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USACC Pamphlet 145-1-1

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**MANAGEMENT OF SENIOR RESERVE OFFICERS' TRAINING CORPS UNIT AND  
RELATIONSHIP AGREEMENTS**

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FOR THE COMMANDER:

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**History.** This publication updates CC PAM 145-1-1 "Management of Senior Reserve Officers' Training Corps Unit and Relationship Agreements" with changes to USACC processes and policies.

**Summary.** This pamphlet provides implementation guidance and procedures to manage SROTC agreements IAW with established regulation and policy contained in Department of Defense Instruction (DoDI) 1215.08 and Army Regulation (AR) 145-1.

**Applicability.** To U.S. Army Cadet Command Headquarters, brigades and units.

**Proponent and Exception Authority.** The proponent for this pamphlet is the USACC G5.

**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-SI, Fort Knox, KY 40121-5123.

**Distribution.** CC PAM 145-1-1 is approved for public release. Distribution is in electronic format only.

## Contents

<b>SUMMARY OF CHANGES:</b> .....	<b>3</b>
<b>CHAPTER 1 - INTRODUCTION</b> .....	<b>4</b>
1-1. PURPOSE .....	4
1-2. REFERENCES.....	4
1-3. EXPLANATION OF TERMS .....	4
1-4. RESPONSIBILITIES .....	4
<b>CHAPTER 2 – AUTHORITY AND ORGANIZATION</b> .....	<b>6</b>
2-1. AUTHORITY .....	6
2-2. SROTC PROGRAM UNITS AND RELATIONSHIPS.....	6
<b>CHAPTER 3 – POLICY GUIDELINES</b> .....	<b>11</b>
3-1. NON-NEGOTIABLE TERMS AND CONDITIONS FOR UNITS AND RELATIONSHIPS .....	11
3-2. BRIGADE AND SROTC PROGRAM RESPONSIBILITIES .....	13
<b>CHAPTER 4 – REQUESTING A NEW SROTC UNIT (HOST OR EU)</b> .....	<b>17</b>
4-1. APPLICATION FOR ESTABLISHMENT OF AN ARMY SROTC UNIT.....	17
4-2. SROTC PROGRAM ASA(M&RA) ACKNOWLEDGEMENT AND REVIEW .....	18
4-3. USACC UNIT EVALUATION PROCEDURES .....	18
4-4. ARMY DETERMINATION FOR HOST UNITS.....	19
<b>CHAPTER 5 – REQUEST A NEW SROTC CROSS-TOWN RELATIONSHIP</b> .....	<b>20</b>
5-1. APPLICATION FOR ESTABLISHMENT OF AN ARMY SROTC CROSS-TOWN RELATIONSHIP .....	20
5-2. CONDITIONAL XT RELATIONSHIP APPLICATION FROM AN INSTITUTION .....	21
5-3. NEW CROSS-TOWN RELATIONSHIP OR RE-ACTIVATION (IN CCIMM) FROM A BRIGADE.....	21
5-4. USACC NEW OR RE-ACTIVATION CROSS-TOWN EVALUATION PROCEDURES .....	22
<b>CHAPTER 6 – USACC EVALUATION PROCESS</b> .....	<b>23</b>
6-1. GENERAL.....	23
6-2. USACC OPERATIONAL REQUIREMENTS AND NEEDS OF THE ARMY .....	23
6-3. INSTITUTIONAL ACADEMIC FACTORS AND PROFILE .....	23
6-4. INSTITUTIONAL DEMOGRAPHIC FACTORS AND PROFILE .....	24
6-5. INSTITUTIONAL GEOGRAPHIC FACTORS AND PROFILE .....	25
6-6. INSTITUTIONAL UNIQUE FACTORS AND PROFILE .....	26
<b>CHAPTER 7 – COMPONENTS OF A PROVISIONAL AGREEMENT</b> .....	<b>27</b>
7-1. GENERAL.....	27
7-2. ADMINISTRATIVE ACTIONS TO ESTABLISH A PROVISIONAL UNIT .....	29
<b>CHAPTER 8 – RECLASSIFYING AN EXISTING SROTC UNIT OR CROSS-TOWN RELATIONSHIP...</b>	<b>31</b>
8-1. GENERAL.....	31
8-2. RECLASSIFICATION PACKET REQUIREMENTS .....	32
8-3. RE-ASSIGNING AN EXTENSION UNIT AND/OR CROSS-TOWNS. ....	33
<b>CHAPTER 9 – DISESTABLISH A SROTC UNIT OR INACTIVATE A CROSS-TOWN RELATIONSHIP</b>	<b>35</b>
9-1. GENERAL.....	35
9-2. DISESTABLISHMENT AND/OR INACTIVATION PROCEDURES .....	35
9-3. DISESTABLISHMENT AND/OR INACTIVATION CONSIDERATIONS.....	35
<b>CHAPTER 10 – PROCESSES ASSOCIATED WITH ESTABLISH, RECLASSIFY, REASSIGN, DISESTABLISH AND INACTIVATE SROTC UNITS AND RELATIONSHIPS.</b> .....	<b>38</b>
10-1. ARMY SROTC ANNUAL PROGRAM ASSESSMENT .....	38

10-2. AGREEMENTS FOR HOST UNIT, EXTENSION UNIT AND CROSS-TOWNS .....	41
10-3. SROTC PROGRAM STAFFING STANDARDS AND RULES .....	43
10-4. ANNUAL HIGHER EDUCATION INSTITUTION (HEI) ASSESSMENT .....	44
10-5. GREEN TO GOLD ADO FORCE REGISTRATION MANAGEMENT .....	48
<b>APPENDIX A – FORMS .....</b>	<b>50</b>
A-1. DA FORM 918 .....	50
A-2. DA FORM 918A.....	50
A-3. DA FORM 918B.....	50
A-4. CONDITIONAL CROSS-TOWN MEMORANDUM OF AGREEMENT TEMPLATE .....	50
A-5. PROVISIONAL HOST MEMORANDUM OF AGREEMENT TEMPLATE .....	57
A-6. PROVISIONAL EXTENSION UNIT MEMORANDUM OF AGREEMENT TEMPLATE .....	61
A-7. PROVISIONAL ARMY NATIONAL GUARD EXTENSION UNIT MEMORANDUM OF AGREEMENT TEMPLATE .....	66
A-8. PMS/BRIGADE ANALYSIS AND REQUEST MEMO FOR REQUEST AN EXCEPTION TO POLICY TO ESTABLISH OR RE-ACTIVATE CROSS-TOWN IN CCIMM.....	72
A-9. BRIGADE COMMANDER ENDORSEMENT MEMORANDUM FOR REQUEST TO ESTABLISH A NEW XT OR RE- ACTIVATE A XT IN CCIMM .....	75
<b>GLOSSARY .....</b>	<b>76</b>
SECTION I – ACRONYMS AND ABBREVIATIONS .....	76
SECTION II – TERMS.....	79

## Summary of Changes:

- Revised Chapter 2 – SROTC Program units and Relationship to explain Extension Unit assessments.
  - Updated Chapter 3 – Policy Guidelines:
    - Added Paragraph 3-1.f.(5) specifying the amount (%), when, who and type of hours a Professor of Military Science (PMS) may authorize based on guidance AR 145-1 (28 April 2023).
    - Updated Paragraph 3-2.h to reflect new guidance in USACC Policy Memorandum 5-2 – Professor of Military Science (PMS) Engagement with University Leadership (12 December 2022).
  - Chapter 7 – Components of a Provisional Agreement:
    - Updated Paragraph 7-1 General.
    - Updated Paragraph 7-2 Administrative Actions to Establish a Provisional Unit.
  - Chapter 8 – Reclassifying an Existing SROTC Unit or Cross-town relationship:
    - Updated Paragraph 8-1 General.
    - Updated Paragraph 8-3 Re-assigning and Extension Unit and/or Cross-town.
  - Chapter 10 – Processes Associated with Establish, Reclassify, Reassign, Disestablish and Inactivate SROTC units and relationships:
    - Paragraph 10-1 Replaced Program Viability Review (PVR) methodology with the Annual Program Assessment (APA) methodology.
    - Paragraph 10-2 Revised Paragraph 10-2.a.(3) Renewal of DA FORM 918A and DA FORM 918B.
      - Figure 10-2 Revised flow chart for DA FORM 918 A/B Renewal Process.
      - Revised Paragraph 10-3 Staffing Standards and Rules.
      - Revised Figure 10-3. USACC Allocation Model.
      - Revised Paragraph 10-4 on HEI.
      - Added Paragraph 10-5. Green to Gold ADO DUIC management.
  - Appendices
    - Updated Appendix A-4 Conditional Cross-town (Xt) Memorandum of Agreement Template.
    - Updated Appendix A-7 Provisional Army National Guard Extension Unit Memorandum of Agreement Template.
  - Glossary – updated Acronyms and Abbreviations.
- IAW pending SA decision on the reorganization of Army Accessions organizations all references to TRADOC in text and figures have been replaced with *USACC's higher headquarters* as an interim reference until further guidance from DA.

## **Chapter 1 - Introduction**

### **1-1. Purpose**

This pamphlet provides implementation guidance for regulation and policy contained in the Department of Defense Instruction (DoDI) 1215.08 and Army Regulation (AR) 145-1 and describes procedures to establish, reclassify or disestablish a SROTC unit or relationship. The pamphlet explains the US Army Cadet Command (USACC) approach to evaluate proposed establishment, reclassification or disestablishment actions based on the most efficient allocation of limited resources to meet the needs of the Army.

### **1-2. References**

- a. DoDI 1215.08, Senior Reserve Officers' Training Corps (SROTC) Programs, 7 March 2018.
- b. Army Regulation 145-1, Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training, 28 April 2023.
- c. Cadet Command Regulation 10-5, Organizations and Functions, 25 February 2022.

### **1-3. Explanation of Terms**

Acronyms and special terms are explained in the Glossary.

### **1-4. Responsibilities**

- a. The Chief of Staff will:
  - (1) Ensure staff integration in support of brigades and SROTC programs.
  - (2) Synchronize staff analysis and evaluation of requests to establish, reclassify or disestablish SROTC units or relationships.
- b. The Proponent will:
  - (1) Serve as the proponent for this pamphlet and associated USACC policies and implementation guidance related to program establishment, reclassification, disestablishment, change to relationships, and Annual Program Assessment.
  - (2) Lead the USACC analysis of requests to establish, reclassify or disestablish SROTC units or Cross-town (Xt) relationships and coordinate these actions across the Headquarters (HQs) staff.
  - (3) Provide a recommendation to the USACC Commanding General (CG) and, where applicable, coordinate the command's position with USACC's higher

headquarters and the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)).

c. The Staff Judge Advocate (SJA) will provide a written legal opinion for all proposals to establish, reclassify or disestablish a SROTC Host unit.

d. All USACC organizations will comply with implementation guidance outlined in this pamphlet. Brigades and SROTC units may provide this pamphlet to educational institutions considering establishment, reclassification or disestablishment of SROTC units or relationships for informational purposes.

## Chapter 2 – Authority and Organization

### 2-1. Authority

a. The Secretary of the Army (SECARMY) is the approval authority for establishment, reclassifying and disestablishment of all Army SROTC Host units, including proposals intended for Army National Guard (ARNG) Host unit manning and administration.

b. All requests to establish a new Host SROTC unit are routed through the ASA(M&RA) to the SECARMY for staffing. The ASA(M&RA), through USACC'S higher headquarters, will direct USACC to evaluate all SROTC Host unit establishment requests.

c. The CG, USACC is the approval authority for establishing SROTC Extension Units (EUs), Cross-town (Xt), and consortium agreements.

d. The CG, USACC is the approval authority for establishing ARNG EU agreements.

Table 2-1. Authority to open, close or reclassify SROTC units and relationships.

Authority to:	Host	Extension Unit (EU) (3)	Cross-town (Xt)
Open	Secretary of the Army (1)	USACC CG (2)	USACC CG
Close	Secretary of the Army (1)	USACC CG (2)	USACC CG
Reclassify (lower)	Secretary of the Army (1)	USACC CG (2)	NA
Reclassify (higher)	NA	Secretary of the Army (1)	USACC CG (2)

Table Notes:

- (1) ASA(M&RA) notifies Office of the Under Secretary of Defense for Personnel & Readiness (OSD (P&R))
- (2) Concurrence/Notification of ASA(M&RA) and USACC's higher headquarters
- (3) Includes ARNG EUs

### 2-2. SROTC Program Units and Relationships

a. An Army SROTC program is the aggregate of affiliated SROTC units (Hosts and EUs), and relationships (Xt and consortia) led by one Professor of Military Science (PMS). The SROTC program is the base unit for assessment and resource allocation. SROTC programs are assigned to a brigade.

b. The term program is inclusive of the on and off campus Military Science curriculum; the Cadet battalion organization and enrolled Cadets/registered students; scholarship (2-year, 3-year, and 4-year) allocation; Cadet incentives; and assigned cadre and staff (includes military, Department of the Army (DA) civilian, contractor personnel; OPCON 104th Training Division (USAR) military personnel and OPCON ARNG military or MILTECH personnel).

c. SROTC program faculty constitute the military science department on their associated university or college and are aligned in accordance with that institution's

academic department rules for supervision and integration into the educational institution's governance processes.

d. There are two types of SROTC program units:

(1) Host unit: A unit located at an institution that has a formal contract agreement in a DA Form 918A (Agreement for Establishment and Maintenance of an Army Senior Reserve Officers' Training Corps Unit) and a DA Form 918B (Amendment to Application and Agreement for Establishment of an Army Reserve Officers' Training Corps Unit) with the SECARMY to maintain an SROTC unit on its campus. Cadets at this institution attend classes and activities on their own campus. A Host unit is manned with full-time USACC active-duty military or USAR military, DA civilian and in some instances contract instructors assigned to that institution as their primary place of duty. A Host unit has a TDA paragraph and a derivative unit identification code (UIC).

(a) New Host units typically are approved as provisional hosts. The CG, USACC signs a Provisional Unit Memorandum of Agreement (PUMOA) with the institution. Once it meets host standards outlined in the PUMOA the Secretary of the Army or their designated representative approves and signs a DA Form 918A agreement. USACC G5 manages the unit and relationship agreement process, and coordinates new agreements, updates, or changes to agreements for USACC and subordinate units.

(b) Host Missioning Requirements. Brigades mission Host programs to the minimum viability threshold of commissions.

(c) For Program Assessment, the Host program's production includes the production from the Host unit, and any EUs and Xts. See Chapter 10-1 on the Annual Program Assessment for an explanation of the production thresholds and viability criteria.

(d) For additional information see USACC Policy Memorandum 5-3 – Senior ROTC Program Viability Review and Missioning Standards (12 December 2022).

(2) Extension Unit: A unit located at an institution that has a formal contract agreement constituted in a DA Form 918A (Application for Establishment of an Army Senior Reserve Officers' Training Corps Unit), and if required a DA Form 918B (Amendment to Application and Agreement for Establishment of an Army Reserve Officers' Training Corps Unit). The contract is with both the Host unit and with the CG, USACC and will specify the agreement to maintain a SROTC presence on campus extended from the Host unit. Cadets at this institution attend classes and activities on their own campus. An EU is manned with full-time USACC active duty or USAR military, DA civilian and in some instances contract instructors assigned to that institution as their primary place of duty. An EU has a TDA sub-paragraph to the Host paragraph and a derivative UIC.

(a) EUs are approved by the CG, USACC and a DA Form(s) 918A/B or PUMOA is signed. USACC G5 manages the unit and relationship agreement process, and



coordinates new agreements, updates or changes to agreements for USACC and subordinate units.

(b) An ARNG EU is an approved SROTC unit with a signed DA Form(s) 918A/B or Memorandum of Agreement (MOA). The ARNG EU is manned with a state's Title 32 personnel and conforms to all applicable USACC policies for: manning, data, IT systems, reporting, curricula, training, marketing, recruiting, administration/logistical requirements specified in DoDI 1215.08, AR 145-1, other applicable Department of Defense (DoD) and Army regulations, Army pamphlets, Army policies, and internal USACC regulations, pamphlets, circulars and policies.

(c) No USACC active duty, USAR, contract instructor, DA civilian personnel or Patton and Cavazos intern positions are assigned to an ARNG EU. ARNG EUs are not documented on the USACC TDA. ARNG EUs are on their parent organization TDAs.

(d) EU enrollment and production requirements. EUs should maintain and sustain sufficient enrolled and contracted Cadets to meet a minimum production target threshold of 3 annual commission average. EUs can have Xt relationships that support enrollment and production requirements.

(e) EU assessment is a CG, USACC managed policy with the concurrence of USACC's higher headquarters and the ASA(M&RA). An EU meeting a Host standard can reclassify from an EU to a Host program with available resources and the approval of the Secretary of the Army.

e. There are two Army SROTC program relationships:

(1) Cross-town: The designation given an institution that has an agreement (see Appendix A-4) with either the Host or EU and with the brigade, which enables students to enroll in the SROTC program. Cadets at this institution attend SROTC classes and activities on the campus of the Host or EU. If operationally necessary, SROTC staff or cadre may conduct SROTC activities on the Xt campus, but no military, DA civilian or contracted SROTC staff or cadre will be assigned to the institution.

(a) The USACC CG is the approval authority for all new Xt relationships or Xt reactivations of inactive Xts in Cadet Command Information Management Module (CCIMM). MOA signature authority is delegated to brigade commanders. Renewal of existing Xt MOAs does not require CG approval. Deputy Chief of Staff (DCS) G5 manages the unit and relationship agreement process, and coordinates new agreements, updates or changes to agreements for USACC and subordinate units.

(b) In instances when the ARNG provides sole or majority support to sustain the Xt relationship an amended Xt MOA is signed to ensure it is manned with a state's Title 32 personnel and conforms to all applicable USACC policies (see Appendix A-4 for the Xt MOA format). The Xt MOA ensures the institution acknowledges that loss or reduction in ARNG full time support will end the relationship with USACC.

(c) Xt relationships are with a host or EU that is a 4-year degree granting institutions or 2-year institutions with credit/degree transfer agreements with a 4-year institution and meet paragraph (d) through (f) conditions below.

(d) Xt institutions have a full-time undergraduate degree seeking student population over 1,000 and are not “special focus” schools as defined by the Carnegie Classification.

(e) Xt relationships are with institutions less than 30 miles from a Host or EU. Distance is calculated using open-source road distance/travel software applications or web sites.

(f) All new or re-activated Xt relationships will have a five-year conditional status. The Xt relationship must maintain one or more enrolled Cadets annually during the conditional period, and commission at least one officer within a five-year assessment period.

