Supply Tech job description, etc.)	
Review cadre's Support Forms	
Review telephone directory for Brigade, & HQ, USACC	
Review Contractor Guide and know brigade manager POC	
Review Personnel Records	
Review Finance Records	
Coordinate command photo appointment for incoming PMS	
Review request for the next school year's parking /gym fees	
Review Government Travel Card Briefing (Alt S4)	
Establish DTS account and enter into approval hierarchy	
Establish/transfer Government Travel Card	
Review Army personnel testing requirements for Cadets (FAST, etc)	
Identify the local TRICARE customer service office and MTF	
Review authorized medical and dental providers in the local area	

Review school's calendar and SROTC Battalion Training Calendar for present/upcoming school year	
S1 (ADMINISTRATIVE OFFICER)	Complete
Review "Agreement for Establishment and Maintenance of an Army SROTC Unit", DA Form 918A	
Forward the following documents to Brigade S-1: -DD Form 93 (Record of Emergency Data) -SGLV 8286 (Service Members' Group Life Insurance Election & Certificate, 2016 edition) -Complete Personnel and Finance Records review -DA Form 7415 (Exceptional Family Member Program (EFMP) Querying Sheet) -DA Form 5960 (Basic Allowance for Housing (BAH)) -DD Form 1351-2 (Travel Voucher or Sub Voucher)	
PCS orders and amendments (if applicable) with duty at location included in the "Assigned to" lead line.	
-DA Form 31 (Request and Authority for Leave) with a control number	

S3 (OPERATIONS & TRAINING OFFICER/NCO)	Complete
Review Advanced Camp bound Cadets BN/BDE FTX performance	
Review Advanced Camp & Basic Camp Cadre assignments	
Review short/long term recruiting campaign plan	
Review summer recruiting plan	
Review scholarship campaign plan; status and management	

ROO	Complete
Review existing Scholar, Athlete, and Leader target list for recruiting and tracking system	
Review ROO Zone to determine the number, quality, and status of potential prospects.	
Review nurse recruiting plan (if applicable)	
Review each mission set by name (Cadet Asset Inventory)	
Review Cadets/prospects attending Basic Camp and their status	
Review Basic Camp data for previous two years and present year	
Review Enrollment Mission Planner (EMP) (if applicable)	
Review Monthly Green to Gold (G2G) Report (if applicable)	
Review Freshman orientation and class registration activities	
Review any plans for Cadet Orientation activities	
Review Recruiting and Enrollment Action Plan (REAP)	
Review notes and/or outcomes from Brigade ROO / HRA Workshop (if applicable)	
Review Medical Remedial Checklist	
Review USACC progression/ retention goals	
Review MSMR for historical progression data	

Review retention programs and activities	
ROO	Complete
Review acceptance rates and Financial aid process for all incoming Scholarship recipients	
Review process to request ASB assets	
Review recruiting plan to see that planned recruiting events are entered into ROO Zone	
Review current inventory of marketing products and outstanding orders	
HUMAN RESOURCES ASSISTANT (HRA)	Complete
Review data entry procedures for all Cadets (enrolled, participating, contracted, no contracted, etc.)	
Review process for submitting Cadet pay entitlements	
Review all transactions required to close out current commissionees	
Review appointed enrollment officer responsibilities	
Review recent Database Accuracy Management Indicator Report (DAMIR)	
Review CCIMM generated reports (MMB, Cadet Action Status Report)	
Review DODMERB process/tracking system/status of Cadet physicals	
Review of security clearance submissions	
Review appointment process for DODMERB Physicals / Remedial	
Review process for Establishment of Army Knowledge Online (AKO) accounts for contracted Cadets	
Review process for obtaining ID cards for contracted Cadets	
Establish Cadre GoArmyEd account	
Review Monthly DFAS Commander's Cadet Pay Report	
PERSONAL ADMINISTRATION	Complete
Establish university computer account, parking pass, fitness center pass, ID cards, etc.	
This is to acknowledge that the above information was reviewed together during the PMS transition:	
Signature of Outgoing PMS / Date	
Signature of Incoming PMS / Date	
Signature of Brigade Commander / Date	

* Must be initialed by Incoming and Outgoing PMS on same line. Initialing simply acknowledges that both officers reviewed the information pertinent to that subject.

** Verification should be made by the Brigade Commander by VTC, phone, or in person.

This checklist is NOT meant to validate that all knowledge has been passed and received during the review session. The volume of information is far too great to even consider it is, however, is an excellent venue for discussion of key points within the battalion for continuity. Additionally, it will/can serve as a valuable tool for the new PMS as he/she settles into those duties over time. This Transition Checklist is meant to be a

template. Brigade Commanders may adjust and/or modify as necessary to meet the needs of that specific Brigade.

