

United States Army Cadet Command



Operational Plan 2030

One ROTC



2023



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND
204 1ST CAVALRY REGIMENT ROAD
FORT KNOX, KENTUCKY 40121-5123

ATCC-SI

MEMORANDUM FOR

MAR 2 4 2023

Commanders, All Units Reporting Directly to this Headquarters
Deputy Chiefs of General Staff and Chiefs of Special Staff Offices, HQ USACC

SUBJECT: USACC Operational Plan 2030

1. USACC Operational Plan (OPLAN) 2030 is a comprehensive document that operationalizes my vision to create a "people first, Cadet centric" culture. My vision also consist of military and civilian Cadre of engaged leaders, who are focused on building cohesive teams and producing lieutenants of character that are representative of our country and possess the knowledge, skills, and behaviors to successfully lead their first formations. For JROTC, my vision includes a nationwide representative junior leader program that develops citizens with the skills and desires to be of service to the United States.
2. USACC OPLAN 2030 is nested with the Army People Strategy and the TRADOC Campaign Plan. The plan articulates the command's goals and objectives to accomplish our mission to build the next generation of leaders for the Army of 2030 and better citizens for our Nation.
3. Review OPLAN 2030. As I visit with your formations and staff elements, be prepared to tell me how you are supporting our efforts to better the command. With your help, we will lead this great organization into the future together. I cannot do it without you. Thank you for your ongoing commitment to **Leadership Excellence!**
4. Point of contact for this action is the ACoS G5, USACC, COL Mike Zernickow, (502) 624-1861, Michael.t.zernickow.mil@mail.mil.

ANTONIO V. MUNERA
Major General, USA
Commanding

Encl
Operational Plan 2030 w/Annexes

LEADERSHIP EXCELLENCE!

SITUATION

“America’s Army is fit, trained and ready when called upon to fight and win the nation’s wars. We are transforming for the future, something we have to do given the dangerous security environment we face each day.”

(Secretary of the Army, Christine Wormuth, Army Posture Statement)

Our Nation continues to face an unprecedented threat to the All-Volunteer Force. Operational Plan 2030 (OP2030) frames the major actions the Command will undertake within our capabilities to prepare USACC for the 2030 environment. The Command will focus on transforming how we are organized and operate within the future social, academic and Army domains. The Command will adapt, update and field the systems, processes and policies that will enable it to meet the Army’s demographic and talent requirements of the Total Army Officer Corps. Changing demographics, shifting populations, emergent technologies, fiscal and economic factors driving employment and evolving social norms and culture will shape the high school and college market of which USACC will compete. To drive change the Command will focus on five areas to transform: increase Cadet and commissioning diversity, improve retention/decrease attrition, expand high school and college access with new programs, improve military and civilian cadre/staff proficiency in core tasks and responsibilities, modernize SROTC and JROTC Cadet administrative and logistical support across an integrated Army information and support system. The ability to adapt, test and establish new and unique ways to demonstrate the value of an Army Officer career and service to the nation will determine the Command’s success in 2030.

MISSION

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

VISION

A “people first, Cadet centric” culture consisting of a Cadre of engaged military and civilian leaders, who are focused on building cohesive teams and producing lieutenants of character that are representative of our country and possess the knowledge, skills and behaviors to successfully lead their first formations; and a representative junior leader program that develops citizens with the skills and desires to be of service to the United States.

END STATE

By 2030, the Command will achieve the following:

- SROTC and JROTC programs have expanded into underrepresented areas of the Nation.
- The Army Officer Corps reflects the Nation it serves.
- ROTC continues to produce leaders of character with the required knowledge, skills and behaviors to support the Army of 2030.
- JROTC oversight and instructor education with our High School partners is strengthened.
- A “One ROTC” culture is cemented throughout the Command.
- Cadet training and curriculum continuously improves to meet challenges in the current environment and into the future.
- Improved quality of life for the workforce and Cadets is achieved.
- Cadre (military and civilian) professional development is enhanced and contributing toward the Army of 2030 readiness.
- Excellence in logistic capacity, capabilities, and the command supply discipline program is achieved.
- Army information and support systems are modernized and Integrated.