(g) No new Xt relationships will be established with an institution that does not meet the conditions listed in paragraph (a) – (f) above. Brigades can submit an exception to policy for an institution that does not meet the conditions using the format and information content for a new Xt relationship in Appendix A-8.

(h) New and existing Xts have a unique institution Federal Interagency Committee on Education (FICE) code in CCIMM. In CCIMM, programs will align the Xt and their associated Cadets to either the Host or EU FICE for enrollment status and commissions. Cadets enrolled at an existing or new Xt will be input into CCIMM using the Xt institution FICE.

(i) Xt institutions with no enrollment (as identified in the Open Enrollment for that year), and with no enrollment for the past three years will be identified to the brigades for removal from that year’s Higher Education Institution (HEI) List and recommended for future inactivation (see Chapter 10-4 for more information on the HEI List).

(j) Non-standard Xt agreements exist to support specific operational considerations. A limited number of Xt relationships can have a visiting or permanent SROTC instructor presence on a Xt campus. This arrangement requires an exception to policy endorsed by the brigade commander and must be approved by the CG and the Xt MOA must list the responsibilities of the institution and the SROTC unit supporting the Xt. Instructors must be within the same BAH locality as the parent Host or EU. This arrangement is only for assigned military instructors. No DA civilian, contract instructor or Patton and Cavazos intern can be assigned to a Xt on a permanent basis. The DCS G5 coordinates the exception to policy and amendments to existing MOAs.

(k) Span of Control considerations. SROTC programs rely on Xt relationships to meet their assigned mission. Xt relationship present resource, manpower, time, and oversight challenges to the PMS and program. Unchecked and not re-assessed

periodically, Xt expansion can create a burden to sustain if the mission changes or manpower, operations, and incentive funding decrease. Table 2-2 provides a recommended span of control ratio of Xts to parent Hosts or EUs using the unit staffing standards. Each program is different and brigade commanders determine the level of acceptable risk in the number of Xt relationships that are supportable.

Table 2-2.

Unit	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	EU 1	EU 2	EU 3
# of Xts	0	1 to 2	2 to 3	3 to 5	≤ 7	0	0	1

NOTE: Factors impacting span of control decisions include – density/proximity of institutions, geography, fill rate for cadre/contract instructors, ARNG and USAR support, and supporting distance (within 30 miles of the Host or EU).

(1) Xt enrollment and production requirements. A Xts should have an annual enrollment of at least one Cadet in SROTC every three years and should commission at least one 2<sup>nd</sup> Lieutenant every five years. Xts that are 2-year institutions do not have to meet the production criteria.

(2) Consortium/Task Force: An arrangement where multiple SROTC units share resources to maximize efficiency. These resources can include, but are not limited to, facilities, staff, organizational structure, processes, and administrative material. A consortium may consist of Host units, EUs, Xts, or any combination. The term consortium describes the arrangement between units but does not describe the units themselves.

## Chapter 3 – Policy Guidelines

### 3-1. Non-negotiable Terms and Conditions for Units and Relationships

a. Institutions requesting a unit agreement or Xt relationship, must be fully accredited by the appropriate regional accrediting association for post-secondary colleges and institutions.

b. Institutions requesting a unit agreement or Xt relationship, agree to provide adequate physical facilities as specified in the DA Form 918, the DA Form 918A, and if required, the DA Form 918B. See Appendix A for additional information concerning these forms.

c. The requesting institution must certify that no SROTC unit or relationship will be established or maintained at a school that unlawfully discriminates with respect to admission or subsequent treatment of students in a manner prohibited under applicable State and Federal law, and applicable State and Federal regulations and other policies.

d. The requesting institution must certify that no SROTC unit or relationship will be established or maintained at a school that unlawfully discriminates in a manner prohibited under applicable Federal and State laws and DoD policy with respect to the assignment of military service members and federal employee civilian staff to the SROTC unit; this prohibition applies to any requirements regarding the status, privileges or benefits accorded to such persons under law, DoD policy, State policy or school policy. See DoDI 1215.08 Section 3.1.c.(5) for additional considerations.

e. SROTC units or relationships will not be established or maintained at an educational institution unless the following requirements are met. Failure to comply with any of these requirements may constitute grounds for withdrawal of the unit or a change in relationship.

(1) The institution fulfills the terms of its contractual agreement.

(2) The senior commissioned officer of the SROTC Host unit (program) is given the academic rank of professor, including the appropriate prerogatives and prerequisites associated with the position of a professor, excluding tenure, as head of a department or program at the institution. Other SROTC officers at a Host or EU will receive the academic rank of assistant professor or other appropriate academic rank, using procedures comparable to those used for their civilian faculty colleagues.

(3) The requesting institution adopts as part of its curriculum a 4-year course of military instruction, or a 2-year course of advanced training of military instruction, or both, as prescribed by the SECARMY.

(4) The institution agrees to grant credit for SROTC courses and to list SROTC course grades on student transcripts. Credit for SROTC courses will be reviewed by

participating institutions on the same basis as other institutional courses. If an applicable credit is in question, the institution will recommend adjustments to ensure such courses are granted credit. Regardless of the amount of applicable credit, SROTC course grades must appear on student transcripts.

(5) SROTC Cadet Academic Status: [SROTC] ***Students must be enrolled in and attending a full-time (with 50 percent of the curriculum in traditional class-room settings), regular course of instruction at a college or university that participates in the SROTC program (AR 145-1, 28 April 2023). AR 145-1 supersedes the guidance in the PMS Authorities Memo August 2019, on the percent of “credit hours” in a non-traditional format the PMS may authorize.*** The remaining offerings may be taken in Virtual, Online or Hybrid formats. Definitions for the four types of offerings:

(a) Traditional Classroom Instruction: Students and instructors are present in the same physical classroom location at the same time for the class.

(b) Virtual Instruction: Students and instructors are in separate locations but are both present in a virtual classroom at the same time.

(c) Online Instruction: Students and instructors are in separate locations and there is no requirement to be in the virtual classroom at the same time. Course content is posted, and learning is asynchronous with little to no face-to-face contact.

(d) Hybrid Instruction: Some combination of two or more of the above instruction methods (Traditional Classroom, Virtual and Online).

(e) For more information reference:

i. Army Regulation 145-1 - Reserve Officers' Training Corps Program: Organization, Administration and Training (28 April 2023).

ii. Cadet Command Regulation 145-01 – Reserve Officers' Training Corps Army SROTC Incentives Policy (02 August 2016).

iii. Cadet Command Regulation 145-03 – Army Senior Reserve Officers' Training Corps On Campus Training & Leadership Development (18 June 2023).

iv. Cadet Command Regulation 145-06 – Green to Gold Program (TBP 2023).

v. Cadet Command Pamphlet 145-04 – Enrolment, Retention and Disenrollment Criteria, Policies, and Procedures (01 April 2020).

vi. CG, USACC Memorandum, "Delegation of Authority for Professors of Military Science, 5 April 2019. (**This memo sunsets April 2024**) – and is superseded by the guidance in AR 145-1.

### **3-2. Brigade and SROTC Program Responsibilities**

- a. Brigades and SROTC units may educate and inform educational institutions concerning the unit or relationship establishment process. However, brigades and SROTC units are prohibited from entering formal discussions and negotiations with educational institutions concerning SROTC Host and EUs or Xt relationships without prior approval from the CG, USACC. Brigades will coordinate these requests with the DCS, G5.
- b. Brigades will coordinate with USAR and ARNG units within their area of operation for logistic support, land, ranges, and facilities to support the SROTC on-campus curriculum.
- c. Brigades will coordinate with the DCS, G5 prior to establishing new enduring relationships with USAR or ARNG units to perform SROTC military science instruction, recruiting, human resource or logistic functions in a SROTC unit in lieu of USACC personnel. These relationships, if not properly approved, conceal requirements for manpower and manning necessary to effectively operate the SROTC program.
- d. All enduring support relationships will be codified in either a DA FORM 918A, DA FORM 918B agreement or MOA. DCS, G5 will coordinate with the HQs staff to ensure DA FORM 918B and MOAs involving USAR assets are signed by the Director, USAR Human Capital while DA FORM 918B and MOAs involving ARNG assets are signed by the State/Territory Adjutant General. These agreements are subject to review on a reoccurring basis to document required changes.
- e. **Brigades and SROTC units are prohibited from permitting university employees to provide SROTC instructional services in lieu of Assistant Professors of Military Science, Senior Military Instructors or Military Science Instructors.** Educational institution support, to include university employees serving administrative liaison roles between the Department of Military Science and the educational institution, may not supersede or replace USACC resources required to conduct SROTC. This prohibition does not affect educational institution faculty instructing institutional courses which satisfy requirements of SROTC curriculum (e.g., military history instruction). Qualified guest lecturers may continue to provide specific hours of instruction in areas where they are academically qualified, provided the institution approves this practice and it does not reduce required minimum military contact hours.
- f. **University employees are not authorized to lead or actively participate in SROTC physical fitness sessions, physical training testing, field training or drill due to potential injury risk and liability considerations.** Exceptions for marketing

and recruiting events sponsored by the program and approved by the institution will follow prescribed USACC policies.

g. University employees meeting the DA Form 918A requirement for a full-time school employee to serve as a liaison regarding administration of the SROTC program are authorized at Host and EUs. University employee liaisons are not authorized at Xt institutions.

h. **Each PMS will conduct an in-person engagement with their Host, affiliated EU and Xt institution leadership each academic year.** As per *USACC Policy Memorandum 5-2 – Professor of Military Science (PMS) Engagement with University Leadership (12 December 2022)*, the PMS cannot delegate the engagement to the Host, but can request the BDE CDR approval to delegate engagements with EUs or Xts to the Senior Military Instructor (SMI) with enrolled students or contracted Cadets. The PMS schedules, completes, and submits a summary of each Host, EU, and Xt engagement through the brigade to the USACC G5 NLT 30 days after the engagement, but no later than 15 June of the academic year. Engagements are no lower than the Dean or Provost that has daily coordination or supervisory oversight with the Military Science Department. PMS engagements focus on the status of the relationship and the exchange of relevant information with the Host, EU and Xt institution's leadership that may influence the relationship. Required general topics and topics by type of relationship:

(1) Changes in Army or USACC Mission and Resources: The Army G1 directs the number of commissions USACC produces each year. Commission missions are established for the current academic year +4 to support recruiting and resource decisions. Manpower, scholarship, and Cadet training/internship resources are linked to the aggregate growth or decline in the mission. The effect at the campus level impacts the number of SROTC faculty supporting the program (Host, EU and Xt) the number of enrollments and commissions required to meet the program's mission. Historically, when there is a mission reduction there are fewer SROTC faculty and less scholarship and training resources. **USACC policy is no expansion of SROTC relationships unless there is an Army or USACC outcome that is supported. USACC may reduce the number of relationships to mitigate resource and mission reductions while maintaining sufficient capacity to expand and regenerate if the mission increases.**

(2) Representative of the Nation: The Army People Strategy has as one of its outcomes a representative officer corps. Current and projected demographic changes reflect a consensus that college enrolled populations are increasing in the Southwest, Texas, Florida, and select mega-urban areas; conversely that population is decreasing in the Northeast, Midwest, and the Plains.

(3) Host unit: Discuss previous and projected Annual Program Assessment; issues or requests related to SROTC facilities and faculty privileges; institution, Army or USACC policies effecting the institution or SROTC academic or on-campus activities.

(4) Extension unit: Explain how an EU fits into the SROTC program design and relationship to the Host; discuss issues or requests related to SROTC facilities and faculty privileges; discuss previous and projected Cadet enrollment and commissions, explain an effective EU produces three or more commissions a year as denoted in the USACC unit staffing standards.

(5) Cross-town: Explain how a Xt fits into the SROTC program design and relationship to the Host or EU; discuss issues or requests related to SROTC facilities and faculty privileges if the Xt relationship includes visiting or permanent SROTC faculty instruction; discuss previous and projected Cadet enrollment and commissions, explain an effective Xt is expected to maintain more than one active enrolled Cadet each year to contribute to the production of its parent unit.

i. PMS Authorities. The SROTC PMS is the senior responsible official within a SROTC Host Unit and serves as a professor and head of the Military Science department or Army SROTC program of instruction at the Host educational institution. The PMS is empowered to exercise certain responsibilities and to act in the best interests of the Army, USACC's higher headquarters, and US Army Cadet Command. The PMS will maintain an organizational climate free from discrimination, harassment, hazing, bullying and extremist activities while upholding military discipline, courtesies and proper Soldier conduct. The following authorities pertain to the position of the PMS, regardless of the grade of the officer assigned to the authorized PMS position (O6, O5, or O4). Unless otherwise specified, further delegation of these authorities below the PMS is not authorized:

(1) Cadet Action Authorities. The PMS, working in coordination with the brigade Cadet Actions staff, is responsible to ensure Cadet Actions are reported to the brigade HQs, properly documented for auditability, and annotated within the system of record.

(a) IAW Army Regulation 145-1 - Reserve Officers' Training Corps Program: Organization, Administration and Training (28 April 2023) the PMS may only authorize up to 50% of a Cadet's course load to be non-traditional courses. See paragraph 3-1.(5). for additional information.

(b) Approve non-traditional courses for MS IVs requiring additional hours to graduate.

(c) Approve change of graduation date without Mission Set migration.

(2) Additional Authorities. All administrative support responsibilities remain at the brigade HQs.

(a) Serve as the unit commander designee to approve regular leave for up to 30 days pursuant to AR 600-8-10 (Leaves and Passes). This does not include authority for permissive TDY, PCS, Retirement or OCONUS leave requests. Authority to approve these requests is held with the brigade commander.



(b) Serve as the O5 level waiver approval authority for low-risk training and events with the exclusion of Cadet Summer Training (CST). Authority to approve CST risk assessments is withheld to the brigade commander.

(c) Serve as the primary hand receipt holder responsible to receive, store and issue property to sub-hand receipt holders. Brigade commanders may delegate this authority below the PMS provided the program primary hand receipt holder is not a GPC cardholder.

## Chapter 4 – Requesting a New SROTC Unit (Host or EU)

### 4-1. Application for establishment of an Army SROTC Unit

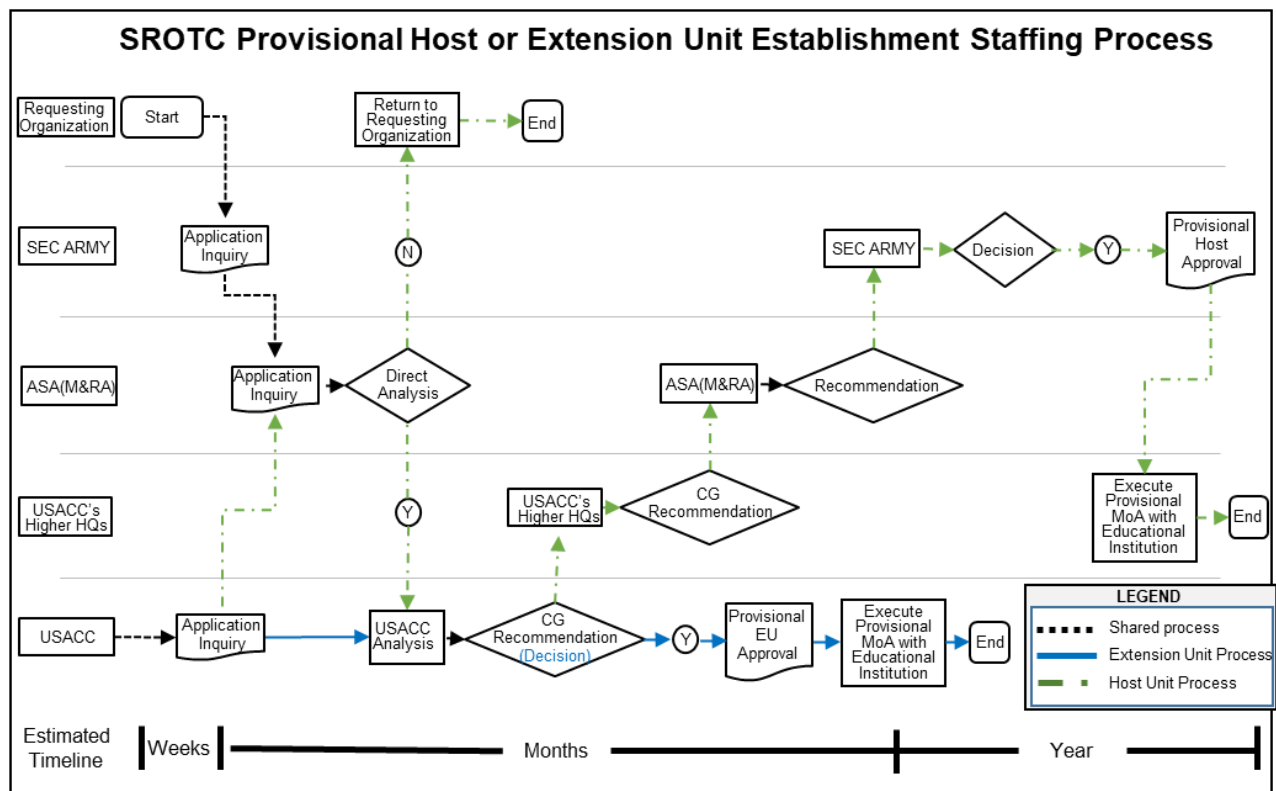
a. Educational institutions seeking to establish a new SROTC unit will complete a DA Form 918 and submit the request to the ASA(M&RA) who will action the request in accordance with paragraph 4-2 below. Figure 4-1 describes the process. The ASA(M&RA) address is:

Assistant Secretary of the Army, Manpower and Reserve Affairs, SAMR, 600 Army Pentagon, Washington, DC 20310-0600

b. Brigades seeking to establish a new EU may submit a request directly to the DCS, G5 who will action the request in accordance with paragraph 4-3 below. Figure 4-1 describes the process. The USACC HQs (ATTN: DCS, G5) address is:

Headquarters, United States Army Cadet Command and Fort Knox  
1<sup>st</sup> Cavalry Regiment Road  
Fort Knox, Kentucky 40121-5123

Figure 4-1. Host or EU Establishment Staffing Process



## **4-2. SROTC Program ASA(M&RA) Acknowledgement and Review**

- a. Once a DA Form 918 application is received, the ASA(M&RA) acknowledges receipt of the application.
- b. All applications will be reviewed by the ASA(M&RA). If additional information is required, the ASA(M&RA) will correspond with the requesting institution to refine the request.
- c. The ASA(M&RA) directs USACC's higher headquarters to evaluate the request. USACC's higher headquarters directs USACC to analyze the request and develop a recommendation with supporting justification.