GLOSSARY

Section I – Acronyms and Abbreviations

AAR - After Action Report
AC – Advanced Camp
ACofS – Assistant Chief of Staff
ACOR – Alternate Contracting Officer Representative
ACU - Army Combat Uniform
ADDIE - Analysis, Design, Development, Implementation and Evaluation (Instructional Systems Development process model)
ADM – Academic Discipline Mix
ADO - Active Duty Obligation (Type of Green to Gold Cadet)
ADOS – Active Duty Operational Support
ADSO – Active Duty Service Obligation
AF – Adjunct Faculty (USAR Instructors)
AGR – Active Guard and Reserve
ALMS - Army Learning Management System
AMRG – Army Marketing and Research Group
APFT - Army Physical Fitness Test
APMS - Assistant Professor of Military Science
AR – Army Regulation
ARNG – Army National Guard
BC – Basic Camp
BCFS - Battalion Commissioning Forecast System
BDE – Brigade
BDE CDR – Brigade Commander
BOD - Board of Directors
BOLC – Basic Officer Leadership Course (BOLC-Accessions and BOLC-Branch)
C3 (or CCC) - Cross Cultural Competencies
CAC – Combined Arms Center (TRADOC) or Common Access Card
CCIMM – Cadet Command Information Management Module
CCR – Cadet Command Regulation
CEB - Command Engagement Board
CFDC – Cadre and Faculty Development Course
CIP - Command Inspection Program
CFDD – Cadre and Faculty Development Division
CG - Commanding General
CofS - Chief of Staff
COI – Center of Influence
COR – Contracting Officer Representative
COTR – Contracting Officer Technical Representative
CPAC - Civilian Personnel Advisory Center
CFD-IC - Common Faculty Development – Instructor Course

CPDT - Cadet Professional Development Training
CRB – Curriculum Review Board
CST – Cadet Summer Training
CTLT – Cadet Troop Leader Training
CTO - Company Tactical Officer
DA – Department of the Army
DAC - Department of the Army Civilian
DBO – Director of Brigade Operations
DCG – Deputy Commanding General
DCO – Deputy Commanding Officer
DEPS - DoD Enterprise Portal Service (SharePoint)
DoDI – Department of Defense Instruction
DODMERB – Department of Defense Medical Evaluation Review Board
DoLDE – Directorate of Leader Development and Education
DTMS – Digital Training Management System
DTS – Defense Travel System
DUIC – Derivative Unit Identification Code (See UIC)
ECP – Early Commissioning Program
EO – Equal Opportunity
EOCC - End of Camp Commissioning
ERB - Executive Review Board
EU - Extension Unit
FLIPL – Financial Liability Investigation of Property Loss
FLRC - Field Leader Reaction Course
FM Certification - DoD Financial Management Certification Program
FOIA – Freedom of Information Act
GCMC or GCMS– George C. Marshall Conference/Seminar
GCMCA – General Courts Martial Convening Authority
GPC – Government Purchase Card
GRFD – Guaranteed Reserve Forces Duty
HBCU – Historical Black Colleges and Universities
HRA - Human Resources Assistant
HRC – Human Resources Command
HSI – Hispanic Serving Institutions
HSS - Headquarters Support System
IA – Information Assurance
ICI-Initial Command Inspection
IG – Inspector General
IMT – Initial Military Training (TRADOC/DCG-IMT)
IP – International Programs
IPD – International Programs Division
IPPS-A - Integrated Personnel and Pay System - Army
JCIMS – JROTC Cadet Information Management System
JCLC – JROTC Cadet Leadership Challenge
JROTC - Junior Reserve Officer Training Corps
JSOCC – JROTC School of Cadet Command

KMO – Knowledge Management Officer (Office)
LCP - Leader Certification Program
LOE – Line of Effort
LOO – Line of Operation
MEC – Master Educator Course
MCC – Mission Command Conference (USMA Event)
MCWS - Mission Command Workshop
MEDPROS – Medical Protection System
MFLC: Military Family Life Consultant
MICC - Military Installation Contract Center
MJC – Military Junior College
MRC- Mission and Resourcing Conference
MRT – Master Resilience Training (Trainer)
MS – Military Science or Mission Set
MSI - Military Science Instructor
MSL – Military Science Level
MSMR – Mission Set Management report
NCEA - National Conference on Ethics in America (USMA Event)
NGB – National Guard Bureau
OCAR - Office of the Chief of Army Reserves
OCMPS – On Campus Market Potential Survey
OE - Open Enrollment
OIP – Organizational Inspection Program
OMA – Operations and Maintenance, Army
OML –Order of Merit List
OPAT - Occupational Physical Assessment Test
OPM – Office of Professional Management
O-TDA - Objective – Table of Distribution and Allowances
OC/T – Observer, Coach/Trainer
OTSG – Office of the Surgeon General
PA – Program Assistant
PAO – Public Affairs Officer (Officer)
PBAC – Program Budget Advisory Committee (Working PBAC; Senior PBAC)
PD - Position Description
PMS - Professor of Military Science
REAP – Recruiting Enrollment Action Plan
RFF – Request for Forces
RFI - Request For Information
RIE - Recruiting Information Environment
RMID - Recruiting, Marketing and Incentives Directorate
ROO - Recruiting Operations Officer
RPA – Request for Personnel Action
RTO - Regimental Tactical Officer
SAL – Student, Athlete, Leader
SAM – Scholarship Allocation Model
SAR C – Sexual Assault Response Coordinator