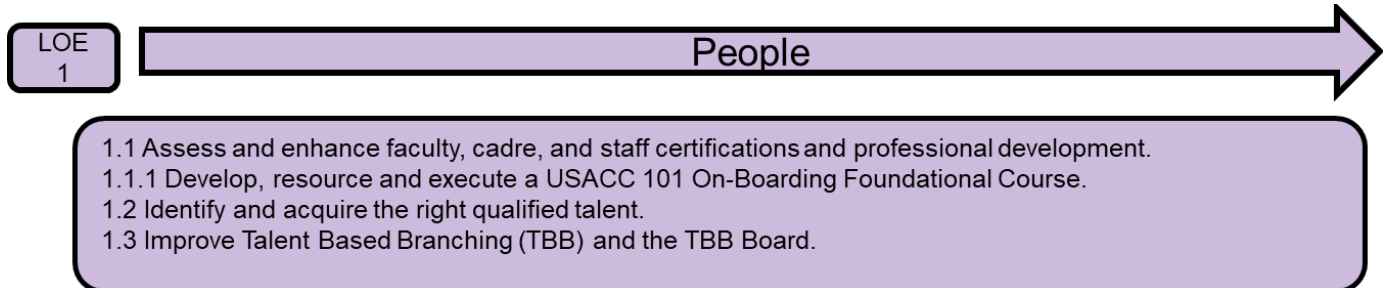
EXECUTION

2023 Commanding General Priorities:

1. People
 - a. Focus on fundamentals – ensure Cadets and Cadre are proficient in small unit leadership and building cohesive teams.
 - b. Improve quality of life.
 - c. Foster a “One ROTC” culture – create strong SROTC/JROTC relationships.
 - d. Strengthen JROTC oversight and instructor education with our high school partners.
 - e. Develop professional and competent military and civilian workforce.
 - f. Dominate talent acquisition efforts to bring the right military and civilian talent onto the USACC team.
2. Mission
 - a. Achieve the mission – ensure each program achieves contract/commissioning requirements while enhancing processes to improve retention of quality Cadets.
 - b. Increase representation in marketing, recruiting and branching.
 - c. Cultivate Centers of Influence both on-campus and within the local community.
 - d. Focus local marketing and recruiting efforts on high-payoff engagements to improve Return on Investment.
 - e. Partner with USAREC to help find high-quality talent for our Army.
 - f. Enforce property accountability and command supply discipline.
3. Modernization
 - a. Reset the USACC footprint to increase access to under-represented and growth markets. (SROTC and JROTC) Expand JROTC programs to funded levels.
 - b. Revise SROTC curriculum & leader development training to maximize Cadet leadership “sets and reps.”
 - c. Adapt to changes in the college environment.



Concept of the Operation. USACC OP 2030 uses three Lines of Effort (LoE). The People, Mission and Modernization LoEs provide organization and integration of the Command’s efforts to focus resources on achievement of end states.



People are the most valuable component of the Army, it is essential that the Command focus on the fundamentals of leadership. We will focus on tasks that transform how we meet these key outcomes.

- Build Cohesive Teams. USACC must ensure our Cadets and our military and civilian cadre are proficient in small unit leadership and building cohesive teams.
- Improve quality of life. Seek opportunities and solutions to improve quality of life for the workforce and Cadets.
- Foster a “One ROTC” culture. The goal is to create strong SROTC and JROTC relationships, and an organizational culture that finds opportunities to strengthen these bonds and relationships. USACC develops future leaders for both our Army and our Nation through the SROTC and JROTC programs.



- Create opportunities to introduce JROTC Cadets to potential military, national and public service opportunities. The Command will strengthen JROTC oversight and instructor education with our High School partners. Brigades will contact school administration partners to review the new JROTC High School Administrator Guide and assess the overall status of our JROTC units. Ensure JROTC instructors understand their roles and responsibilities to safeguard Cadets and complete required training/continuing education requirements.
- Develop professional and competent military and civilian workforce. USACC will continue to invest in our #1 resource – our people. Everyone will maximize attendance at our School of Cadet Command and Junior School of Cadet Command courses. Review and improve our organizational onboarding processes to rapidly integrate new personnel onto the USACC team. (See Annex C.)

LOE
2

Mission

- 2.1 Annually Achieve Army Commission/Accessions Mission.
- 2.2 Assess Cadet Summer Training quality and determine resource requirements to sustain excellence in the future.
 - 2.2.1 Improve CST facilities: Installation ranges, billeting, dining facilities, and administrative buildings.
- 2.3 Pilot new organizational and operational approaches for Marketing, Recruiting and Retention.
- 2.4 Increase diversity efforts in recruiting, marketing, and incentives.
- 2.5 Expand options to offer multiple incentives.