## **4-3. USACC Unit Evaluation Procedures**

a. USACC DCS, G5 leads the staff analysis of establishment requests using SROTC establishment and assessment criteria in accordance with DoDI 1215.08 and AR 145-1 for eligibility and potential return on investment. The evaluation considers the following factors:

- (1) USACC operational requirements and needs of the Army.
- (2) Institutional academic factors.
- (3) Institutional demographic factors.
- (4) Institutional geographic factors.
- (5) Unique institutional factors.
- (6) Resource and manpower neutral to USACC or have approved Army manpower and resourcing.

b. These factors and the command's methodology to evaluate the application are discussed further in Chapter 6.

c. For Host unit establishment requests, USACC develops a recommendation addressing the relative merits of the requesting institution's ability to meet the needs of the Army within available SROTC resourcing. USACC will route the recommendation and supporting documentation through USACC's higher headquarters to the ASA(M&RA). Establishing a new Host program requires SECARMY approval.

d. For EU establishment requests, the DCS G5 works in coordination with the relevant brigade to develop a recommendation for CG, USACC who will approve or disapprove the request. USACC will notify ASA(M&RA) of the decision prior to any implementation actions.

#### 4-4. Army Determination for Host Units

a. The ASA(M&RA) reviews USACC's higher headquarters and USACC application recommendations. The ASA(M&RA) forwards a recommendation to the SECARMY for decision. In accordance with DoDI 1215.08, the ASA(M&RA) will coordinate with the Office of The Under Secretary of Defense (Personnel and Readiness) (USD(P&R)) and the other Military Departments a minimum of 60 days prior to releasing information concerning proposed SROTC units to the public.

(1) If the decision is not to support a new SROTC unit, the ASA(M&RA) notifies the educational institution of the decision.

(2) If the decision is to support a new SROTC unit, the ASA(M&RA) notifies the educational institution and directs USACC's higher headquarters to begin establishment planning and coordination to stand up the new provisional SROTC unit. If the requesting institution has not already completed a DA Form 918, USACC will coordinate with the university to ensure the DA Form 918 establishment request is signed by the University President (or Chancellor in some instances) and forwarded to Headquarters, Department of the Army (HQDA) for SECARMY endorsement.

b. USACC's higher headquarters directs USACC to begin direct coordination with the requesting institution and supporting agencies to complete a PUMOA outlining roles, responsibilities, key timelines, resources, and assessment metrics. All new Host programs will be established in a 5-year provisional status (for a definition of *provisional* see Section II, Terms in the Glossary).

c. Once USACC and all required stakeholder organizations complete the PUMOA staffing, unless directed otherwise by the USACC's higher headquarters CG or the ASA(M&RA), the CG, USACC signs the PUMOA on behalf of the SECARMY. See Chapter 7 for additional information on PUMOAs.

## Chapter 5 – Request a New SROTC Cross-town Relationship

### 5-1. Application for establishment of an Army SROTC Cross-town Relationship

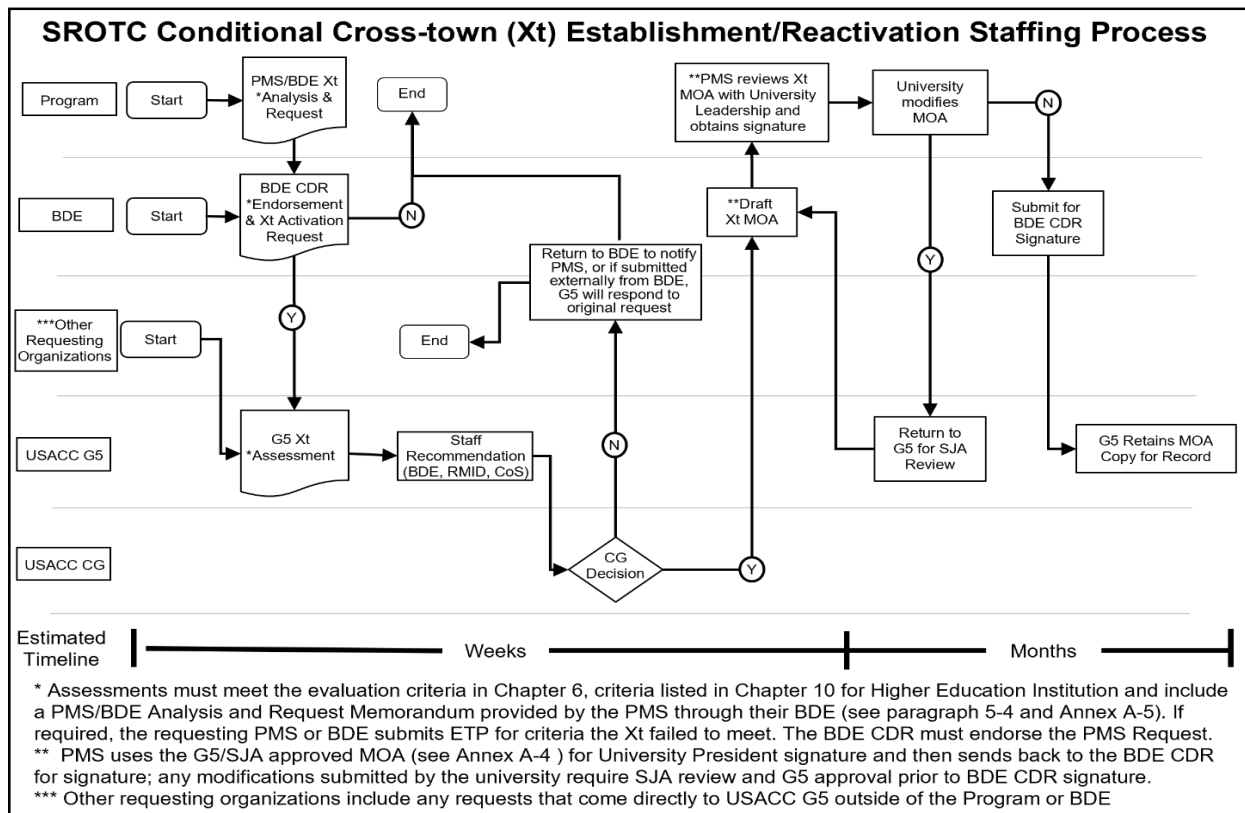
a. CG, USACC retains the authority to establish or reactivate Xt relationships. No new Xt relationships can be established, or coordination by a brigade or program to establish, unless approved by the CG.

b. Institutions seeking to establish a new Xt relationship may submit a request directly to the USACC CG (ATTN: DCS, G5). Paragraph 5-4 and Chapter 6 describe the evaluation procedures for SROTC units and Xt relationships. The DCS G5 will action the request in accordance with paragraph 5-2 below. Figure 5-1 describes the process. The USACC HQs (ATTN: DCS, G5) address is:

Headquarters, United States Army Cadet Command and Fort Knox  
1<sup>st</sup> Cavalry Regiment Road  
Fort Knox, Kentucky 40121-5123

c. Brigades seeking to establish a new Xt or re-activate a Xt relationship in CCIMM will submit the request following the required analysis and justification in paragraph 5-5. Requests are submitted to the DCS, G5 who will action the request in accordance with paragraph 5-3 below. Figure 5-1 describes the process.

Figure 5-1. Cross-town Staffing Process



## **5-2. Conditional Xt Relationship Application from an Institution**

a. Once a request from an institution is received, the DCS G5 will conduct a staff assessment of the request using:

(1) SROTC establishment and assessment criteria in accordance with DoDI 1215.08 and AR 145-1 for eligibility and potential return on investment listed in paragraph 5-4 and Chapter 6.

(2) The PMS/BDE Analysis and Request Memorandum provided by the PMS through/or by the BDE (see paragraph 5-4 and Annex A-8).

b. If the request meets USACC criteria for a Xt, and the CG approves, the G5 directs the requesting brigade to contact the institution and start the formal agreement process (see Chapter 10-2 for information on Xt MOAs) in conjunction with the brigade and program leadership. DCS G5 will inform the staff of new Xt agreements. The Xt MOA stipulates no instruction will occur at the Xt unless it has a signed Exception to Policy (ETP) by the USACC CG. ETPs will be on file with Xt MOA maintained by USACC, G5.

c. If the request does not meet USACC criteria for a Xt, and the CG agrees, the G5 directs the requesting brigade to contact the institution informing them that their request is not supportable at this time.

d. New or re-activated Xt relationships are conditional and must continue to meet the standards outlined in the HEI Assessment process outlined in Chapter 10-4 or have a signed ETP for any criteria not met (for a definition of *conditional* see Section II, Terms in the Glossary).

## **5-3. New Cross-town Relationship or Re-activation (in CCIMM) from a Brigade**

a. Brigades will submit a formal request with a PMS/BDE Analysis and Request endorsed by the brigade commander to re-activate an existing or establish a new Xt in CCIMM to the DCS G5 (see Paragraph 5-4).

b. After all information has been provided and assessed, the DCS G5 will provide a recommendation to the CG, and a draft response.

c. If the request meets USACC criteria for a Xt, and the CG approves, the DCS G5 will contact the brigade and start the formal agreement process in conjunction with the brigade and program leadership (see Chapter 10-2 for information on Xt MOAs). The Xt MOA stipulates no instruction will occur at the Xt unless it has a signed ETP by USACC CG. ETP will be on file with Xt MOA maintained by USACC, G5.

d. DCS G5 will inform the staff of new or re-activated (in CCIMM) Xt agreements.

e. If the request does not meet USACC criteria for a Xt, and the CG agrees, the DCS G5 will contact the brigade informing them that their request is not approved.

f. New or re-activated Xt relationships are conditional and must continue to meet the standards outlined in the Higher Education Institution (HEI) Assessment process outlined in Chapter 10-4 or have a signed ETP for any criteria not met.

#### **5-4. USACC New or Re-activation Cross-town Evaluation Procedures**

a. USACC G5 leads the staff analysis of establishment or re-activation (in CCIMM) requests using SROTC establishment and assessment criteria in accordance with DoDI 1215.08 and AR 145-1 for eligibility and potential return on investment. The evaluation considers the following factors:

(1) USACC operational requirements and needs of the Army.

(2) Institutional academic factors.

(3) Institutional demographic factors.

(4) Institutional geographic factors.

(5) Unique institutional factors.

(6) The request is resource and manpower neutral to USACC or have approved Army manpower and resourcing.

b. These factors and the command's methodology to evaluate the application are discussed further in Chapter 6.

c. Any request to reactivate or establish a new Xt must be accompanied by a PMS/BDE Analysis and Request Memorandum (Appendix 8) with a Brigade Commander Endorsement Memo (Appendix 9) to initiate the G-5 evaluation.

## **Chapter 6 – USACC Evaluation Process**

### **6-1. General**

a. This chapter is applicable to establishment requests for SROTC units and Xt relationships. The factors outlined in this chapter represent characteristics of post-secondary institutions that correlate to sustainable and supportable Army SROTC units or relationships and are not an evaluation or assessment of the institution's efficacy by the US Army or USACC.

b. Each educational institution is unique, but there are common factors that are applicable to all higher education institutions regardless of their sector or classification. In analyzing an institution's unit establishment application or request to establish a Xt relationship, USACC weighs multiple factors derived from DoDI 1215.08, AR 145-1, and Army guidance in context of the command's operational requirements and the needs of the Army.

c. The analysis evaluates information contained in the application or request, and the institution's academic, demographic, geographic and institutional characteristics reported to the National Center for Education Statistics (NCES) in relation to national and USACC command average statistics, resource and cost factors, and potential return on investment.

### **6-2. USACC Operational Requirements and Needs of the Army**

USACC operational requirements, available resources and the needs of the Army underpin the command's analysis of any unit establishment or Xt relationship request. Available Army resourcing, Army strategic objectives and proximity to Army SROTC focus markets will inform the analysis.

### **6-3. Institutional Academic Factors and Profile**

a. Table 6-1 provides academic factors and a general profile for institutions competitive for establishment of a SROTC relationship.



Table 6-1.

	Host Unit	Extension Unit	Cross-town
4-year BA/BS Degreed Institutions	The Institution is a Public or Private (not for profit) 4-year accredited institution <sup>1</sup>		
BA/BS Degrees Conferred	The Institution confers 1200 or more 4-year degrees annually <sup>2</sup>	The Institution confers 500 or more 4-year degrees annually <sup>2</sup>	The Institution confers 250 or more 4-year degrees annually <sup>2</sup>
Carnegie Classification	The institution is not a Special Focus classification. (i.e., Faith, Art/Music, Medical, Architecture, Business, Law) <sup>3</sup>		
Freshman to Sophomore Retention Rate	At or above National and USACC Command Average		
4-year Graduation Rate	At or above National and USACC Command Average		
% of STEM degrees conferred	At or above National and USACC Command Average	NA	
Military History Course	Offers (or intends to offer) a course that meets commissioning requirements	NA	
University Accreditation	College or University is accredited by a recognized regional accreditation body.		

Sources: NCES data base, Woods and Poole data base, open-source college websites

NOTE 1: Xts may be 2-year institutions that are feeder institutions to 4-year institutions with a credit / degree transfer agreement. This factor does not apply to Military Junior Colleges.

NOTE 2: Some state systems/laws allow community colleges to offer 4-year degree programs and confer 4-year degrees. These institutions are not considered solely 2-year institutions.

NOTE 3: Special Focus institutions are specialized in a field or discipline and generally have a small full-time degree seeking student population.

b. Other factors which may enhance an institution’s potential return on investment include being part of a state university system (or community college credit/degree transfer agreements), having reciprocal agreements for tuition or credits with adjacent states or systems, and the availability of specialized degree programs that are desirable to the Army or may be desirable in the future.

#### 6-4. Institutional Demographic Factors and Profile

a. Table 6-2 provides demographic factors and a general profile for institutions competitive for establishment of a SROTC unit or relationship.

Table 6-2.

	<b>Host Unit</b>	<b>Extension Unit</b>	<b>Cross-town</b>
Fulltime Undergraduate Degree-Seeking (FTUGDS)* Population	Greater Than 12K	Greater Than 5K	Greater Than 1K
5-year FTUGDS Enrollment Trend	Stable or Growing		
African-American (AA) FTUGDS Population	At or Above the state % of 4-year FTUGDS AA Population		
Hispanic-American (HA) FTUGDS Population	At or Above the state % of 4 year FTUGDS HA Population		

\*FTUGDS population DOES NOT include enrolled Distance Education (DE) or Distance Learning (DL) students or part-time students. USACC market is the 4-year FTUGDS student population and does not use Full-Time Equivalent (FTE) factors in calculating enrolled populations.  
Sources: NCES data base and Woods and Poole data base.

**6-5. Institutional Geographic Factors and Profile**

a. Table 6-3 provides geographic factors and a general profile for institutions competitive for establishment of a SROTC relationship.

Table 6-3.

	<b>Host Unit</b>	<b>Extension Unit</b>	<b>Cross-town</b>
Proximity to an Existing Army SROTC Host or EU	Greater than 60 miles	Within 120 miles of the proposed Host	Within 30 miles of the proposed Host or EU
Market	The institution is within one of USACC’s Focus Markets		
State Representation Rate <sup>1</sup>	RepRate less than 0.8		

Sources: DCS G5 Focus Market and RepRate (Representation Rate) analysis; open-source mapping applications and web sites

NOTE 1: Based on USACC analysis of commissioned officers from the state. Representation rate is measured as the state’s proportion of SROTC commissions, based on home of record, divided by the state’s proportion of youth aged 17-24 with at least a high school diploma (HSDG+ population).

b. Other factors which may enhance an institution’s potential return on investment include location within or near a major metropolitan area with a FTUGDS population capable of supporting one or more Army SROTC units and/or Xt relationships.

## 6-6. Institutional Unique Factors and Profile

a. Each institution is unique and provides a service in their community to educate and develop students to achieve their potential.

b. Table 6-4 lists additional characteristics that may enhance an institution's potential return on investment.

Table 6-4.

Free/reduced room and board for SROTC scholarship students
In-State Tuition Rates for SROTC contracted and scholarship students
Accredited STEM, Cyber and/or Nursing programs
Intercollegiate and intermural athletic programs
On-campus Greek sorority/fraternity system
Robust student activities/club system
On-Campus Veterans' Affairs office
Proximity to a military base
Concentration of local USAR and ARNG units

## Chapter 7 – Components of a Provisional Agreement

### 7-1. General.

a. Newly approved Host and EUs are implemented with a Provisional Unit Memorandum of Agreement (PUMOA) signed by the institution, the USACC CG, and if applicable, relevant ARNG or USAR stakeholders. The PUMOA document serves the purpose of the DA Form 918A/B for the duration of the provisional period. The provisional period begins when the first Cadets/Students enroll in military science courses. USACC will coordinate with the university to establish an implementation and assessment plan that clearly outlines the conditions and expectations of the probationary period.