SAV – Staff Assistance Visit
SCI – Subsequent Command Inspection
SIFT – Selection Instrument for Flight Training
SGS – Secretary of the General Staff
SHARP – Sexual Harassment, Assault Prevention and Response Program (Team)
SJA – Staff Judge Advocate
SLA – Service Level Agreement
SMC – Senior Military College or Senior Military Commander
SMDR – Structure Manning Decision Review
SMP – Simultaneous Membership Program
SOF – Status of Funds
SOCC – School of Cadet Command
SP - Strategic Plan
SMSI – Senior Military Science Instructor
SROTC - Senior Reserve Officer Training Corps
STEM – Science, Technology, Engineering, Mathematics
TAA - Total Army Analysis
TAG – The Adjutant General (The Senior State National Guard Official)
TC3 - Tactical Combat Casualty Care
TDA - Table of Distribution and Allowances
TDS – Trail Defense Services
TOR - Terms of Reference
TRADOC – United States Army Training and Doctrine Command
UFR – Un-forecasted Requirement or Un-funded Requirement
UIC – Unit Identification Code
UMT – Unit Ministry Team
USACC - United States Army Cadet Command
USAR – United States Army Reserve
USARC – United States Army Reserve Command
USAREC – United States Army Recruiting Command
USLC – University Senior Leader Course
USR – Unit Status Report (also referred to as CUSR, C = Classified)
VA – Victim’s Advocate
XO – Executive Officer
XT - Cross Town

Section II – Terms

ACADEMIC ALIGNMENT – When a contracted Cadet’s academic status (according to the university/college) is the same as his/her Military Science and Leadership status. Example: A MSL III Cadet with 2 years remaining in college at the start of the fall semester is said to be academically aligned.

ACADEMIC DISCIPLINE MIX (ADM): Academic major groupings used by Cadet Command. The five categories are:

- ADM 1 – Generalist
- ADM 2 – Technical Management
- ADM 3 – Physical Science/Analytical
- ADM 4 – Engineering
- ADM 5 – Nursing

ACADEMIC PROBATION - Probation is a warning to the Cadet when the terms of the contractual agreement are not met. It is a trial period (normally a school term) to correct deficiencies for non-scholarship Cadets who fail to maintain retention standards for SROTC enrollment. NOTE: The preferred tool for scholarship Cadets who fail to maintain retention standards is administrative suspension. In exceptional cases probation may be used for those scholarship Cadets who do not meet retention standards due to mitigating circumstances beyond the Cadet’s ability to influence; however, the PMS must request the brigade commander authority to execute this action.

ACADEMIC TERM - The period of time (Semester/Quarter) that the educational institution divides the academic year for the purpose of instruction.

ACADEMIC YEAR - Two consecutive semesters or three consecutive quarters a student is expected to complete one-fourth of the requirements for a baccalaureate degree under a 4-year college curriculum or one-fifth of the requirement under a 5-year curriculum.

ACCELERATION - Completion of a military science and Leadership course in less than the semester time normally required.

ACCELERATION WITH MIGRATION - Acceleration is forward migrating.

ACCESSIONS - Entry of an officer into the formal rolls of the Active Army, USAR, or ARNG. This occurs when an officer enters Active Duty or is assigned to a Reserve Component.

ACCESSIONS BOARD - A two-phased process consisting of a National Order of Merit List and the HQDA Selection and Branching Board.

ACCESSIONS DISTRIBUTION CENTER (ADC) – A subordinate to the Accessions Support Brigade, the ADC controls distribution of RPIs and PPIs to support recruiting and marketing campaigns.

ACTIVE DUTY PAYBACK - A scholarship Cadet who has breached his/her contract can repay funds in lieu of entering Active Duty as an enlisted soldier IF ALLOWED THIS OPTION by the CG, CADET COMMAND.

ACTIVE GUARD AND RESERVE (AGR) – Personnel on full-time Active Duty (other than for training or Active Army). He/she is the Reserve Components POC, but primarily a cadre member working for PMS.

ADMINISTRATIVE SUSPENSION - Status of scholarship Cadets that forfeits financial assistance (tuition, fees and books) but allows continued participation in the SROTC program with payment of subsistence allowance.

ADVANCED COURSE - The last 2 years of the Senior SROTC program. MSL 3 & 4 Cadets normally pursue this during the junior and senior years in college. For Military Junior College (MJC) Cadets, the advanced course is the freshman and sophomore years.

ADVANCE - DESIGNATED SCHOLARSHIP - The three-year scholarships awarded to highly qualified four-year applicants provided they meet established criteria. Two-year scholarships awarded to highly qualified three-year applicants provided they meet established criteria.

ADVANCE SCHOLARSHIP DESIGNEE - A Basic Course non-contracted Cadet designated to receive a scholarship after a 1-year validation requirement.

AFTER ACTION REVIEW (AAR) - A training and evaluation method, which provides timely feedback to Cadets on individual and collective performance. It is used at the completion of a phase, segment, or portion of a training event.

AIR ASSAULT SCHOOL (AAS) - A 10-day training course available to SROTC Cadets, in which Cadets learn to rappel from helicopters and how to rig sling loads.

AIRBORNE SCHOOL - (ABN) –A three-week training course conducted by the Infantry Center, Ft Benning, GA., for SROTC Cadets, in which Cadets learn to jump from airplanes using parachutes on a static line.

ALIEN STUDENT - A student who is not a U.S. citizen (immigrant, refugee, non-immigrant) who may be participating in the Basic Course, attending the Basic Camp or participating in the Advanced Course providing they satisfy the requirements of AR 145-1, Para 3-29.

ALTERNATE ENTRY OPTION (AEO) - A Cadet who enters SROTC starting as an MS III during the fall or winter semester, receives pay and goes to the Basic Camp in the summer. At the end of the MS IV year goes to ADVANCED CAMP and upon successful completion receives an Army commission.

ALTERNATE FLIGHT APTITUDE SELECTION TEST (AFAST) – A qualifying test for flight training. A Cadet must score at least 90 or higher. Cadets who failed to achieve a qualifying score may be retested once, but not sooner than 6 months after initial test.

AMERICAN COLLEGE TEST (ACT) – An assessment examination.

ANNUAL PLAN and REPORT - Reflects the content and sequence for each of the eight Military Science courses.

ARMY COLLEGE FUND (ACF) - A bonus in addition to basic Veterans Administration educational benefits for members who enlist in selected specialties and participate in the Veterans' Education Assistance Program or the Montgomery GI Bill.

ARMY INSTRUCTOR (AI) - A retired Non-commissioned Officer employed to conduct Junior ROTC (JROTC) Leadership instruction and prepare JROTC Cadets.

ARMY SCIENCE BOARD INTERNSHIP PROGRAM (ASBIP) - A CTLT internship program that provides cadets with an opportunity to exercise specialized technical or research skills. The duration of all internships is approximately four-weeks. At the conclusion, most cadets receive an Officer Evaluation Report (OER).

ASSISTANT PROFESSOR OF MILITARY SCIENCE (APMS) – The primary instructor for SROTC Cadets enrolled in Military Science. Commissioned officers can be Active or Reserve. The APMS duties include but are not limited to recruiting, training, coaching and ultimately commissioning the future officer Leadership of the Army.

AUDITING STUDENT - A student who is attending Military Science and Leadership classes for personal enlightenment only. He/she is not enrolled in the SROTC commissioning program, and will not receive credit toward commissioning.

BASIC COURSE - The first two years of the Senior SROTC Program (MSL II and I) which are normally taken by the Cadet during the freshman and sophomore years in college.

BATTALION COMMISSIONING FORECAST SYSTEM (BCFS) – The primary instrument used by PMSs to forecast the number of lieutenants whom the battalion will commission in each mission set. BCFS tracks each Cadet's progression systematically with an individual status sheet. The individual status sheet is updated routinely and identifies Cadets struggling to make commission.

MISSION SET MANAGEMENT REPORT (MSMR) - a monthly web based report submitted by the PMS to Cadet Command. The purpose of the MSMR is to allow the PMS to provide a ground truth report of their unit's mission accomplishment status. Key elements of the MSMR include commission projections for the current and next two mission sets and PMS comments. The MSMR is intentionally separate and distinct from the CCIMM database and the Command's commission forecasting models.

BATTALION PROSPECT MANAGEMENT SYSTEM - A multipurpose database designed to assist the Recruiting Operations Officer in total prospect management. It includes data manipulation, direct mail operations, file import, and the added capability to generate convenient reports.

BLACKBOARD – A commercial, off the shelf, internet-based learning management system.

BOLC A - Course of instruction that describes the pre-commissioning training and education across USMA, SROTC, and OCS.

BOLC B - Course of instruction that describes the "lieutenant phase" of instruction, specializing in small unit leader skills while operating within a tactical environment. This phase also includes instruction that specializes in branch specific training.

BRANCH ORIENTATION - Branch-related equipment display and presentations conducted at the Advanced Camp on the opportunities, challenges, and duties available in each branch of the Army. Similar to the Army Orientation at the Basic Camp.

BREACH - Conduct on the part of a student that violates the terms of his/her contract regardless of whether the conduct was done with specific intent to violate the contract or whether the student knew the conduct violated the contract. A breach is broader in scope than willful evasion.

BRIGADE - A subordinate command of Cadet Command and formerly, the Regions; it is the higher headquarters of several Senior/Junior SROTC Programs. A Colonel commands it.

CADET - A term that applies to all students enrolled in the SROTC program, including immigrant alien students enrolled in MSL I or MSL II.

CADET BUDDY SYSTEM - The process of pairing Cadets into a 2-person team for safety and training purposes.

CADET CHALLENGE PROGRAM - A program intended for JROTC Cadets to improve physical conditioning and heighten Esprit de Corps. It culminates with the Cadet Challenge Competition that uses the President's Physical Fitness Program

events to measure a Cadet's level of fitness. (JROTC)

CADET COMMAND INFORMATION MANAGEMENT MODULE (CCIMM) – An automated tool to aid in capturing and managing Cadet information and in communicating that information throughout the command. (IMO)

CADET CANNONADE - Ceremonial salute with howitzers firing simultaneous rounds to signify: "DUTY, HONOR, COUNTRY".

CADET INTERNSHIP PROGRAM (CIP) – An internship with HQDA which provide cadets with an opportunity to exercise specialized language, technical or research skills. The duration of all internships is approximately four-weeks. Exceptions are made on a case by case basis. At the conclusion, most cadets receive an Officer Evaluation Report (OER).