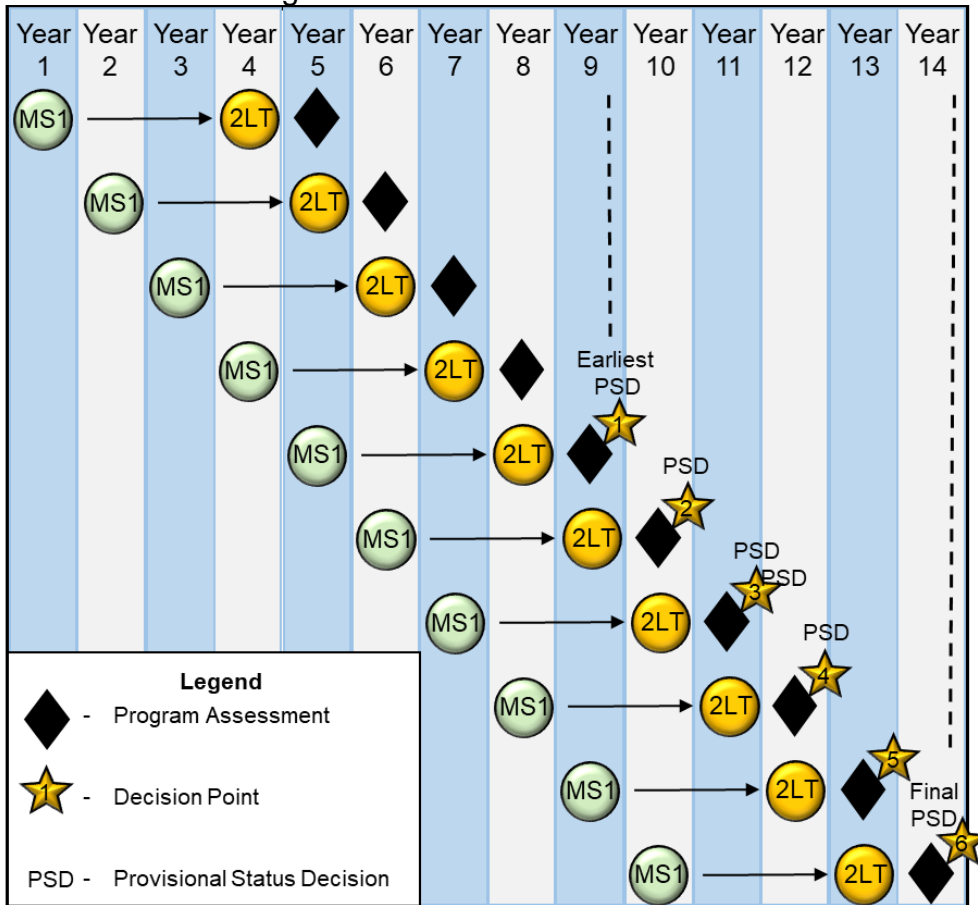
b. The Annual Program Assessment is the USACC assessment method for all SROTC Programs. The PUMOA for provisional Hosts and EUs unit will use the Annual Program Assessment commission mission thresholds and associated criteria to assess them. (See chapter 10-1 for thresholds and criteria).

c. The PUMOA articulates the duration of the unit's provisional status before a final establishment determination will be made. During this provisional period, the DCS G5 evaluates the institution's ability to achieve and sustain SROTC Annual Program Assessment objectives over five consecutive years. At the conclusion of the five-year evaluation period, if the unit demonstrates the ability to achieve and maintain SROTC Annual Program Assessment objectives the G5 will request the SECARMY or CG, USACC make a Provisional Status Decision (PSD) lifting the provisional status. The brigade will then work with the Host educational institution to finalize the DA FORM 918, DA FORM 918A or DA FORM 918B agreements.

d. If the unit fails to achieve Annual Program Assessment objectives over the initial five-year evaluation period, the CG, USACC may extend the provisional status period for up to five additional years. If the unit has not met conditions to remove the provisional status at the conclusion of this additional period, USACC reserves the right to request the SECARMY or CG, USACC make a PSD to reclassify or disestablish the unit IAW DoDI 1215.08 and AR 145-1.

e. Figure 7-1 illustrates a provisional unit's timeline for a PSD assuming a program starts with no established SROTC relationship as a Xt or EU and no enrolled Cadets. Establishing a provisional unit with an institution that has an existing relationship can expedite meeting the establishment requirements.

Figure 7-1. Provisional Unit Timeline



f. The PUMOA addresses all components and clauses of the DA FORM 918A agreement.

g. The PUMOA is tailored to the new unit's resourcing requirements, specific assessment metrics and additional considerations or mutually agreed upon changes to the standard agreement.

(1) The provisional unit will be structured and organized IAW the USACC SROTC unit staffing standards and rules. USACC will document the initial Host or EU structure based on the assigned mission, meeting the Annual Program Assessment threshold, by the brigade. At the 5-year assessment point the structure will be adjusted based on the standard allocation rules for historical production and contracted MSIII and MSIV average.

(2) The provisional unit will be missioned to produce second lieutenants IAW the SECARMY's Annual Program Assessment production threshold and criteria (see chapter 10-1 for Annual Program Assessment criteria). USACC brigades will align adequate scholarship and incentive resources to achieve the mission.

(3) The assessment metrics evaluate the provisional unit's performance against the SECARMY's Annual Program Assessment objectives and other relevant metrics. The minimal Annual Program Assessment period is five consecutive years of production as a fully resourced provisional unit.

## **7-2. Administrative Actions to Establish a Provisional Unit**

a. The DCS, G5 leads planning and coordination efforts to establish and assess a provisional SROTC unit and will develop the implementation order for execution.

b. HQs staff and the brigade will coordinate with the gaining institution to complete a detailed site visit to the campus and will work with the school to complete the required provisional agreement.

(1) A request to establish a Host requires the submission of a DA FORM 918; once the probationary period is complete and the Host is approved, the new Host will submit a DA FORM 918A and if necessary, a DA FORM 918B.

(2) Provisional EUs complete a Memorandum of Agreement; once their probationary period is complete and EU is approved, the new EU will submit a DA FORM 918A and if necessary, a DA FORM 918B.

c. Once the DA FORM 918 is received and approved, the G5 will draft the PUMOA and request DA orders through USACC's higher headquarters to establish a provisional SROTC unit.

d. Once USACC's higher headquarters issues provisional SROTC unit orders with an effective date (EDATE) establishing the new unit, USACC will request the necessary resourcing documentation associated with funding, manning, equipping and training an Army SROTC unit.

e. Two organizational identification codes will be established for the new SROTC unit:

(1) A Derivative Unit Identification Code (DUIC) establishes a unique unit identification, a location, Action Code for Activation, the type of unit (TDA) and the component (Compo1 – Active). The DUIC is added to the Structure and Manpower Allocation System (SAMAS) enabling personnel, equipping and basis of issue authorizations to other Army systems.

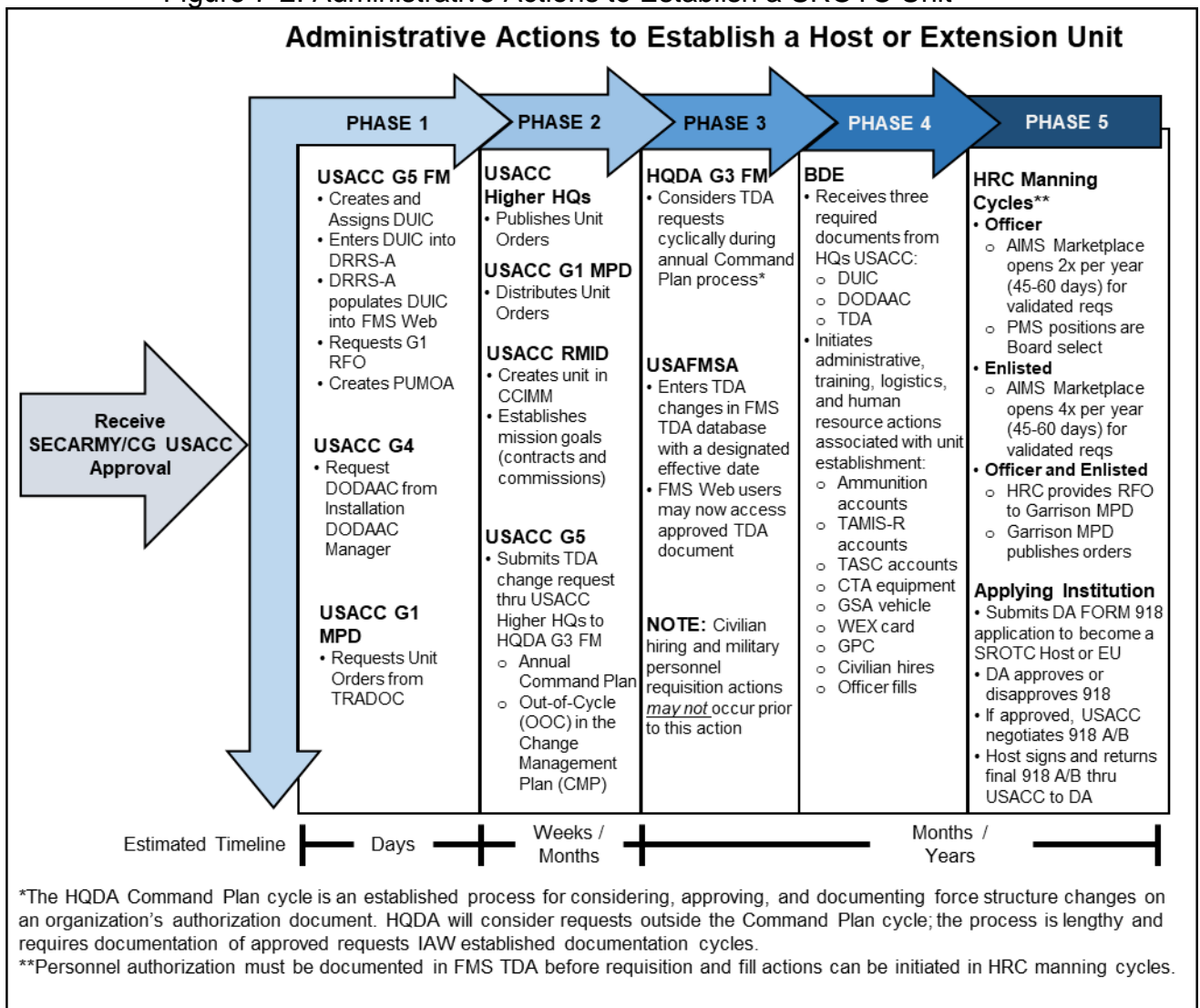
(2) A Department of Defense Activity Address Code (DoDAAC) authorizes the unit to request, contract for, store, receive, issue DoD assets, and pay for material and services.

a. The DUIC and DODAAC codes enable activation of Army, USACC's higher headquarters and USACC manning, equipping, funding, and training systems/processes. The HQs staff and Brigade Property Book Officers (PBOs) are

responsible to establish the provisional unit's functional accounts on Army, USACC's higher headquarters and USACC systems.

b. HQs, USACC will initially absorb the provisional unit's funding and manpower requirements within year of execution resources. Once the DUIC is established, funding and manpower requirements will be added in the annual Program Objective Memorandum (POM) build and command plan processes. Figure 7-2 describes the administrative actions to establish a SROTC unit.

Figure 7-2. Administrative Actions to Establish a SROTC Unit



## **Chapter 8 – Reclassifying an Existing SROTC Unit or Cross-town Relationship**

### **8-1. General**

a. In accordance with DoDI 1215.08, AR 145-1 and USACC operational requirements, there are circumstances which may require a request to reclassify an existing SROTC unit or Xt relationship. If the request is initiated at or below the brigade level, brigades will coordinate with the DCS G5 to develop an initial justification, recommendation and supporting documentation regarding the proposal.

b. Units can be reclassified as an expansion from a Xt relationship to an EU (CG, USACC approval), EU to Host (SECARMY approval) or reclassified as a reduction from a Host to an EU (SECARMY approval), or EU to Xt (CG, USACC approval).

(1) Reclassifying Hosts to EUs or EUs to Hosts only occurs as part of the APA process (see Chapter 10) and must have SECARMY approval.

(2) Reclassifying EUs to Xts can be requested by the brigade or initiated by USACC HQs based on priorities and assessments. Note – If an EU that is being considered for reclassification to a Xt exceeds the maximum distance from its unit and does not qualify for an ETP, reclassification will mean inactivation.

c. Conditions and criteria outlined in Chapter 6 for Host, EU and Xt relationships are applicable when addressing the justification and feasibility of a reclassification request.

d. Brigade or below initiated reclassification requests will be submitted in memorandum format endorsed by the brigade commander, through the DCS, G5 to the CG. The memorandum must include enclosures addressing the relative merits of the proposal and resourcing implications. Paragraph 8-2.d below addresses reclassification packet requirements.

e. Reclassification requests initiated at USACC Headquarters or above will be coordinated by the DCS, G5 with input from the Headquarters staff and the responsible brigade to develop a consolidated command position concerning the request.

f. The DCS, G5 will staff all reclassification requests through the CG and is responsible to route requests requiring a decision at the DA level through USACC's higher headquarters to the ASA(M&RA) for additional staffing or decision as required.

g. Upon approval, reclassification requests will be administratively processed in the same manner as an establishment request.



## 8-2. Reclassification Packet Requirements

h. Any reclassification request must address the unit and educational institution's production, quality, demography and resourcing. The request should also address other unique institutional characteristics that affect potential return on investment (ROI).

i. Reclassification requests must show the relative advantage or increased value to the Army, brigade and Host program in terms of production, quality, demography or more effective utilization of available resources. Volume production, in and of itself, is an insufficient justification for a reclassification request.

j. Brigades will coordinate with the DCS, G5 to obtain relevant historical production and program viability assessment data to inform their analysis.

k. Reclassification request packets will include the following information:

(1) Justification Memorandum:

(a) Description of the proposed reclassification action.

(b) Justification and summary of the relevant analysis and criteria supporting the request.

(c) Proposal resourcing implications.

(d) Communication & engagement approach (address educational institution, key stakeholders and other influencers).

(e) Brigade commander endorsement.

(2) Area of operations map indicating current/proposed units and unit relationships. The map should clearly depict relative location and distances to nearby SROTC Host, EUs, Xts, JROTC HSs and COMPO 1,2 and 3 military facilities/bases.

(3) Supporting Data:

(a) Educational institution NCES data (full-time enrollment, graduation rate, graduating class, diversity, gender and ethnicity, Science Technology Engineering and Math (STEM) graduates).

(b) Educational institution demographic data (focus market, state representation rate, public or private).

(c) Historical production data for the SROTC program Host or EUs and other Xts. Consider 10 years (where feasible) of enrollment, contracting and commissioning data, diversity and Academic Discipline Mix (ADM) in the production analysis.

### **8-3. Re-assigning an Extension Unit and/or Cross-towns.**

a. Brigades may request EUs and/or Xts be reassigned internally within their brigade or reassigned from one brigade to another where the distances and conditions support it. In the event of an external brigade reassignment, both brigades must agree to the transfer, or it must be directed by CG, USACC.

b. USACC staff and units will support the reassignment by ensuring all orders, property, manning, IT infrastructure, data, data access privileges and related functionality are in place upon reassignment. Unless otherwise stipulated all staff actions must occur within the preceding fifteen days of the effective transfer date:

(1) USACC, G1.

(a) Requests orders through USACC's higher headquarters reassigning the EU.

(b) Include military requisitions per MER cycle once requirements and authorizations are added to the TDA.

(2) USACC, Recruiting Marketing Incentives Division (RMID).

(c) Update CCIMM to reflect reassignment. Note – new relationship between the Host and EU or Xt is created, and the old relationship is maintained until all affected Cadets are transferred and G8 acknowledges their systems reflect the reassignment.

(d) Document reassignment in all relevant RMID processes and systems (e.g., Incentives, Scholarships, Marketing, etc.)

(3) G3. Assess and make necessary adjustments to TAMIS.

(4) USACC G4.

(a) Assist BDE PBOs in realigning UICs under BDE PBID through DODAAC management process in AESIP.

(b) Submit AMO packet for the movement of furniture and equipment to new location.

(5) USACC, G5.

(a) Update DRRS-A, FR, AOS, HSS, IPPS-A and RSID to reflect reassignment.

(b) If required, create and assign new DUIC.

- (c) Document the EU on the TDA and if required submit a CMP.
- (6) USACC, G6.
- (a) Update/realign user profiles and permissions to reflect reassignment.
  - (b) Assist the BDE S6 with the changeover as required to ensure all process and procedures are covered per the gaining BDEs requirements.
  - (c) Assess and make necessary adjustments to mission systems administered by G6.
- (7) USACC, PAO. Identify any information/communication requirements that support reassignment.
- (8) USACC, Historian. Maintain documents associated with the reassignment.
- (9) USACC, DoLD&E. Update/Realign Learning Management System (LMS) Profiles and Permissions to reflect reassignment.
- (10) Losing brigade.
- (a) Transfer the EU and/or Xt.
  - (b) Maintain manning at the EU through reassignment.
  - (c) Provide gaining brigade S2/RMID, gaining PMS and Program CCIMM access to transferred affected EU/Xt Cadets to support pending actions.
  - (d) Inventory all expendable, durable and nonexpendable items, equipment, and uniforms, and identify serviceable/unserviceable items, and transfer to gaining unit.
  - (e) Update Cadet CCIMM records prior to reassignment - e.g., GPAs, ACFT, Status Change (contracts, scholarship, dis-enrollments, etc.), COER, SGLI, DD93, W4, Direct Deposit, CST, etc.).
- (11) Gaining brigade.
- (a) Accept transfer of the EU and/or Xt.
  - (b) Align gained EU and/or Xt to new Hosts in CCIMM.
  - (c) Develop and execute transition plans for new personnel if applicable.
  - (d) Update hand receipts and property books for any Government Furnished Equipment (GFE) and computers to reflect reassignment.

## **Chapter 9 – Disestablish a SROTC Unit or Inactivate a Cross-town Relationship**

### **9-1. General**

a. In accordance with provisions of DoDI 1215.08 and AR 145-1, there are conditions which may lead to the disestablishment of a SROTC unit or inactivation of a Xt relationship. External factors outside Army control, including educational institution closure, mergers or loss of academic accreditation, may also require a disestablishment action.

b. Potential disestablishment actions are handled with sensitivity to the concerns of the educational institution, key stakeholders (faculty, alumni & elected officials) affected Cadets (and their influencers) and assigned USACC personnel. Brigades should leverage command channels and notify the G5 upon learning of a potential disestablishment scenario.

c. Generally, the staffing process for disestablishment and/or inactivation actions mirror establishment & reclassification processes. The approval authority for Host (unit) program disestablishment is the SECARMY. The approval authority for EU disestablishment and Xt inactivation is the CG, USACC.

### **9-2. Disestablishment and/or Inactivation Procedures**

a. Host unit. Upon notification of a potential disestablishment scenario affecting a SROTC Host Unit, the DCS G5 will coordinate closely with the impacted brigade, HQs staff, USACC's higher headquarters and the ASA(M&RA) to develop a detailed disestablishment plan addressing the considerations outlined in para 9-2.b. above. The ASA(M&RA) will facilitate required notification to USD(P&R), the other military departments and other key stakeholders.

b. EU. Upon notification of a potential disestablishment scenario affecting a SROTC EU, DCS G5 will coordinate closely with the impacted brigade and the HQs staff to develop a detailed plan addressing considerations outlined in para 9-2.b. above. The DCS, G5 will notify USACC's higher headquarters and the ASA(M&RA) and report status of the EU disestablishment process until all required actions are complete.

c. Xt. Upon notification of a potential inactivation affecting a SROTC Xt, DCS G5 will coordinate closely with the impacted brigade and the HQs staff to develop a detailed plan addressing considerations outlined in para 9-2.b. above. The DCS, G5 will notify USACC's higher headquarters and the ASA(M&RA) and report status of the Xt inactivation until all required actions are complete.

### **9-3. Disestablishment and/or Inactivation Considerations**

a. Each disestablishment and/or inactivation action is unique and will be assessed on a case-by-case basis. HQs staff and affected brigade(s) will collaboratively conduct a

detailed mission analysis in a disestablishment and/or inactivation scenario to develop appropriate options.

b. Broad planning considerations in a disestablishment and/or inactivation scenario include:

(1) Cadet actions:

- (a) Status of affected Cadets.
- (b) Cadet records management.
- (c) Cadet reassignment/realignment.

(2) Personnel/manning:

- (a) Department of the Army (DA) civilian personnel actions.
- (b) Military personnel orders.
- (c) Military/ Department of the Army (DA) civilian evaluations.
- (d) Military/ Department of the Army (DA) civilian awards.