CADET PAY - Pay to SROTC scholarship and non-scholarship contracted Cadets in the form of monthly subsistence and as a salary to Cadets who attend the Advanced Camp, Basic Camp, and/or Cadet Troop Leader Training IAW the DOD Pay Manual.

CADET PROFESSIONAL DEVELOPMENT TRAINING (CPDT) – A program which allows Cadets to attend various U.S. Army training courses such as Air Assault Training, Airborne Training, Mountain Warfare training, Northern Warfare Training, Combat Survival Training, Combat Divers Qualification Course, United Kingdom Officers training Corps, and the annual Sandhurst Competition.

CADET TROOP LEADERSHIP TRAINING (CTLT) PROGRAM – A program that places Cadets in Leadership positions in Active Army units for a period of 3-4 weeks during the summer. Normally, Cadets are sent to training upon completion of the Advanced Camp. Slots are available in CONUS and OCONUS units. This program is managed by the G3.

COMBAT DIVERS QUALIFICATION COURSE (CDQC) – A CPFT training given by the U. S. Army Special Operations Command in Key West Florida.

COMMISSION - The certifying document given by the U.S. Government conferring the rank of a commissioned officer in the Armed Forces. Normally, the rank of Second Lieutenant is conferred.

COMMISSION MISSION - The number of quality Cadets to be commissioned in a Mission Set.

COMMITTED - A term designating a Cadet who is contracted or conditionally contracted in the SROTC program.

COMMUTATION - A payment made to a Cadet (enrolled in Army SROTC for the

purpose of obtaining a commission) for uniforms in lieu of issue-in-kind uniforms. Applies to SROTC battalions at Junior and Senior Military Colleges only. The G8 manages Cadet payments.

COMPLETION CADET - A contracted Cadet who has completed the SROTC program, including the Advanced Course, but not his/her Baccalaureate degree requirements. The Cadet signs an MOU with the PMS that he/she will graduate within 2 years.

COMPLETION CADET WITH 1-YEAR WAIVER – A Cadet that has completed all of their SROTC requirements but still needs to finish their Baccalaureate degree.

CONTRACTED CADET - A scholarship or non-scholarship Cadet who has a completed DA Form 594-3 or DA Form 594 and executed a DD Form 4.

CONTRACTING MISSION - The mission that specifies the number of Cadets who must be contracted at the beginning of a school year in order to achieve the commission mission based on historic attrition and migration.

COUNTERPART PROGRAM - A SROTC program tasked to refer quality-enlisted soldiers from a nearby Army installation to the Army SROTC battalion at the soldier's college of choice.

DEDICATED SCHOLARSHIP - Scholarships dedicated by law or regulation to a specific group of schools or individuals. These include Reserve Forces Duty, Army National Guard, Green-to-Gold, Military Junior College, and the Historically Black Colleges/Universities Scholarships.

DEFECTIVE SERVICE OR DEFECT - A service output that does not meet the standard of performance specified in the contract for that service.

DEFENSE TRAVEL SYSTEM (DTS) is a fully integrated, electronic, end-to-end travel management system that automates temporary duty travel (TDY). It allows travelers to create authorizations (TDY travel orders), prepare reservations, receive approvals, generate travel vouchers, and direct deposit payment to themselves and the government charge card vendor, all via a single web portal available 24 hours a day, seven days a week.

DEPARTMENT OF DEFENSE MEDICAL EVALUATION REVIEW BOARD (DODMERB) – A DOD agency headquartered at Colorado Springs, CO that collects, reviews, and determines medical approval/disapproval authority over entry standards for Cadets entering SROTC and the military academies.

DEPARTMENT OF MILITARY SCIENCE - An academic department of an educational institution, which administers the Army SROTC activities at that institution. The SROTC battalion is the operating element of the Department. The PMS is the

Department Head.

DIRECTORY MODULE - The portion of CCIMM that provides information about Senior SROTC (SROTC) units. This module in CCIMM is divided into four parts: SROTC Unit, Host School, Non Host School, and Administration. The SROTC unit module provides specific information about the Senior SROTC unit. The Host module provides specific information about the university/college where the SROTC unit is located, missioning and scholarship allocations. The Non Host School module provides specific information on each academic institution with a partnership agreement with the SROTC unit. The Administration module provides information on books and commutation.

DISENROLLED STUDENT - A previously enrolled Cadet who has been administratively removed from the SROTC program.

DISTANCE LEARNING - The delivery of standardized training, when and where it is needed, through the application of multiple media and technologies. Student-instructor interaction may be real time or non-real time. Instruction may also be self-paced with no instructor. Distance learning is a generic term encompassing “Web-based” training, computer based training, interactive video, desktop conferencing, and video training.

EARLY COMMISSIONING PROGRAM (ECP) – A training program to allow military junior college Cadets to commission as a Second Lieutenant after two years of education.

ENROLLED CADET – A student who registers and attends/participates in a Military Science and Leadership course for commissioning credit.

ENROLLMENT - The act of completing the CC Form 139-R to enroll individuals as members in the SROTC battalion using the enrollment criteria for the Basic or Advanced Courses, as appropriate. Also, used to show potential commissionees, as well as current enrollment for mission set contracting/enrollment missions.