(3) Equipment/logistics and resource management:

- (a) Equipment inventory.
- (b) GSA vehicle disposition.
- (c) Government equipment and supply disposition.
- (d) GPC account closure.
- (e) Identification and closure of open contracts.
- (f) Facility close-out.
- (g) DoDAAC, DUIC and supply account closeout.
- (h) Capture of disestablishment costs and update budget guidance.
- (i) Close ammunition accounts in TAMIS and any accounts with supporting Ammunition Supply Points.

(4) Administrative/Training:

- (a) Notification of ASA(M&RA) and USACC's higher headquarters.
- (b) Request for and publication of discontinuance orders.
- (c) Collection and shipment of SROTC historical artifacts.
- (d) Realignment of affected EUs and/or Xts.

(5) Communication:

- (a) Notify elected officials.
- (b) Public affairs release.
- (c) Command messaging and talking points.
- (d) GoArmy.com update.

(6) Systems Updates:

- (a) CCIMM modules.
- (b) National Scholarship Application.
- (c) Green to Gold Application.
- (d) GoArmy.com school listings.
- (e) HSS/RSID.
- (f) Close-out Army publications account.
- (g) Close-out USPS account.
- (h) Update training support systems (TAMIS, Blackboard, DTMS).
- (i) Transfer C4IM.
- (j) Revise command briefs.

## **Chapter 10 – Processes Associated with Establish, Reclassify, Reassign, Disestablish and Inactivate SROTC Units and Relationships.**

### **10-1. Army SROTC Annual Program Assessment**

a. Overview. USACC conducts an Annual Program Assessment of all SROTC units (to include provisional units) mandated by Department of Defense Instruction (DoDI) 1215.08 to evaluate their efficiency and effectiveness and to inform decisions for allocation of limited resources to meet Needs of the Army. The DoDI specifies the requirement for an annual assessment, notification and reporting of assessment results. The annual assessment focuses on four criteria – *the production of officers, quality, demography and resources.*

b. Framework. Program Assessment ensures the Army maintains relationships, aligns resources to hosting campuses' capabilities and allows for measured change to SROTC units over time to improve the representative talent of the officer corps. Key elements include:

(1) Provides a method to assess SROTC units' ability to attract, recruit, retain and commission Cadets for the Total Army who meet the Army's officer outcomes in the Army People Strategy.

(2) Provide the basis to action assessment outcomes by merging programs to retain access, relationships and expansibility through reallocation of resources.

(3) Uses a binary assessment metric (a yes/no metric and not a comparative metric that assesses a program against other programs) and adjusts the officer production and evaluation criteria to better align with the purpose of the assessment.

(4) Includes a metric allowing the Secretary of the Army to exempt a program merger and retain a program as a host based on the needs of the Army or qualitative factors.

(5) Assessed schools receive an annual assessment, but recommendations to change a program's status are provided to the Secretary of the Army for decision on a 5-year cycle. This provides institutions at risk of not meeting the standard adequate time to improve. Annual assessment letters provide recommended corrective actions to meet the standard.

(6) Programs not meeting the standard over a 5-year cycle can be reclassified to an EU and merged with another host program.

(7) Program Assessment separates the EU assessment from the Army host program assessment and retains it as part of the USACC CG's EU assessment policy consistent with the authority and responsibilities listed in AR 145-1, Senior Reserve Officers' Training Corps Program: Organization, Administration and Training.

c. Standards. Programs that meet one of the following standards are retained as host programs:

(1) Programs producing 12 or more commissions on a 5-year average meet the standard.

(2) Programs producing less than 12 commissions on a 5-year average and meet 2 of 3 criteria listed below meet the standard.

(a) Demography. In a state that is under-represented in commissioned officers, defined as less than 0.8 using USACC market analysis.

*Representation rate is calculated using the state's proportion of SROTC commissions divided by the state's proportion of youth aged 17-24 with at least a high school diploma. Under-represented is less than 0.8, evenly-represented is equal to or greater than 0.8 and less than 1.2, over-represented is greater than or equal to 1.2.*

(b) Quality. Commissions 3 or more STEM degreed officers on a 5-year average.

*The Department of the Army Accessions Mission Letter establishes the STEM-degreed commission goal of 25%. Three is 25% of the production threshold of twelve.*

(c) Resources. Program 5-year retention rate for contracted Cadets to commission is greater than 93%.

(d) Last in State. 10 United States Code (USC) 103 (2102.a) mandates the services maintain a SROTC program in each state. For purposes of the APA this also includes the District of Columbia or a territory.

(e) The Secretary of the Army can exempt a program if it does not meet a standard in Chapter 10.1, section c.1. An exempt program meets the standard based on the needs of the Army or qualitative factors listed below, but not limited to these:

i. Demography. Minority Serving Institution defined by law and the Department of Education.

ii. Quality. Department of Education Carnegie classification category of R1, or very high research institution and R2, or high research institution and/or is a member of the Association of American Universities.

iii. Production. Required to meet officer commission outcomes, such as degree disciplines or certain knowledge, skills, and behaviors.

iv. Resources. Needs of the Army. The Secretary of the Army can reclassify or disestablish SROTC units based on the most efficient use of limited resources.



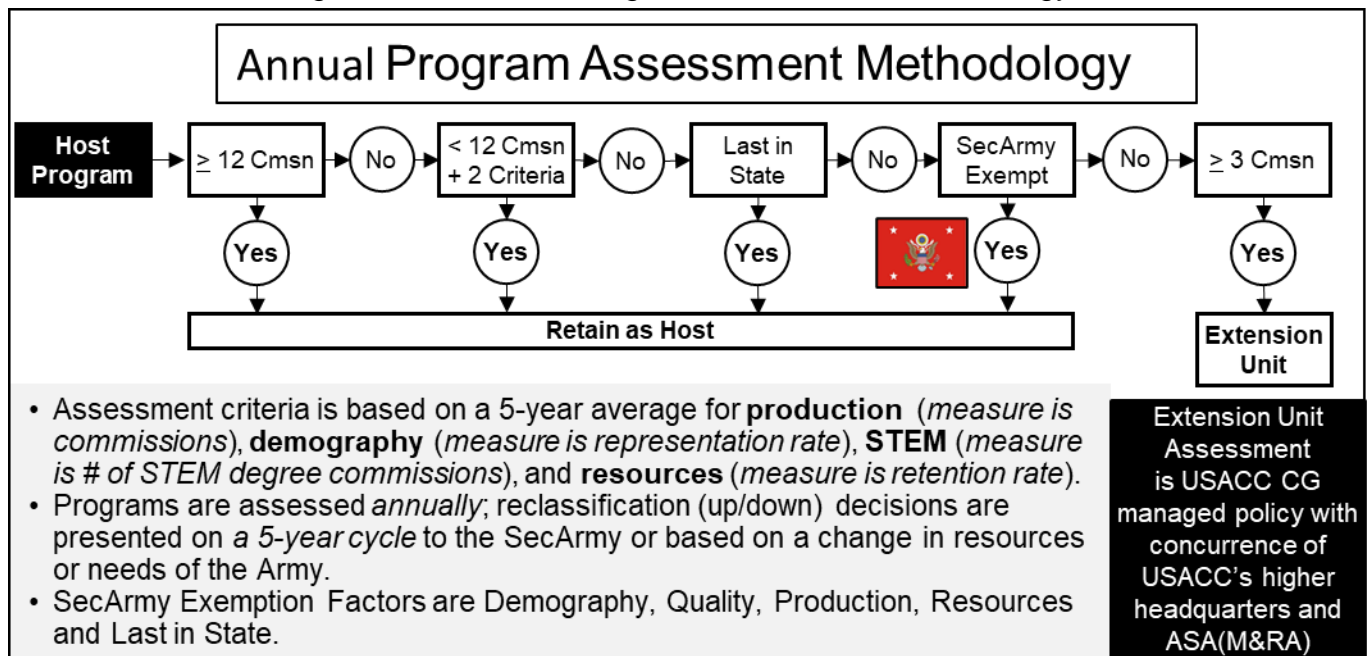
d. Assessments are not the sole determining factor in reaching reclassification or disestablishment decisions (DoDI 1215.08).

e. Programs not meeting the standard in Chapter 10-1, section c.1, and not exempt by the Secretary of the Army are merged with another host program as an EU if it produces 3 or more commissions on a 5-year average.

f. EU assessment is a USACC CG managed policy with the concurrence of USACC's higher headquarters and the ASA(M&RA). An EU meeting a Host standard can reclassify from an EU to a Host program with the approval of the Secretary of the Army as manpower resources are available.

g. Programs are assessed annually and recommendations for mergers or reclassification are provided to the Secretary of the Army on a 5-year cycle. Figure 10-1 illustrates the Annual Program Assessment methodology.

Figure 10-1. Annual Program Assessment Methodology



h. PMS Actions/Responsibilities.

(1) In support of USACC Policy 5-2 Professor of Military Science (PMS) Engagement with University Leadership (15 March 2022), paragraphs 3.a and 3.b the PMS will:

(2)

(a) Within the first 90 days of assuming their responsibilities, the PMS reviews the three-, five- and ten-year production history of their program down to the individual schools, and their current projected production for the next two mission sets.

(b) If the program has failed to meet its Program Assessment Standards or the PMS has questions, contact G5 for copies of previous letters sent to the Host and a full explanation.

(c) If a program has failed to meet Program Assessment standards, or is in jeopardy of not meeting it, the PMS should schedule a meeting with their SROTC POC at the Host and explain the process, the program's results, and its implications regarding the ability to meet the standard.

## **10-2. Agreements for Host unit, Extension unit and Cross-towns**

a. USACC uses two types of agreements to specify contractual obligations between itself and its Hosts, EUs and Xts. The first is the DA FORM 918A with a continuation DA FORM 918B (see Appendix A-1 for example DA FORM 918A and DA FORM 918B), the second is the Memorandum of Agreement (MOA) (See Appendix A-4-A-7 for example MOAs). The initial agreement occurs as part of the establishment process as discussed in Chapter 7. If a unit or Xt is reclassified or reassigned between units or brigades, new agreements are required (see Chapter 8-2 and 8-3 for details). Hosts and EUs must review and renew their DA FORM 918A and 918B agreements every ten years, or as stipulated in the agreement. Xt MoAs must be reviewed and updated every five years.

(1) The DA FORM 918 has two parts, an A and a B. The DA FORM 918A is the standard agreement to establishing and maintaining an Army SROTC Unit (Host or EU). The DA FORM 918A lists the conditions that must be agreed to, fulfilled and maintained by both parties. The DA FORM 918B is an amendment where the college/university may request modifications or exceptions to the conditions identified in the DA FORM 918A. Key components of the agreement are:

- (a) Scope of approved agreement.
- (b) Specific provisions agreed to by the school's governing authorities.
- (c) Mutual understandings of constraints and limitations of the agreement.
- (d) Signatories.

(2) The Xt MOA is similar in that it stipulates the conditions the college or university and the Army agree to and must maintain as a Xt for a Host or EU.

- (a) Purpose.
- (b) General agreements and provisions.
- (c) Supplemental considerations (provided as an attachment if applicable).
- (d) Signatories (include Host/EU President the Xt will have a relationship with.)

(3) Renewal of DA FORM 918A and DA FORM 918B.

b. DA FORM 918A and DA FORM 918B (if applicable) agreements are to be updated every 10 years (unless requested every five years by the university). The date of the last signature on the existing DA FORM 918A and/or DA FORM 918B should be used as the beginning date for the agreement to be in effect. The PMS should schedule reviews of all applicable documents (DA FORM 918A and DA FORM 918B) with school officials 12-18 months prior to the 10-year anniversary to account for legal review times.

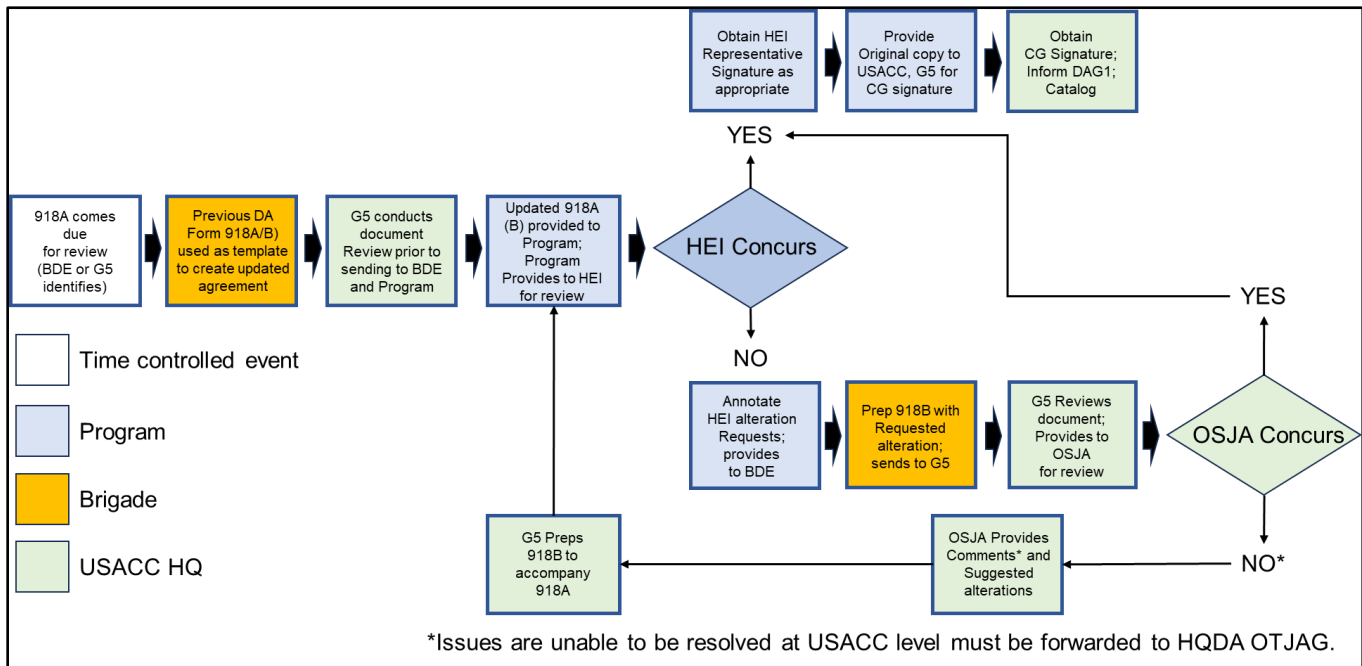
c. If there are no material changes to any terms present in the existing DA FORM 918A and DA FORM 918B documents, the PMS should submit documents to be signed by the USACC CG through their BDE.

d. If there are requested minor changes the PMS in conjunction with BDE staff should submit to USACC Office of Staff Judge Advocate (OSJA) through G5 with recommendations for review.

e. If there are requested material changes, the PMS in conjunction with BDE staff will submit to USACC OSJA through G5 for review and forward to the ASA(M&RA)'s office for adjudication.

f. If the university objects to USACC "non-negotiables" or is in possible contradiction with Federal Law or DoD policy the ASA(M&RA) will hand off to HQDA OTJAG for adjudication. Figure 10-2 illustrates the renewal process for Hosts and EUs.

Figure 10-2. DA FORM 918 A/B Renewal Process

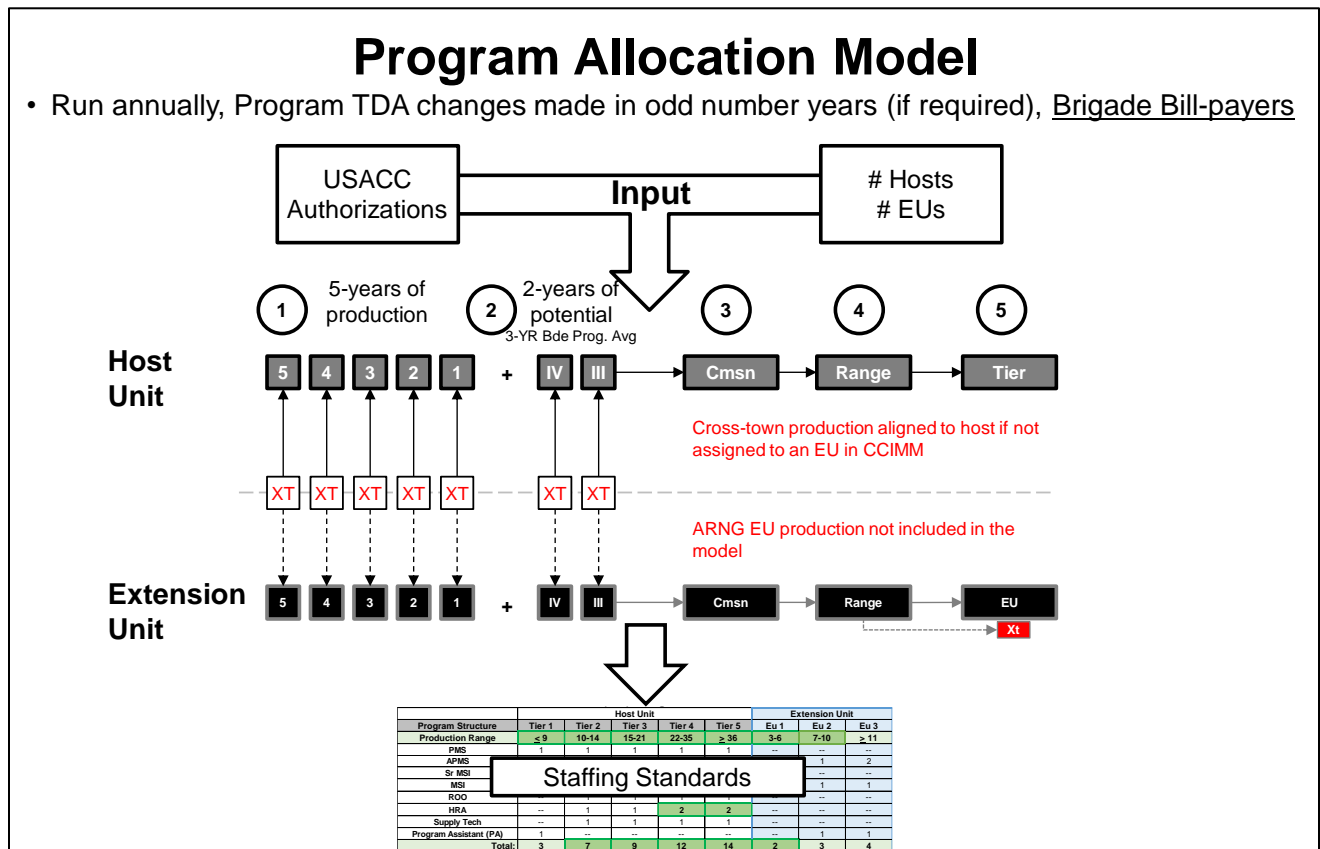


### 10-3. SROTC Program Staffing Standards and Rules

a. SROTC Programs are staffed using a standard derived from an allocation model that uses five years of production (# of commissions) + two years of potential (defined as # of contracted Cadets in the program's Advance Course) divided by seven years as the drivers. Applying BDE progression rates, the resulting number determines the appropriate Tier for Hosts (1,2,3,4 or 5) or EU category designation (EU 1, EU 2 or EU 3). **The number the program is missioned at is not part of the allocation model.**

(1) Allocation Model. Seen in Figure 10-3, Xt production is included in both the five years of the Host's production and the two years of the Host's potential unless assigned to an EU in CCIMM. Program EUs follow the same allocation model to include production incorporation of any Xts assigned to them in CCIMM. ARNG EU production is not included as the ARNG is responsible for meeting its manning requirements outlined in the agreement.

Figure 10-3. USACC Allocation Model



(2) Staffing Standards. While staffing standards may change, the Tier or classification derived from the Allocation Model determines the allocation of the basic functional positions in the program. The base structure consists of the manpower requirements for the:

- a. Professor of Military Science (PMS)
- b. Recruiting Operations Officer (ROO)
- c. Military Science Level (MSL) I-IV instruction and education by the Assistant Professor of Military Science (APMS)
- d. Senior Military Science Instructor (SMSI)
- e. Military Science Instructor (MSI)
- f. Human Resources Assistant (HRA)
- g. Supply Technician positions
- h. Program Assistant

Note: The PMS is only allocated to Hosts (for additional information on USACC SROTC Program Organizational Design see CCR 10-5, Chapter 16).

#### **10-4. Annual Higher Education Institution (HEI) Assessment**

(1) Summary: The HEI Compatibility Assessment is an annual review of all active SROTC units and relationships with a focus on Xts (Hosts and EUs are the focus of the APA). The output is an annual list that informs USACC leaders and Army accessions partners on where SROTC is available for the coming year.

(2) G5 produces the annual HEI assessment to:

(a) Validate all USACC Xt relationships meet established **assessment criteria for compatibility requirements**.

(b) Coordinate with BDEs identify, recommend and execute SROTC unit and relationship management actions such as:

- i. Inactivate Xt relationships that do not meet compatibility requirements.
- ii. Identify Xts that have had no enrollment for the last three years or which require an ETP.
- iii. Update Xt CCIMM data and relationships to Hosts and EUs.
- iv. HEI is also the process to review BDE unit and management relationship requests such as activation, reactivation, realignments and reclassification where they can be staffed, acted on and if required incorporated in related processes.

v. BDEs must submit any new activation or reactivation requests to the G5 using the template in Appendix A-8 prior to 01 FEB of each year. Any requests submitted after the o/a 01 FEB date will be batched until the following year's HEI review. All submissions are subject to the requirements for activating new relationships discussed in Chapter Five, paragraph 5-4 of CC PAM 145-1-1. Exceptions to the HEI "batch" process are on a case-by-case basis. Pending enrollments or enrollments in an HEI that does not have a current SROTC relationship in CCIMM is not a valid ETP.

(c) Synchronize officer accessions efforts by providing a list of validated HEI the command can use to:

i. Align resources and incentives.

ii. Provide Army accessions partners with information and marketing such as the GoArmy.com website.

(3) HEI Assessment Criteria for compatibility requirements:

(a) Xt distance. Using commercially available driving distance measuring tools, the HEI is within 30 miles (road/travel distance) of a Host or Active Component EU with Cadets traveling to the associated Host or EU to receive training and instruction.

(b) Student Population. Using a 5-year average, the Xt has greater than 1K Full-Time Undergraduate Degree Seeking (FTUGDS) students on average per year.

(c) Institution Classification. The Xt is not a Special Focus Carnegie classification (i.e., Faith, Art/Music, Medical, Architecture, Business and Law).

(d) Institution Type. The Xt is a 4-year degree granting institution. Exceptions to Policy may be granted for 2-year HEI where IPEDS data shows >200 4-year degrees are conferred using a 5-year average, or the 2-year HEI has a transfer agreement with a 4-year institution.

(4) G5 coordination with BDEs:

(a) Identify Xt relationships that do not meet one or more of the HEI compatibility criteria for removal from that year's HEI List. Brigades must provide a justification for a three-year exception to policy to retain it on that year's HEI.

(b) Identify Xt relationships that have had no enrollment for the past three years for removal from that year's HEI List. Brigades must provide a justification to retain it on the HEI List. If it shows no enrollment the following year during the next HEI review, it will be removed from the HEI List and the Xt relationship recommended for inactivation in CCIMM with a timeline derived from existing contracted Cadets. Brigades may submit a justification for a one-year Exception to Policy to retain it on that year's HEI.

(c) Update data on Xt relationships to include the HEI criteria and institution specific information requirements to keep CCIMM up to date. This may require BDEs to consult Programs to validate/update the HEI data G5 provides from CCIMM.

(5) Synchronize officer Accessions efforts:

(a) Each year's final HEI List is synchronized with the national and on-campus scholarship process, and the green-to-gold selection process. G5 provides the finalized list to RMID who uses it to inform policy and identify schools eligible for incentives.

(b) Each year's final HEI List is provided to Army Accessions partners and synchronized with GoArmy.com website to ensure only active units and relationships are presented to the public and that Accessions partners have the most up to date knowledge of the Army SROTC footprint.

(6) Additional Information on HEI:

(a) ETPs can be submitted for Xt relationships that do not meet one or more of the HEI criteria or which have had no enrollment for the last three years.

i. Criteria and ETP submission process are outlined in each year's OPORD.

ii. ETPs submitted by a PMS must first go to the brigade RMID for staffing.

iii. If the brigade commander supports the ETP it is sent to G5 with a brigade commander endorsement for HQs staffing.

iv. An HEI ETP is good for three years from approval, but can be rescinded by CG, USACC based on command priorities.

(b) Xt relationships active in CCIMM, but scheduled for inactivation:

i. The HEI List corresponds to active units and Xt relationships in CCIMM with the exception of pending Xt inactivations.

ii. These pending actions will not be on the list, will not be available for incentives, and will not be listed on Army websites such as GoArmy.com. Once the action is complete (determined by its inactivation date), the relationship will be inactivated in CCIMM.

(c) USACC reviews, updates and publishes the HEI Compatible List annually.

i. O/A 15 NOV each year – G5 pulls HEI data from CCIMM and the IPEDs data base at the close of the annual Open Enrollment period to do initial analysis.

ii. O/A 10 DEC each year – G5 publishes the HEI OPORD with its initial analysis identifying any Xt relationships not meeting HEI criteria to include those Xt relationships that received an ETP the previous year and any known relationship changes due to scheduled inactivations, academic mergers or school closures. BDEs are directed to review, validate and make initial recommendations.

iii. O/A 01 FEB each year – G5 coordinates with BDE Action Officers (ACTOs) to conduct an initial review by A365 Teams (or existing DoD virtual collaboration platform) to review Xt relationships identified by G5 or the BDE for action and confirm intent. BDE ACTOs are directed to take the output of that meeting back to confirm the outputs with Program PMSs, DBOs and BDE CDRs. All BDE submissions for unit and relationship management actions must be completed and submitted to the G5 as part of the “batching” process by this date.

iv. O/A 15 MAR each year – G5 coordinates with the BDE ACTOs to conduct the final review by A365 Teams (or existing DoD virtual collaboration platform) to get the PMS input and BDE CDR recommendations on those Xt relationships that did not meet HEI criteria or were initiated for inactivation by the BDE. G5 will provide the CG’s decision on submitted management actions by this time. Note – decisions involving TDA changes will move forward to the Command Plan process and will be subject to CG guidance.

v. O/A 01 APR each year – G5 produces a memorandum for each BDE CDR that details the results of the HEI Review for their BDE to include:

- a) Pending inactivations authorized by CG, USACC.
- b) New recommendations for inactivation agreed upon by G5 and the BDE.
- c) G5 recommended inactivations the BDE identified for retention.

vi. O/A 01 May each year – G5 will staff the final recommendations with RMID and the BDEs and present the results to CG, USACC for adjudication and decision.

vii. O/A 15 May each year – G5 will publish the HEI list for that year in an OPORD and synchronize the HEI with RMID for incentives and Army Accessions partners for updating their information and public facing lists. The HEI List will be available on the G5 Share Point Online site for USACC staff and program cadre. Any approved BDE submitted changes regarding unit and relationship management actions such as new or reactivated Xt relationships, realignments or reclassifications will be added to that year’s HEI and available for the next Academic Year.

(d) Institutions not on the HEI List but active in CCIMM require a USACC RMID and G5 review before any programs or brigades make scholarship offers either in the 4-year HS application, Minute-Man nominations, Green-to-Gold Active-Duty Option or for on-campus offers, enrollment, or contracts.



## 10-5. Green to Gold ADO Force Registration Management

a. USACC, G5 is responsible for managing DUICs (Derivative UICs) for Green to Gold ADO (Active-Duty Option) schools. The following criteria is used to select Green to Gold ADO locations that are visible to applicants as options.

(1) Demand History - Must have a demonstrated demand history of 4 or more G2G ADO enrollments (measured during Open Enrollment) in the last 5 years – this number can include the same Cadet enrolling in consecutive years.

(2) Quality – IAW **AR 145-1, 28 APR 2023** – Cadets must be able to take at least 50% of their course offerings in a traditional classroom instruction setting. **(AR 145-1, 28 APR 2023) [SROTC] *Students must be enrolled in and attending a full-time (with 50 percent of the curriculum in traditional class-room settings), regular course of instruction at a college or university that participates in the SROTC program.***

(3) Limitations – no military installation Education Centers will be listed as G2G ADO options.

(4) Benefit to the Army – schools identified by RMID as supporting the Army People Strategy or a USACC Outcome by having ADOs attend.

b. The above criteria referenced and reinforced in:

(1) Army Regulation 145-1 - Reserve Officers' Training Corps Program: Organization, Administration and Training (28 APR 2023).

(2) Cadet Command Regulation 145-01 – Reserve Officers' Training Corps Army SROTC Incentives Policy (02 AUG 2016).

(3) Cadet Command Regulation 145-03 – Army Senior Reserve Officers' Training Corps On Campus Training & Leadership Development (18 JUN 2023).

(4) Cadet Command Regulation 145-06 – Green to Gold Program (TBP 2023).

(5) Cadet Command Pamphlet 145-04 – Enrolment, Retention and Disenrollment Criteria, Policies, and Procedures (01 APR 2020).

(6) Cadet Command Pamphlet 71-32 – USACC Manpower and Force Management Policies (TBP 2023).

c. Summary:

(1) Military installation Education Centers and/or university satellite campuses are not authorized locations for G2G ADO.

(2) Only designated schools with a current G2G DUIC registered in DRRS-A, Force Registration are authorized for ADO Soldiers. ETPs for a temporary DUIC can be requested and granted on a case-by-case basis. These schools are selected based on a demonstrated G2G ADO demand and their ability to bring value to the program. They will be the only choices visible for applicants during the application process.

(3) All G2G ADO Cadets attend SROTC classes on the main university/college campus with their Cadet peers. USACC policies regarding percentage of virtual instruction / distance learning remain in effect **unless superseded by AR 145-1**.

## **APPENDIX A – Forms**

### **A-1. DA Form 918**

DA Form 918 is the application to establish an Army Senior Reserve Officers' Training Corps Unit. The link to the form on the Army's official publication website follows:

[\*\*DA Form 918 APPLICATION FOR ESTABLISHMENT OF AN ARMY SENIOR RESERVE OFFICERS' TRAINING CORPS UNIT\*\*](#)

### **A-2. DA Form 918A**

DA Form 918A is the formal contract agreement between the Army and the educational institution to establish and maintain an Army Senior Reserve Officers' Training Corps Unit. The link to the form on the Army's official publication website follows:

[\*\*DA Form 918A AGREEMENT FOR ESTABLISHMENT AND MAINTENANCE OF AN ARMY SENIOR RESERVE OFFICERS' TRAINING CORPS UNIT\*\*](#)

### **A-3. DA Form 918B**

DA Form 918B documents amendments to the application and agreement to establish an Army Senior Reserve Officers' Training Corps Unit. The link to the form on the Army's official publication website follows:

[\*\*DA Form 918B AMMENDMENT TO APPLICATION AND AGREEMENT FOR ESTABLISHMENT OF AN ARMY RESERVE OFFICERS' TRAINING CORPS UNIT\*\*](#)

### **A-4. Conditional Cross-town Memorandum of Agreement Template**

A Memorandum of Agreement (MOA) is used to document the Xt relationship between the Army and the educational institution. The template below is used when students attend SROTC classes and activities at a host or EU campus.

- 1) **Enclosure 1.** If necessary, use to add supplemental considerations.
- 2) **Enclosure 2.** Used when USACC personnel travel to the Xt campus to conduct SROTC instruction. USACC personnel are considered visiting faculty.
- 3) **Enclosure 3.** Used when USACC or State ARNG personnel are detailed to the Xt campus. USACC or State ARNG personnel perform the majority of their duties at the Xt location and have permanent offices resourced by the Xt institution.



## DEPARTMENT OF THE ARMY

Brigade Headquarters LINE 1  
Brigade Headquarters LINE 2  
Brigade Headquarters LINE 3

### A-4. Conditional Cross-town Memorandum of Agreement Template

BDE CDR OFFICE SYMBOL (570-4i2)

DD MMM YYYY

SUBJECT: Conditional Memorandum of Agreement for Army SROTC Cross-town Relationship with *Full Name of School (School Abbreviation, e.g., UofX)*

1. Purpose. The memorandum provides for enrollment of students from the Cross-town *School Abbreviation, e.g., UofX* in the host institution *Full Name of Host School (Host School abbreviation)* Army Senior Reserve Officers' Training Corps (SROTC) Program.

2. General. The US Army has an agreement to provide Army SROTC instruction at *Host school abbreviation*. Copies of this agreement (DA FORM 918A) are on file at *Host school abbreviation* and Headquarters, USACC.

a. The decision to establish a cross-town institution will be based on the most efficient allocation of limited resources to meet the specific needs of the Army (DoDI 1215.08, para 3.1).

b. The decision to maintain or disestablish an SROTC cross-town institution falls within the prerogative of the Commanding General, U.S. Army Cadet Command (USACC). This decision will consider the relative merits of cross-town institution's ability to meet the needs of the Army within available SROTC resourcing (e.g., manpower) (DoDI 1215.08, para 3.4).

3. USACC agrees to: Provide SROTC instruction and training for qualified students enrolled from the Cross-town School Abbreviation on the same basis as for students enrolled in SROTC at school abbreviation. Terms and conditions in the school abbreviation SROTC agreement apply to school abbreviation.

4. The Cross-town Institution, *school abbreviation* agrees to:

a. Authorize its students to enroll in Army SROTC classes at Full School Name if an EU that is under the Host (Host/EU school abbreviation) an extension unit to the host unit at Host School abbreviation.

b. Provide grade reports and transcripts of SROTC students to the Army SROTC program, as required, to monitor student academic performance per Army Regulation 145-1. Department of the Army acknowledges that such information is subject to the Family Educational Rights and Privacy Act, 20 U.S.C. § 1232g; 34 CFR Part 99 ("FERPA") and agrees that it will utilize such information only to perform its obligations under this agreement and for no other purpose. Department of the Army further agrees that it will not disclose such information to any third party without the prior written consent of the student to whom such information relates.

c. Accept the grades awarded by the Army SROTC program for inclusion in the student's official grade record/transcript and grant appropriate academic credit applicable toward graduation for the successful completion of SROTC courses.

d. No Army SROTC staff will be assigned to *Cross-town school abbreviation*.

e. No SROTC classes, labs and activities are conducted on the *Cross-town school abbreviation* campus. SROTC marketing and recruiting events are permitted without the approval and coordination of the appropriate *Cross-town school abbreviation* authorities.

f. Cross-town institutions that have no students enrolled in SROTC for 3 years will be removed as options for the scholarship program or recruiting. Any reactivation of the cross-town relationship must meet the strategic priorities of the command.

g. No SROTC unit will be established or maintained at a school that unlawfully discriminates with respect to admission or subsequent treatment of students in a manner prohibited under applicable state and/or federal law, and applicable federal regulations and other policies.

h. Comply with applicable federal and state law and Department of Defense (DoD) policy prohibiting discrimination based upon race, color religion, sex (including gender identity), sexual orientation and/or national origin. No ROTC unit will be established or maintained at a school that unlawfully discriminates in a manner prohibited under applicable federal and state laws and DoD policy with respect to Military Service members and federal employee civilian staff to the ROTC unit; this prohibition applies to any requirements regarding the status, privileges or benefits accorded to such persons under law, DoD policy, state or school policy.

5. Applicable all parties to the agreement:

a. This agreement is effective the date the last party below signs. Any party can end the agreement, if there are no considerations after 30 days of such notification, the agreement shall end 11 months later to accommodate enrolled Cadets.

b. This agreement will end five years from enactment. Parties shall review the agreement every five years. If there are no substantive changes a newly dated copy shall be signed by all parties to keep it in effect.

c. A copy of the signed agreement, and all future updates, shall be provided to the Headquarters, USACC G5 Directorate to record and keep on file.

ATCC-SI (570-4i2)

SUBJECT: Conditional Memorandum of Agreement for Army SROTC for School Name

\_\_\_\_\_  
**NAME** Date  
President  
Xt Relationship School Name

\_\_\_\_\_  
**NAME** Date  
President  
Host School Name

\_\_\_\_\_  
**NAME** Date  
Rank, U.S. Army  
Professor of Military Science

\_\_\_\_\_  
**NAME** Date  
Colonel, U.S. Army  
X Brigade US Army Cadet Command  
Commanding

Enclosure 1: Supplemental Considerations (Not Included / Included)

Enclosure 2: SROTC Instruction at the Cross-town (Not Included / Included)

Enclosure 3: USACC or ARNG cadre assigned (Not Included / Included)

ATCC-SI (570-4i2)

SUBJECT: Conditional Memorandum of Agreement for Army SROTC for School Name

Enclosure 1: Supplemental Considerations for the SROTC program

Pursuant to the agreement of the memorandum for Army SROTC for **(Cross-Town Institution Name)**, it is hereby agreed between the parties within the agreement that the following is amended as follows:

a. xxxxxxxx

b. xxxxxxxx

Duly authorized representatives of the parties:

Initial: \_\_\_\_\_ Date: \_\_\_\_\_

Initial: \_\_\_\_\_ Date: \_\_\_\_\_

Enclosure 2: Considerations for Army SROTC Instruction at (**Cross-Town Institution**)

1. Pursuant to the agreement of the memorandum for Army SROTC for (**Cross-Town Institution Name**), it is hereby agreed between the parties within the agreement that the following is amended as follows:

- a. To recognize SROTC Cadre providing military science instruction as adjunct faculty IAW university policies.
- b. To arrange for the scheduling of classes within the military curriculum so that they will be just as convenient for the student to attend as other courses at the same educational level.
- c. To provide at no cost to the U.S. Army, the necessary and adequate classrooms, administrative offices and equipment, areas for computers and printing equipment with secure storage space, access to gymnasium and fitness facilities, physical training field, storage area and other required facilities.
- d. To provide janitorial and grounds upkeep, parking space for government and staff vehicles, and other required support in the same manner and measure that is provided to the other departments of the school.
- e. To provide printing and publication support, information technology equipment/support and information assurance support services that ensures protection of the data and systems. To provide unrestricted access to government networks or systems in support of the SROTC mission.
- f. To provide without expense to the U.S. Army, adequate storage facilities for all U.S. property provided for the Army SROTC program. It is agreed that such facilities will be separate and apart from those occupied by any other department of the school or government agency and satisfy Army security requirements per AR 190-51.