EXTENSION UNIT AND CROSTOWN SCHOOLS - Institutions that have a partnership agreement with a host battalion. The agreement will allow a student enrolled in the institution (for the purpose of academic study leading to a degree) to be enrolled in the SROTC program of a host battalion. An extension unit and crosstown school is not missioned separately. Enrollment and production of the extension unit and crosstown school will be included with its host battalion. SROTC cadre may be assigned to an extension unit and crosstown school. Generally, an agreement is not established when the school involved is located more than 50 miles or 1 hour’s driving time from each other. The potential of an extension unit and crosstown school is not included in the calculation of the potential of its host battalion. Extension unit and crosstown institutions and agreements were formerly known as Cross-enrolled institutions and agreements.

FIELD FORCE – Volunteers and MALOs who recruit for the United States Military Academy (USMA).

FORTY-FIVE-DAY RULE - The Federal Government's obligation to pay scholarship monies will not occur until a Cadet has been in a full-time student status for 45 days after the start of each academic year.

FOUR-YEAR SENIOR SROTC PROGRAM - It consists of the on-campus Basic Course (MSL II and I) or one of the qualifying substitutes (Advanced Placement Credit) followed by the last 2 years of Military Science and Leadership in the Advanced Course.

GOLD BAR RECRUITER - A recent SROTC commissionee who augments the recruiting efforts on and off campus. He/she is assigned to an Army SROTC battalion (normally the battalion which commissioned them) up to 120 days prior to attending Officer Basic Course.

GOVERNMENT FACILITY – Facility located on a government/military installation or a leased government facility located outside of a military installation.

GRADE POINT AVERAGE (GPA) - The total of acceptable quality points divided by the number of earned credit hours (semester/cumulative) as established by the institution for graduation. Both scholarship and non-scholarship contracted Cadets must maintain a minimum acceptable GPA of 2.00 on a 4.00 scale or the equivalent on another scale.

HOST BATTALION - A 4-year college, university, or institution, or 2-year Military Junior College which has a contractual agreement with the Secretary of the Army to provide Military Science instruction. They are staffed to instruct, recruit, and provide for their own administrative and logistical support. Hosts receive individual mission and are evaluated on mission accomplishment.

HOT LEAD - Leads referred through ROO Zone to a BN ROO from another user of the system. They include National Referral List (NRL), Other School Referrals (OSR), and USAREC Referrals.

INFLUENCER – An individual who has influence over a potential Cadet recruit in joining the SROTC program.

COMMON FACULTY DEVELOPMENT - INSTRUCTOR COURSE (CFD-IC) – Formerly called Foundation Instructor Facilitator Course (FIFC)

JROTC CADET - A high school student who is enrolled in JROTC. These Cadets form a ready market of potential Cadets or scholarship applicants who are already favorably inclined toward the Army.

JUNIOR RESERVE OFFICERS' TRAINING CORPS (JROTC) – The Army Junior Reserve Officer Training Corps (JROTC) is a program offered to high schools that teaches students character education, student achievement, wellness, leadership, and diversity. It is a cooperative effort between the Army and the high schools to produce successful students and citizens, while fostering in each school a more constructive and disciplined learning environment.

LEAD - A high school student or potential college attendee who expresses an interest in SROTC.

LEAD REFINEMENT CENTER (LRC) - An operation located at Ft. Knox, KY responsible for refining nationally garnered leads. The LRC attempts to contact (via direct mail, chat, email, telephone) raw leads with the intention of pre-qualifying them for SROTC or USAREC. This process provides the battalion with a quality lead that meets preliminary qualifications.

LEAVE OF ABSENCE (LOA) - An authorized period of time a contracted Cadet is absent from SROTC instruction. While in a LOA status, no subsistence allowance or scholarship benefits will be paid to the Cadet.

LOA PENDING DISENROLLMENT - A contracted Cadet who is placed in a LOA status because of a pending adverse action, which could result in disenrollment from the SROTC program.

LOA PENDING RETURN - A contracted Cadet who has been authorized a period of time to be absent from SROTC instruction, and is expected to return to the program.

LEADERSHIP LABORATORY (LAB) - Lab is an extension of classroom instruction where Cadets continue to hone their Leadership skills with mostly “hands-on” training tasks. It is mandatory for all Cadets, and is an active learning process - not passive in nature. Labs are normally conducted outside of the classroom.

MARKETING ACTION PLAN (MAP) - A standardized, detailed, and comprehensive plan of action for marketing the Army SROTC battalion. It consists of a situation analysis, statement of unit goals and objectives, and action plans for reaching the stated objectives. The marketing action plan will be integrated into the battalion REAP and will identify resources necessary to exploit markets of sustainment and markets of opportunity.

MIGRATION - The process where a Cadet, because of various circumstances (e.g., extended degree requirements), moves to a different mission set. Commissioning credit cannot be granted to the battalion until the Cadet graduates and is commissioned.

MILITARY ACADEMY LIAISON OFFICER (MALO) - An Army Reservist who earns retirement points recruiting for USMA. See Field Force.

MISSION - The assigned contract or commission objective approved by CG, Cadet Command.