2. It is mutually understood and agreed as follows:

- a. SROTC instruction on a Cross-Town Institution does not imply or guarantee possible reclassification as an EU or Host Unit for a SROTC program.
- b. Each year, the Professor of Military Science must assess whether there are sufficient students (at the appropriate military science level), from the Cross-Town Institution campus that justify adequate critical resources (i.e., manpower) for continued military instruction at that location.

Duly authorized representatives of the parties:

Initial: \_\_\_\_\_ Date: \_\_\_\_\_

Initial: \_\_\_\_\_ Date: \_\_\_\_\_



Enclosure 3: Supplemental Considerations for SROTC Instruction at (**Cross-town Institution**) with detailed USACC and/or State ARNG personnel.

1. Pursuant to the agreement of the memorandum for Army SROTC for (**Cross-Town Institution Name**), it is hereby agreed between the parties within the agreement that the following is amended as follows:

a. The Commanding General, USACC has approved an exception to policy to allow USACC / State Army National Guard personnel to have as their place of duty at the (**Cross-town Institution Name**).

b. The temporary dispatch of personnel to conduct military science instruction does not imply or guarantee continued SROTC operations at the (**Cross-town Institution Name**) campus. USACC evaluates instruction at cross-town institutions based on the most efficient allocation of limited resources to meet the needs of the Army.

c. The Professor of Military Science (PMS) at the host institution will provide operational control of the personnel to ensure proper administration and conduct of Army SROTC instruction at the cross-town institution. The PMS will provide recruiting, logistics and human resources support for the cross-town institution.

d. Each academic year, the PMS will coordinate with the cross-town institution to determine what instruction will occur on the cross-town campus (i.e., under-class students) or whether instruction is more appropriate on the host or EU campus (i.e., upper-class students).

e. (**If personnel are from ARNG only**) The (**State**) ARNG provides the personnel to conduct military instruction at this cross-town institution. If the (**State**) ARNG cannot provide these personnel, USACC will discontinue military science instruction at this cross-town institution. USACC will attempt to provide one academic year's notice before Army SROTC instruction is terminated. (**Delete sub-para "e" if it does not apply**)

f. (**Cross-town Institution Name**) agrees to the conditions in Enclosure 2 (Considerations for Army SROTC Instruction on a Cross-Town Institution).

Duly authorized representatives of the parties:

Initial: \_\_\_\_\_ Date: \_\_\_\_\_

Initial: \_\_\_\_\_ Date: \_\_\_\_\_



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND  
1ST CAVALRY REGIMENT ROAD  
FORT KNOX, KENTUCKY 40121-5123

**A-5. Provisional Host Memorandum of Agreement Template**

ATCC-SI (570-4i2)

Date

SUBJECT: Memorandum of Agreement for an Army SROTC Provisional Host Unit at  
**(Host Institution Name)**

1. Purpose: The purpose of this memorandum is to provide for establishment of a US Army Senior Reserve Officers' Training Corps (SROTC) Provisional Host Unit at **(Host Institution Name)**.

- a. The decision to establish a host unit will be based on the most efficient allocation of limited resources to meet the specific needs of the Army (DoDI 1215.08, para 3.1).
- b. The decision to establish a Provisional Host Unit falls within the prerogative of the Commanding General, US Army Cadet Command (USACC).
- c. The decision to maintain or disestablish a SROTC host unit falls within the prerogative of the Secretary of the Army, Headquarters Department of the Army. This decision will consider the relative merits of host institution's ability to meet the needs of the Army within available SROTC resourcing (e.g., manpower) (DoDI 1215.08, para 3.4).

2. US Army Cadet Command (USACC) agrees as follows:

- a. To establish and maintain a provisional host unit of the Army SROTC at **(Host Institution Name)**.
- b. To assign military personnel as USACC deems necessary for the proper administration and conduct of the Army SROTC unit and to pay the statutory compensation to such personnel from the Department of the Army funds.
- c. To provide for use by the Army SROTC unit available government property that is authorized by law. To pay at the expense of the government the costs of normal maintenance of property (exclusive of utilities costs) involved in the storage of such property at the school.
- d. To pay at the government's expense subsistence allowance at a prescribed rate to enrolled members in the Advanced SROTC course and to participants in the SROTC Financial Assistance Program.
- e. To issue at the government's expense uniform clothing for members of the SROTC unit.
- f. To arrange the accounting procedures with designated fiscal officer when providing financial assistance to specifically selected members under the provisions of Title 10, U.S. Code 2107 and 2107a.
- g. To appoint an active-duty officer or civilian employee of the US Army who has been assigned to duty at the school as the Army SROTC Responsible Officer. They will have the authority to requisition, receive, store, and account for Army Property. The

appointee will also be responsible for all property matters and will act on behalf of the US Army.

h. The Army agrees to cooperate fully with the University in its compliance with state laws and regulations, and university policies; to the extent that they do not violate federal laws or DoD policies.

3. The governing authorities of **(Host Institution Name)** agree as follows:

a. To establish and maintain a Military Science Department as an integral department of the school and to adopt as part of its curriculum a four-year course of military instruction; which will be prescribed and conducted as agreed upon by the school and the Secretary of the Army.

b. To require each student enrolled in Army SROTC unit to devote the number of hours to the military science curriculum as agreed to by the school and the Secretary of the Army.

c. To grant degree credit for SROTC courses and to list SROTC course grades on student transcripts. Credit for SROTC courses will be reviewed on the same basis as other institutional courses. If applicable credit is in question, the institution will recommend adjustments to ensure such courses are granted credit.

d. To arrange for the scheduling of classes within the military curriculum so that they will be just as convenient for the student to attend as other courses at the same educational level.

e. To include a representative of the Military Science Department on all faculty committees that directly affect the Military Science Department.

f. To provide a full-time school employee under the supervision of the Department of Military Science to serve as liaison for the SROTC unit regarding administration of the SROTC program.

g. To provide at no cost to the U.S. Army, the necessary and adequate classrooms, administrative offices and equipment, areas for computers and printing equipment with secure storage space, access to gymnasium and fitness facilities, physical training field, storage area and other required facilities.

h. To provide janitorial and grounds upkeep, parking space for government and staff vehicles, and other required support in the same manner and measure that is provided to the other departments of the school.

i. To provide printing and publication support, information technology equipment / support and information assurance support services that ensures protection of the data and systems. To provide unrestricted access to government networks or systems in support of the SROTC mission.

j. To meet or exceed Department of Defense viability requirements (implemented in DoD Instruction 1215.08, Army Regulation 145-1, or other applicable statutes, regulations or policies) for continuation of status as a unit.

k. To provide without expense to the U.S. Army, adequate storage facilities for all U.S. property provided for the Army SROTC program. It is agreed that such facilities will

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for an Army SROTC Provisional Host Unit at  
**(Host Institution Name)**

be separate and apart from those occupied by any other department of the school or government agency and satisfy Army security requirements per AR 190-51.

l. To take reasonable measures, to include withholding transcripts, grades, and/or certificates of graduation when requested by the Professor of Military Science (PMS), to recover government property that is improperly in the hands of students or former students.

m. To provide grade reports and transcripts of SROTC students to the Army SROTC program, as required, to monitor student academic performance per Army Regulation 145-1. Department of the Army acknowledges that such information is subject to the Family Educational Rights and Privacy Act, 20 U.S.C. § 1232g; 34 CFR Part 99 ("FERPA") and agrees that it will utilize such information only to perform its obligations under this agreement and for no other purpose. Department of the Army further agrees that it will not disclose such information to any third party without the prior written consent of the student to whom such information relates.

4. It is mutually understood and agreed as follows:

a. This agreement is effective upon official signature of the authorized representative for the school and the Secretary of the Army.

b. The agreement may be terminated by either party after giving one academic year's notice.

c. Officers will not be assigned to the Department of Military Science without prior approval of this school. The Secretary of the Army or designee will have the right at any time to remove from duty any military or civilian who the Army has assigned to the school. The school reserves the right to request removal of Army personnel for good cause.

d. That no SROTC unit will be established or maintained at a school that unlawfully discriminates with respect to admission or subsequent treatment of students in a manner prohibited under applicable state and/or federal law, and applicable federal regulations and other policies.

e. That the school will comply with applicable federal and state law and Department of Defense (DoD) policy prohibiting discrimination based upon race, color religion, sex (including gender identity), sexual orientation and/or national origin. No SROTC unit will be established or maintained at a school that unlawfully discriminates in a manner prohibited under applicable federal and state laws and DoD policy with respect to assignment of Military Service members and federal employee civilian staff to the SROTC unit; this prohibition applies to any requirements regarding the status, privileges or benefits accorded to such persons under law, DoD policy, state or school policy.

f. That no SROTC unit will be established or maintained unless the senior commissioned officer assigned to the school:

(1) Is designated Head of the Army Military Science Department.

(2) Is given a status over the Military Science Department and within the school which is consistent with that given to academic department heads.

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for an Army SROTC Provisional Host Unit at  
**(Host Institution Name)**

(3) Is given an academic rank and title comparable to the ranks and titles awarded to other school faculty of professional status, and is accorded all the privileges of those who hold the academic rank of professor.

(4) Is given voting rights on all matters concerning Army SROTC and on such additional matters as the school may elect.

g. Provisional status does not imply or guarantee final approval as a US Army SROTC Host Unit. USACC evaluates provisional status units based on the most efficient allocation of limited resources to meet the needs of the Army. Each year, USACC will provide a report on the status of the provisional Host Unit.

h. This agreement will be reviewed at the end of five (5) years to determine whether: 'provisional' status is continued, an enduring agreement between the Department of the Army and the school is created, or the agreement will be terminated.

5. This agreement supersedes all existing agreements between the Department of the Army and the school pertaining to this matter.

---

(University Official Name) Date  
(Title)  
(Host Institution)

---

(CG Name) Date  
MAJOR GENERAL, USA  
Commanding



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND  
1ST CAVALRY REGIMENT ROAD  
FORT KNOX, KENTUCKY 40121-5123

**A-6. Provisional Extension Unit Memorandum of Agreement Template**

ATCC-SI (570-4i2)

Date

SUBJECT: Memorandum of Agreement for an Army SROTC Provisional Extension Unit at **(*Extension Unit Institution Name*)**

1. Purpose: The purpose of this memorandum is to provide for establishment of a US Army Senior Reserve Officers' Training Corps (SROTC) Provisional Extension Unit at **(*EU Institution Name*)** to the Host Unit at **(*Host Institution Name*)**. Copies of the host agreement are on file at the host institution and Headquarters, US Army Cadet Command (USACC).

a. The decision to establish an extension unit will be based on the most efficient allocation of limited resources to meet the specific needs of the Army (DoDI 1215.08, para 3.1).

b. The decision to establish a Provisional Extension Unit falls within the prerogative of the Commanding General, US Army Cadet Command (USACC). This decision will consider the relative merits of extension unit institution's ability to meet the needs of the Army within available SROTC resourcing (e.g., manpower) (DoDI 1215.08, para 3.4).

2. US Army Cadet Command (USACC) agrees as follows:

a. To establish and maintain a provisional extension unit of the Army SROTC at **(*EU Institution Name*)**.

b. To assign military personnel as USACC deems necessary for the proper administration and conduct of the Army SROTC unit and to pay the statutory compensation to such personnel from the Department of the Army funds.

c. To provide for use by the Army SROTC unit available government property that is authorized by law. To pay at the expense of the government the costs of normal maintenance of property (exclusive of utilities costs) involved in the storage of such property at the school.

d. To pay at the government's expense subsistence allowance at a prescribed rate to enrolled members in the Advanced SROTC course and to participants in the SROTC Financial Assistance Program.

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for an Army SROTC Provisional Extension Unit at (***Extension Unit Institution Name***)

e. To issue at the government's expense uniform clothing for members of the SROTC unit.

f. To arrange the accounting procedures with designated fiscal officer when providing financial assistance to specifically selected members under the provisions of Title 10, U.S. Code 2107 and 2107a.

g. The Army agrees to cooperate fully with the University in its compliance with state laws and regulations, and university policies; to the extent that they do not violate federal laws or DoD policies.

3. The governing authorities of (**EU Institution Name**) agree as follows:

a. To establish and maintain a Military Science Department as an integral department of the school and to adopt as part of its curriculum a four-year course of military instruction, which will be prescribed and conducted as agreed upon by the school and the Secretary of the Army.

b. To require each student enrolled in Army SROTC unit to devote the number of hours to the military science curriculum as agreed to by the school and the Secretary of the Army.

c. To grant degree credit for SROTC courses and to list SROTC course grades on student transcripts. Credit for SROTC courses will be reviewed on the same basis as other institutional courses. If applicable credit is in question, the institution will recommend adjustments to ensure such courses are granted credit.

d. To arrange for the scheduling of classes within the military curriculum so that they will be just as convenient for the student to attend as other courses at the same educational level.

e. To include a representative of the Military Science Department on all faculty committees that directly affect the Military Science Department.

f. To provide a full-time school employee under the supervision of the Department of Military Science to serve as liaison for the SROTC unit regarding administration of the SROTC program.

g. To provide at no cost to the U.S. Army, the necessary and adequate classrooms, administrative offices and equipment, areas for computers and printing equipment with secure storage space, access to gymnasium and fitness facilities, physical training field,

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for an Army SROTC Provisional Extension Unit at (***Extension Unit Institution Name***)

storage area and other required facilities.

h. To provide janitorial and grounds upkeep, parking space for government and staff vehicles, and other required support in the same manner and measure that is provided to the other departments of the school.

i. To provide printing and publication support, information technology equipment / support and information assurance support services that ensures protection of the data and systems. To provide unrestricted access to government networks or systems in support of the SROTC mission.

j. To provide without expense to the U.S. Army, adequate storage facilities for all U.S. property provided for the Army SROTC program. It is agreed that such facilities will be separate and apart from those occupied by any other department of the school or government agency and satisfy Army security requirements per AR 190-51.

k. To take reasonable measures, to include withholding transcripts, grades, and/or certificates of graduation when requested by the Professor of Military Science (PMS), to recover government property that is improperly in the hands of students or former students.

l. To provide grade reports and transcripts of SROTC students to the Army SROTC program, as required, to monitor student academic performance per Army Regulation 145-1. Department of the Army acknowledges that such information is subject to the Family Educational Rights and Privacy Act, 20 U.S.C. § 1232g; 34 CFR Part 99 ("FERPA") and agrees that it will utilize such information only to perform its obligations under this agreement and for no other purpose. Department of the Army further agrees that it will not disclose such information to any third party without the prior written consent of the student to whom such information relates.

4. It is mutually understood and agreed as follows:

a. This agreement is effective upon official signature of the authorized representative for the school and the Secretary of the Army.

b. The agreement may be terminated by either party after giving one academic year's notice.

c. Officers will not be assigned to the Department of Military Science without prior approval of this school. The Secretary of the Army or designee will have the right at any time to remove from duty any military or civilian who the Army has assigned to the school. The school reserves the right to request removal of Army personnel for good



cause.

d. That no SROTC unit will be established or maintained at a school that unlawfully discriminates with respect to admission or subsequent treatment of students in a manner prohibited under applicable state and/or federal law, and applicable federal regulations and other policies.

e. That the school will comply with applicable federal and state law and Department of Defense (DoD) policy prohibiting discrimination based upon race, color religion, sex (including gender identity), sexual orientation and/or national origin. No SROTC unit will be established or maintained at a school that unlawfully discriminates in a manner prohibited under applicable federal and state laws and DoD policy with respect to assignment of Military Service members and federal employee civilian staff to the SROTC unit; this prohibition applies to any requirements regarding the status, privileges or benefits accorded to such persons under law, DoD policy, state or school policy.

f. Provisional status does not imply or guarantee final approval as a US Army SROTC Extension Unit. USACC evaluates provisional status units based on the most efficient allocation of limited resources to meet the needs of the Army. Each year, USACC will provide a report on the status of the provisional extension unit.

(1) The provisional EU must achieve a production level appropriate for its instructor manning level in the final year of provisional status.

5.  EUs with 2 instructors must achieve 3 to 6 commissions annually by year

5.  EUs with 3 instructors must achieve 7 to 10 commissions annually by year 5.

EUs with 4 or more instructors must achieve 11 or more commissions annually by year 5.

(2) At the end of year 5, the Army must determine whether it has adequate resources (e.g., manpower) for continued assignment of instructors to the provisional EU.

g. This agreement will be reviewed at the end of five (5) years to determine whether: 'provisional' status is continued, an enduring agreement between the Department of the Army and the school is created, or the agreement will be terminated.

5. This agreement supersedes all existing agreements between the Department of the Army and the school pertaining to this matter.

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for an Army SROTC Provisional Extension Unit  
at (***Extension Unit Institution Name***)

---

(*University Official Name*)      Date  
(*Title*)  
(*Extension Unit Institution*)

---

(*CG Name*)      Date  
MAJOR GENERAL, USA  
Commanding



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND  
1ST CAVALRY REGIMENT ROAD  
FORT KNOX, KENTUCKY 40121-5123

**A-7. Provisional Army National Guard Extension Unit Memorandum of Agreement Template**

ATCC-SI (570-4i2)

Date

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for (***EU Institution Name***)

1. REFERENCE.

a. Army National Guard (ARNG) Professor/Assistant Professor of Military Science (PMS/APMS) Program Policy (NGB-ARH Policy Memo #09-012), 19 Feb 2009 (Encl).

b. Army Directive 2016-17 (Protecting Against Prohibited Relations during Recruiting and Entry-Level Training).

c. Army Directive 2018-16 (Suitability Criteria for Military Personnel in Specified Positions) 8 Nov 2018.

d. ALARACT 188/2014 and HODA EXORD 193-14 Screening of Sexual Harassment/Assault Response and Prevention Program Personnel and Others in Identified Positions of Significant Trust.

e. DODI 1215.08 Senior Reserve Officer Training Corps Programs (change 1) 7 Mar 2018.

f. Army Regulation 145-1 Senior Reserve Officer Training Corps Program 28 Apr 2023.