MISSION SET MANAGEMENT REPORT (MSMR) - The MSMR is a program within CCIMM and created by RMID. The program tracks Cadet status and commissioning status. It tracks every mission set and commission projection.

MISSION SET - All Cadets commissioned or scheduled to commission during a given Fiscal Year.

Mission & Resource Conference (MRC) - A complete review of resources needed to accomplish the commissioning mission as well as leader development. The MRC will establish the commission missions and align with already established brigade missions with the new out-year Cadet Command commission missions established in the Department of the Army G1 Army Accession Missions memorandum. The MRC is synchronized with in USACC's assessment plan.

MSL I CADET - A Cadet enrolled in the 1st year of the Military Science and Leadership curriculum in the SROTC battalion (Basic Course).

MSL II CADET - A Cadet enrolled in the 2nd year of the Military Science and Leadership curriculum in the SROTC battalion (Basic Course).

MSL III CADET - A Cadet enrolled in the 3rd year of the Military Science and Leadership curriculum in the SROTC battalion (Advanced Course).

MSL IV CADET - A Cadet enrolled in the 4th year of the Military Science and Leadership curriculum in the SROTC battalion (Advanced Course).

MSL V CADET - A Cadet on an approved extension of scholarship benefits.

MSL VI CADET - A Cadet who has completed his/her Military Science and Leadership requirements except for PME, but not his/her Baccalaureate degree requirements.

NATIONAL REFERRAL LIST: A list of leads that have been generated through national marketing campaigns. They are collected, assembled, and transmitted through contractors to the BN ROO. Integral to the process is the refinement that occurs through the Lead Refinement Center on Ft. Knox, KY.

NURSE SUMMER TRAINING PROGRAM (NSTP) – A training program designed to place nursing Cadets into Army hospitals and/or medical centers for additional professional development.

OFFICERSHIP - The character and status of being a commissioned officer.

OPENING ENROLLMENT REPORT - A report containing a by-school listing of opening enrollment numbers for Military Science I, II, III, IV, V, VI, and Completion Cadets. It also contains the number of lieutenants commissioned by school for the previous Fiscal Year. The data for the report is captured on the first Monday in November and derived from the battalion's CCIMM data

OPERATIONS ORDERS – (OPORD) The OPORD is the primary order given for a mission however it is not the only type of order that may be issued for a mission. This is a five paragraph order that describes in detail how each unit will play a part in a mission.

ORDER OF MERIT LIST – A list of information ranked from highest importance to the lowest importance.

PARTICIPATING STUDENT - An academically enrolled student participating in Military Science and Leadership classes in an SROTC non-enrolled status. They do not meet the entry requirements for the Advanced Course (e.g., alien or handicapped student, a student who exceeds the age requirement, etc.). They will not receive commissioning credit and can only participate in classroom instruction.

PERFORMANCE OBJECTIVE - Performance Objectives functions that are then further broken down in to tasks and subtasks; the outcome associated with successful contract performance in a specific area. This is a critical success factor in achieving the organization's mission, vision and strategy which, if not achieved, would likely result in a significant decrease in customer satisfaction or risk mission failure. Obtaining multi-services/sub-services performed at a certain measurable standard and consistency ensures success in achieving the objectives critical to the mission.

PERFORMANCE REQUIREMENT SUMMARY (PRS) - A listing of the service outputs under the contract evaluated by the QAE on a regular basis, the surveillance methods to be used for these outputs, and the service requirement of the listed outputs.

PERFORMANCE THRESHOLD - The point that divides acceptable and unacceptable performance of a task according to the service delivery summary and the Inspection of Services clause. Generally it is performance of the objective as outlined and required by regulation unless otherwise stated. It is the number of defectives deemed acceptable. Any further defectives will require the Government to affect the price computation system.

PERSONAL PRESENTATION ITEMS – Items, not exceeding \$30 in value, presented to influencers and VIPs who support SROTC and/or provide leads or access to target markets. PPIs are available through the Accessions Distribution Center.

POTENTIALS - This is the number of first-time, full-time, freshmen/first-year students who are under 24 years of age, non-handicapped, and U.S. citizens. Potential markets for Extension unit and crosstown schools are not to be included with the potential of a host.

PROGRAM OF INSTRUCTION (POI) – The approved learning objectives, lesson plans, and sequencing for Military Science courses and training taught in Army SROTC.

PROBABLES - Basic Course Cadet or a non-enrolled student who may qualify for contracting through advanced placement credit, the alternate entry program, scholarship awarding, or the Four-Semester Nurse Training Program, who has shown or expressed an interest in contracting. They are actively working toward meeting the Advanced Course enrollment criteria.

PROFESSIONAL MILITARY EDUCATION (PME) - A component of the progression. The advancement of a Cadet from one Military Science and Leadership class to the next higher Military Science and Leadership class or to commissioning.

PROFESSOR OF MILITARY SCIENCE (PMS) –An Active Duty or AGR Army Reserve or National Guard military professor at each college/university location.

PROSPECTS - Students who are interested in attending the Basic Camp, enrolling in the Military Science and Leadership program, or contracting, who have been prescreened for basic eligibility. Cadet Enrollment status code equals “Z” in the CCIMM database.