2. Purpose: Establish an Army National Guard Extension Unit at (*Institution Name*) to the Host Senior Reserve Officer Training Corps (SROTC) Unit at (*Host Program Institution Name*).

a. The decision to establish a SROTC Extension Unit relationship is based on the availability of fulltime personnel from the (*State*) Army National Guard (*\_\_ARNG*).

b. The decision to maintain or disestablish an SROTC relationship is within the authority and responsibility of the Commanding General, U.S. Army Cadet Command (USACC). This decision will consider the relative merits of the Extension Unit's ability to meet the needs of the Army within available SROTC resourcing (e.g., manpower) (DoDI 1215.08, para 3.4).

3. U.S. Army Cadet Command agrees as follows:

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for **(EU Institution Name)**

- a. To provide operational control of the Extension Unit ensuring proper administration and conduct of Army SROTC instruction at *(Institution Name)* by \_\_\_ARNG fulltime cadre.
- b. No USACC military cadre, contractors or civilians will be assigned, or perform duties at *(Institution Name)*.
- c. USACC will not fill an interim position for the \_\_\_ARNG Assistant Professor of Military Science (APMS) and Military Science Instructor (MSI) fulltime support requirement.
- d. Review and fund any travel costs associated with SROTC events and activities deemed necessary.
- e. The *(Host Program Institution Name)* host SROTC program, with attached \_\_\_ARNG instructors, will provide the same SROTC instruction and training for qualified students enrolled at *(Institution Name)* by the terms and conditions set forth in the host DA FORM 918A/B agreements.

(1) Provide recruiting, logistics and human resources support for the Extension Unit.

(2) Pay at the government's expense subsistence allowance to enrolled members in the Advanced SROTC course and the SROTC Financial Assistance Program.

(3) Assist in the Issue of organizational clothing and equipment for members of the SROTC unit.

(4) Handle accounting procedures with designated fiscal officer when providing financial assistance under the provisions of Title 10, USC 2107 and 2107a.

4. The governing authorities of *(Institution Name)* agree as follows:

a. Establish and maintain a Military Science Department as an integral faculty of the school.

b. Adopt SROTC as part of its curriculum and conduct curriculum as agreed upon by the school and the Secretary of the Army.

c. Grant degree credit for SROTC courses and to list SROTC course grades on student transcripts. Credit for SROTC courses will be reviewed on the same basis as other institutional courses. If applicable credit is in question, the institution will recommend adjustments to ensure such courses are granted credit.

d. Provide grade reports and transcripts of SROTC students to the Army SROTC

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for **(EU Institution Name)**

program, as required, to monitor student academic performance per Army Regulation 145-1. Information will be handled in accordance with Family Educational Rights and Privacy Act, 20 U.S.C. § 1232g; 34 CFR Part 99. Information will only be used to perform obligations under this agreement and for no other purpose. Department of the Army further agrees that it will not disclose such information to any third party without the prior written consent of the student to whom such information relates.

e. Recognize \_\_ARNG instructors providing military science instruction as adjunct faculty and afford rights and privileges in accordance with college policies.

f. Arrange scheduling of classes within the military curriculum in accordance with school policy for courses at the same educational level.

g. Provide at no cost to the government the necessary and adequate classrooms, administrative offices and equipment, areas for computers and printing equipment with secure storage space, access to gymnasium and fitness facilities, physical training field, storage area and other required facilities.

h. Provide janitorial and grounds upkeep, parking space for government and staff vehicles, and other required support in the same manner and measure that is provided to the other departments of the school.

i. Provide printing and publication support, information technology equipment support and information assurance support services that ensures protection of the data and systems. To provide unrestricted access to government networks or systems in support of the (*Institution Name*) SROTC mission.

j. Provide without expense to the U.S. Army, adequate storage facilities for all U.S. property provided for the Army SROTC program (\_\_ARNG). It is agreed that such facilities will be separate and apart from those occupied by any other department of the school or government agency and satisfy Army security requirements per AR 190-51.

k. Take reasonable measures, to include withholding transcripts, grades, and/or certificates of graduation when requested by the Professor of Military Science (PMS), to recover government property that is improperly in the hands of students or former students.

5. The (*State*) Army National Guard agree as follows:

a. Provide two (2) Title 32 fulltime Military Technician (MILTECH) or Active Guard Reserve (AGR) authorization as an Assistant Professor of Military Science (APMS) and Military Science instructor (MSI).

b. The Title 32 MILTECH or AGR must be a commissioned officer that has completed a Captain level key development assignment. The T32 MILTECH or AGR MSI must be

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for **(EU Institution Name)**

in the grade of SSG/E6 or higher.

c. T32 MILTECH or AGR are assigned to the State's Recruiting and Retention Battalion (RRB) with duty at *(Institution Name)* in support of Xxx ROTC Brigade and (State) ARNG officer accession and development objectives.

d. Vacant positions will be filled within 60 days with another qualified MILTECH or T32 AGR.

e. Properly vet instructors in accordance with ALARACT 188/2014 and HQDA EXORD 193-14 Screening of Sexual Harassment / Assault Response and Prevention Program Personnel and Others in Identified Positions of Significant Trust and follow Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training).

f. Provide administrative support to \_\_\_ARNG personnel assigned to SROTC and working at *(Institution Name)*.

g. Keep the APMS and MSI assignments at their respective positions for a minimum of two years.

h. Send instructors assigned to *(Institution Name)* to USACC HQ at Fort Knox, KY to attend required SROTC instructor certification courses. TDY expenses are the responsibility of USACC.

i. Send one instructor to participate in Cadet Summer Training (CST) at Fort Knox, KY. TDY expenses are the responsibility of USACC.

j. The \_\_\_ARNG Assistant Professor of Military Science will be rated by the PMS and senior rated by the Director of the joint staff \_\_\_ARNG. The MSI will be rated by the \_\_\_ARNG APMS and senior rated by the PMS.

k. The \_\_\_ARNG APMS and MSI instructors will serve as the Primary Instructors for the MS I, II and III classes at *(Institution Name)*.

(1) Assist the Professor of Military Science and Senior Military Science Instructor in preparation and execution of Military Science Labs.

(2) Conduct Physical Training three times per week and Remedial Physical Training two time per week with *(Institution Name)* Cadets.

(3) Maintain on-site campus office hours that support both the professional and academic development of the SROTC Cadets.

(4) Attend Cadet competitions, extracurricular activities, and training events that

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for **(EU Institution Name)**

(Institution Name) Cadets participate in.

(5) Participate in Recruiting Events where (Institution Name) is in attendance. Conduct recruiting activities on behalf of both Army ROTC and the \_\_ARNG.

(6) Assist with administrative actions for all students and contracted Cadets. The procedures for administration of records, reporting and training are the same for (Host Program Institution Name) Army SROTC students as it is for (Institution Name) Army SROTC students.

6. It is mutually understood and agreed as follow:

a. SROTC instruction on (Institution Name) does not imply or guarantee status change from extension unit to host unit by the United States Army Cadet Command.

b. No SROTC relationship is established or maintained at a school that unlawfully discriminates with respect to admission or subsequent treatment of students in a manner prohibited under applicable state and/or federal law, and applicable federal regulations and other policies.

c. (Institution Name) will comply with applicable federal or state law and Department of Defense (DoD) policy prohibiting discrimination based upon race, color religion, sex (including gender identity), sexual orientation and/or national origin.

d. No SROTC relationship is established or maintained at a school that unlawfully discriminates in a manner prohibited under applicable federal and state laws and DoD policy with respect to assignment of Military Service members and federal employee civilian staff; this prohibition applies to any requirements regarding the status, privileges or benefits accorded to such persons under law, DoD policy, state, or school policy.

e. This agreement is effective upon official signature of the authorized representative for the Extension Unit institution (Institution Name), (State) Adjutant General, and the USACC Commander.

f. This agreement shall be effective until one of the parties withdraws with one academic year notice to respective parties.

g. Each year the host unit PMS will assess if there are adequate enrollments at the appropriate military science level to sustain the Extension Unit relationship.

h. The \_\_ARNG extension unit must achieve a production level appropriate for its instructor manning level for two instructors set at 3 to 6 officer accessions annually over a 5-year average.

i. This agreement will be terminated, and the Army SROTC relationship ends with

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for **(EU Institution Name)**

(Institution Name) if the \_\_ARNG withdraws fulltime instructor support, has a gap in fulltime support that exceeds 60 days within an academic semester or 120 days within a 12-month period. (Institution Name) will receive a one (1) academic year notice in writing of such termination. Contracted Cadets at (Institution Name) will complete their military science and academic requirements towards a commission prior to the relationship termination.

\_\_\_\_\_  
XXX XXXX, Ph.D.                      Date  
President  
(Institution Name)

\_\_\_\_\_  
(CG Name)                                      Date  
Major General, USA  
Commanding

\_\_\_\_\_  
XXX XXX                                      Date  
Major General, \_\_ARNG  
The Adjutant General



Office Symbol (570-4i2)

Date

SUBJECT: Request an Exception to Policy to Establish **(insert University name)** as a **(insert Cross-town Institution or EU Institution name)** to **(insert Host University name)** SROTC Program

**A-8. PMS/Brigade Analysis and Request Memo for Request an Exception to Policy to Establish or Re-activate Cross-town in CCIMM**

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Date

MEMORANDUM FOR COMMANDER, US Army Cadet Command, ATTN: USACC G5 ATCC-SI, Building 1002, 204 1<sup>st</sup> Cavalry Regiment Road, Fort Knox, KY 40121-5123

SUBJECT: Request an Exception to Policy to Establish **(insert University name)** as a **(insert Cross-town Institution or EU Institution name)** to **(insert Host University name)** SROTC Program

1. PMS's recommendation / request.

2. **SITUATION. [Completed by the requesting organization]** Describe the reason and rationale why a new/changed relationship with USACC and the Host program is required.

3. **BACKGROUND or FACTS. [Completed by the requesting organization/Brigade staff can support PMS/Program data requests]**

a. **INSERT (or add as an enclosure)** engagements and discussions with the school administration and their level of commitment and support.

1) Describe any previous relationship between the new school and SROTC (Army or other Service).

2) Describe significant changes in the new school (i.e. community college became a 4-year school, mergers, etc.)

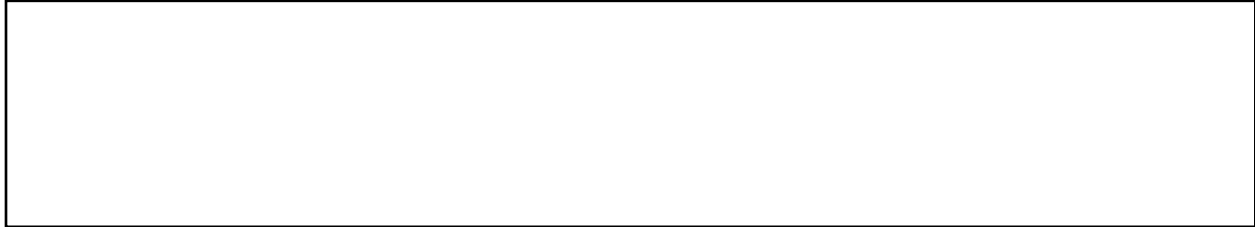
3) According to (list accreditation body), new school is accredited.

b. **INSERT (or add as an enclosure)** relevant school information (use school data or open source information from Department of Education or other commercially available information sources, cite all sources): Enrolled fulltime students, fr-so retention rate, 4-yr and 6-yr graduation rate, number and percent of fulltime students Male/Female, number and percent of fulltime students by ethnicity/race, college ranking (if known), any other relevant/supporting information.

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for **(EU Institution Name)**

c. **INSERT (or add as an enclosure)** a map showing the new unit location in relationship to the Host and other EUs and/or Xts aligned with the Host unit/program.



d. INSERT (if the school had a previous USACC SROTC relationship) historical SROTC enrollment, contracts and commissions (CCIMM data) by mission set or academic year.

e. INSERT the Host program's 5-year enrollment and commission data by Host, EU and Xt locations. Also include current enrollment, contract and projected commission data from CCIMM.

f. INSERT the Host program's Annual Program Review results (viable / non-viable) for the last 5 years.

g. INSERT the Host program's REDCAT and gender data for last 5-years and for current enrolled/contracted MS cohorts.

h. INSERT the most recently approved TDA (e.g. 0223), include EU PARA/LN if applicable.

Position	Grade	Auth	Location	Fill (Rank LN)
PMS	O5			
APMS	O3		(If not at Host)	
SR MSI	E8		(If not at Host)	
MSI	E7		(If not at Host)	
MSI	E6		(If not at Host)	
ROO	GS11			
HRA	GS07			
SUPPLY TECH	GS07			

4. INSERT why this ETP/new unit supports the program's viability, USACC and Army outcomes (DA Program Viability Criteria, USACC OPLAN, DA G1 Mission guidance / increase or decrease, DA policy accessions guidance for COMPO 1, 2 or 3 and diversity).

a. INSERT Supporting information/justification.

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC  
Extension Unit for (***EU Institution Name***)

b.INSERT the program/brigade concept of operation/support to the new relationship  
and future Cadets.

5. POC information.

FIRST M. LAST  
RANK, XX  
Title



## DEPARTMENT OF THE ARMY

Brigade Headquarters LINE 1

Brigade Headquarters LINE 2

Brigade Headquarters LINE 3

### A-9. Brigade Commander Endorsement Memorandum for Request to Establish a New Xt or Re-activate a Xt in CCIMM

Office Symbol (570-4i2)

Date

MEMORANDUM FOR COMMANDER, US Army Cadet Command, ATTN: USACC G5 ATCC-SI, Building 1002, 204 1<sup>st</sup> Cavalry Regiment Road, Fort Knox, KY 40121-5123

SUBJECT: Request an Exception to Policy to Establish **(insert University name)** as a **(insert Xt Institution or EU Institution name)** to **(insert Host University name)** SROTC Program

1. Provide Brigade Commander's recommendation or endorsement to the program's request.
2. Supporting information/justification.
3. Supporting information/justification.
4. POC information.

FIRST M. LAST  
COL, XX  
Commanding

## **GLOSSARY**

### **Section I – Acronyms and Abbreviations**

ACFT	Army Combat Fitness Test
ACTO	Action Officer
ADM	Academic Discipline Mix
ADO	Active-Duty Option (for G2G candidates)
AESIP	Army Enterprise System Integration Program
AIM (AIMS)	Assignment Interactive Module
AMO	Acquisition Management Organization
APA	Annual Program Assessment
APMS	Assistant Professor of Military Science
AR	Army Regulation
ARNG	Army National Guard
ASA(M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs
BA	Bachelor of Arts
BDE	Brigade
BS	Bachelor of Science
CCIMM	Cadet Command Information Management Module
CG	Commanding General
COER	Cadet Officer Efficiency Report
CMP	Change Management Plan
CST	Cadet Summer Training
DA	Department of the Army
DCS	Deputy Chief of Staff
DoD	Department of Defense

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for (***EU Institution Name***)

DoDAAC	Department of Defense Activity Address Code
DoDI	Department of Defense Instruction
DRRS-A	Defense Readiness Reporting System-Army
DTMS	Digital Training Management System
DUIC	Derivative Unit Identification Code
EDATE	Effective Date
ETP	Exception to Policy
EU	Extension Unit
FICE	Federal Interagency Committee on Education
FTE	Full Time Equivalent
FTUGDS	Full-Time Under-Graduate Degree Seeking
G2G	Green to Gold
GFE	Government Furnished Equipment
GPA	Grade Point Average
GPC	Government Purchase Card
GSA	U.S. General Services Administration
HQs	Headquarters
HQDA	Headquarters, Department of the Army
HRA	Human Resource Assistant
HSDG+	High School Diploma, College Enrolled, Associates Degree, College Graduate 17-24 year old population (source: Woods and Poole analytics)
IPEDs	Integrated Postsecondary Education Data System
KMO	Knowledge Management Officer
LMS	Learning Management System

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for (***EU Institution Name***)

MER	Mission Essential Requirements
MOA	Memorandum of Agreement
MSI	Military Science Instructor
NCES	National Center for Education Statistics
OSJA	Office of the Staff Judge Advocate
PAO	Public Affairs Officer
PBID	Property Book Identification Code
PBO	Property Book Officer
PMS	Professor of Military Science
POM	Program Objective Memorandum
PSD	Provisional Status Decision
PUMOA	Provisional Unit Memorandum of Agreement
REPRATE	Representation Rate
RMID	Recruiting, Marketing and Incentives Directorate
ROO	Recruiting Operations Officer
SECARMY	Secretary of the Army
SAMAS	Structure and Manpower Allocation System
SGLI	Servicemembers' Group Life Insurance
SJA	Staff Judge Advocate
SMSI	Senior Military Science Instructor
SROTC	Senior Reserve Officers' Training Corps
STEM	Science, Technology, Engineering and Mathematics
TAG	The Adjutant General
TDA	Table of Distribution and Allowances

ATCC-SI (570-4i2)

SUBJECT: Memorandum of Agreement for a Provisional Army National Guard SROTC Extension Unit for (***EU Institution Name***)

TRADOC	United States Army Training and Doctrine Command
USACC	United States Army Cadet Command
USAR	United States Army Reserve
USD(P&R)	Office of The Under Secretary of Defense (Personnel and Readiness)
USC	United States Code
Xt	Cross-town Relationship

## Section II – Terms

Conditional	The term <i>conditional</i> applies only to Xt relationships as identified in Chapter 2-2.e.(1). The Conditional Agreement is a management tool that allows the command to evaluate Xt relationships in a manner that ensures they are supportable, sustainable and achieve the purpose of the relationship over time. The Command uses the process outlined in Chapter 5 to assess requests to establish new or re-activate former Xt relationships. The Command uses the criteria explained in Chapter 10-4 to conduct an annual assessment of all relationships to determine if existing Xt relationships continue to meet the conditions required to maintain the relationship.
Provisional	This term <i>provisional</i> applies only to Host units and EUs as identified in Chapter 2-2.d. The Provisional Agreement is a management tool that allows the command to evaluate units in a manner that ensures they are supportable, sustainable and achieve their purpose over time. The Command uses the processes explained in Chapters 4, 6, 7, 8, 9 and 10 to manage units.