QUALITY ASSURANCE - A planned and systematic pattern of all actions necessary to provide confidence that adequate technical requirements are established; products and services conform to established technical requirements; and satisfactory services are achieved. For purposes of this manual, quality assurance refers to actions by the Government.

QUALITY ASSURANCE EVALUATOR (QAE) - A functionally qualified person who performs quality assurance functions for a contracted service. QAE's are the contractor's initial point of contact with the Operating Agency.

QUALITY CONTROL (QC) - Those actions taken by a contractor to control the production of outputs and services to ensure they conform to the contract requirements.

RANGER CHALLENGE - A team competition consisting of teams of five to nine Cadets who compete in mentally tough and physically challenging events. The competition usually includes the APFT, marksmanship, weapons assembly, one-rope

bridge, orienteering, patrolling, grenade assault course, and a 10K road march.

READY RESERVE - Reserve soldiers who are either organized in units or not, but are liable for recall to Active Duty to augment the active forces in time of war or national emergency (Title 10 USC).

RECONNAISSANCE COMMANDO DOUGHBOY (RECONDO) - An award given to certain Cadets at Advanced Camp (AC).

RECRUITING ENROLLMENT ACTION PLAN (REAP) – The Recruiting (REAP), consists of five paragraphs in an Operations Order (OPORD) format. Used to identify specific objectives by mission set and campaign, allocate resources, and synchronize recruiting efforts.

RECRUITING OPERATIONS OFFICER (ROO) - The Officer responsible for coordinating the battalion's recruiting and retention programs. This officer has 4 primary responsibilities (METL): Generate Quality SAL leads, aggressively track leads to enrollment (prospecting), Conduct a precision contracting and scholarship management process, Manage commission projections and status reporting.

REFERRALS - A pre-qualified prospect referred to a battalion for the purpose of enrolling in Army SROTC.

REGIMENTAL AFFILIATION PROGRAM (RAP) - Regimental affiliation is based on Soldier's branch as determined by the Primary Military Occupation Skill (PMOS) and the Soldier/Cadet will be automatically affiliated with their CORP/branch upon graduation from their branch school or MOS school. AR 600-82 has additional information regarding the regimental affiliation program.

RETENTION RATE - Rate that contracted Cadets in a given mission set either commission, remains in the SROTC battalion, or disenrolls.

RETURN ON INVESTMENT (ROI) - This is a measure of the output of an activity against the input of fiscal resources. Often times the ROI is measured in terms of cost for each lead that is generated.

RISK MANAGEMENT - The TRADOC prescribed process of examining the risks associated with training/operations and their implications.

ROO Zone - A computerized prospect management system that provides referrals to battalions and brigade recruiting officers, and reports Army SROTC prospect information to all users of the system. ROO Zone is the acronym that means Recruiting Operations Officer Zone.

ROO Zone PROSPECT - Anyone interested and eligible to enroll in Army SROTC.

Prospects are actively tracked, ranging from high school juniors to college juniors. An individual ceases to be a ROO Zone prospect when the ROO Zone system or a Brigade recruiter cannot confirm his/her interest in Army SROTC or when the battalion submits a final disposition (e.g., enrolled in Military Science).

SCHOLARSHIP - Funds set aside specifically for the Army SROTC battalion to be awarded to students interested in pursuing a commission in the Armed Forces. The scholarship provides financial assistance for tuition, books, and fees. There are two, three and four year scholarships available.

SCHOOL OF CADET COMMAND (SOCC) - The school authorized by HQs, and Cadet Command to provide instruction and training for the cadre assigned at the battalion and brigade level.

SENIOR ARMY INSTRUCTOR (SAI) - The senior instructor in a JROTC program. Usually a retired officer.

SENIOR MILITARY COLLEGE (SMC) – One of six military schools that provide college- level instruction, and confer a baccalaureate degree.

SENIOR MILITARY SCIENCE INSTRUCTOR (SMSI) - The title of the senior enlisted instructor within each SROTC battalion.

SENIOR RESERVE OFFICERS' TRAINING CORPS (SROTC) SIMULTANEOUS MEMBERSHIP PROGRAM (SMP) – An officer-training vehicle that requires enlisted status in the Reserve Component unit. An SMP Cadet is a participating member of a RC unit, and a contracted Cadet in the Advanced Course at the same time. Enlisted members of RC units who contract in the Advanced Course must assume SMP status, or be discharged from their unit. Cadets with a GRFD scholarship must be SMP participants. SMP participants earn longevity credit for pay, and “good years” with points toward a reserve retirement.

SQUAD SITUATIONAL TRAINING EXERCISE (Squad STX) - A squad battle drill that is used to evaluate Leadership and how Cadets will react to a real-time situation in a combat environment.

STIPEND – Allowance paid on a bi-monthly basis to contracted Cadets must be contacted and continue full participation in the SROTC program to continue to receive the payment of the stipend. The stipend is often referred to as “subsistence.”

SUBSISTENCE - Monthly stipend paid to a contracted Cadet.

TDA- Table of Distributions and Allowances. The document prescribes the number of personnel assigned to a section, committee, etc.

WARRIOR ETHOS – Always place the mission first, never accept defeat, never quit, never leave a fallen comrade.