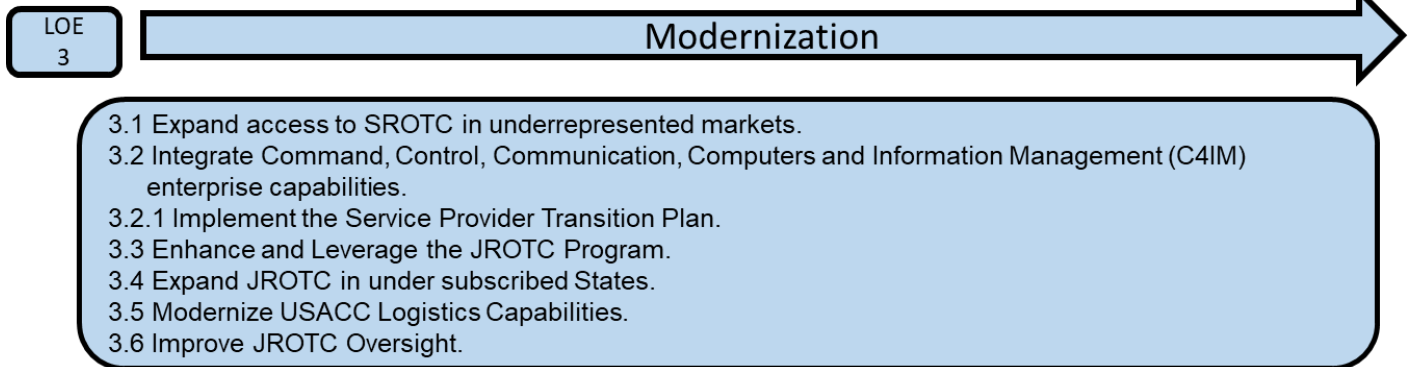
The Command’s #1 Priority is achieving its assigned mission. As the Command builds and shapes the Cadet cohorts through 2030, the key to success is each program achieving its assigned contract/commissioning requirements, while enhancing processes to improve retention of qualified quality Cadets. To increase representation, improve retention/decrease attrition and expand access for SROTC/JROTC in underrepresented focus markets by 2030 the Command will emphasis measurable improvement in these crucial areas and tasks.

- Increase representation in marketing, recruiting and branching. The Army’s Officer Corps should reflect the Nation it serves.
- Communicate the Army and SROTC Story. The Command’s expectations are to cultivate Centers of Influence both on-campus and within the local community. USACC is uniquely positioned to bridge the gaps between secondary education, higher education, the Army and our local communities.
- Create unity of effort. Cultivate and strengthen relationships with Civilian Aides to the Secretary of the Army (CASA), Army Reserve Ambassadors (ARA), Army Accessions Enterprise partners and local community leaders to enhance our JROTC and SROTC programs.
- Focus local marketing and recruiting efforts on high payoff engagements to improve Return on Investment (ROI). We must drive the Army’s Officer recruiting effort while increasing our reach into growth and under-represented markets. Leverage Enterprise Marketing Management (EMM) and Recruiting Operations Officer (ROO) Zone to ensure that our efforts are captured and qualified leads are actioned by their ROTC program of choice in the systems of record.
- Partner with USAREC. We must continually find ways to help find high-quality talent for our Army. We are currently in the most challenging recruiting environment in the history of the All-Volunteer Force. Promote the new Army Referral Program to our Cadets and military workforce. Engage college



and university partners to obtain student recruiting information releasable to the military services and identify alumni placement office points of contact for our USAREC partners. Collaborate with USAREC on local recruiting efforts.

- Enforce property accountability and command supply discipline. USACC must continue to be good stewards of government resources. Place special emphasis on improving property accountability at our JROTC programs. Leverage OCIE Direct Ordering/ Installation Support Module to ensure all SROTC contracted Cadets have modernized OCIE. (See Annex D.)



The USACC 2030 Strategic Reset of the Senior and Junior ROTC programs, support systems and policies are the foundation necessary to expand access to representative high school and college students. It is imperative that the command continues to adapt to the changes in the college environment in support of USACC's transformation to reset the footprint to increase access to under-represented and growth markets. The Command will assess the current JROTC and SROTC footprint to identify opportunities to increase access and presence.

- JROTC. USACC will grow the Junior ROTC program in under-represented states to 1,734 programs by the end of FY24. If resourced, the Command will expand access with new programs in underrepresented states. Oversight, training, equipment and policies will underpin future expansion or reinvestment of JROTC resources.
- SROTC. The Command will identify opportunities to reset our SROTC footprint to expand access and presence in key markets in the Southwest and Florida from now through 2030. New hosts and extension units are established with resources realized through merging host units, reclassifying extension units or inactivating crosstown relationships to create stable and sustainable programs.
- Adaptive Learning Model and Systems. USACC will revise the SROTC curriculum and leader development training to maximize Cadet leadership "sets and reps." The Command will create opportunities to standardize our training and create Task Force FTX across brigade footprints to prepare our Cadets for the rigors of Cadet Summer Training and their first units of assignment.
- Modernize and Integrate Army Information and Support systems. In support of our expansion efforts conditions will be established to increase C4IM and logistics capabilities. (See Annex E.)

Conclusion. The planning and implementation of USACC OP2030 will build a shared understanding of the way ahead for USACC headquarters directorates, brigades and programs. It will prioritize and synchronize innovations to achieve USACC 2030 objectives and ensure a unified effort to build and sustain a one ROTC culture that is Cadet centric. USACC cadre, staff and faculty will be better prepared to educate and train Cadets to become adaptive leaders of character for a lifetime of service for the Nation.

Annex A - References

Annex B - Operational Environment

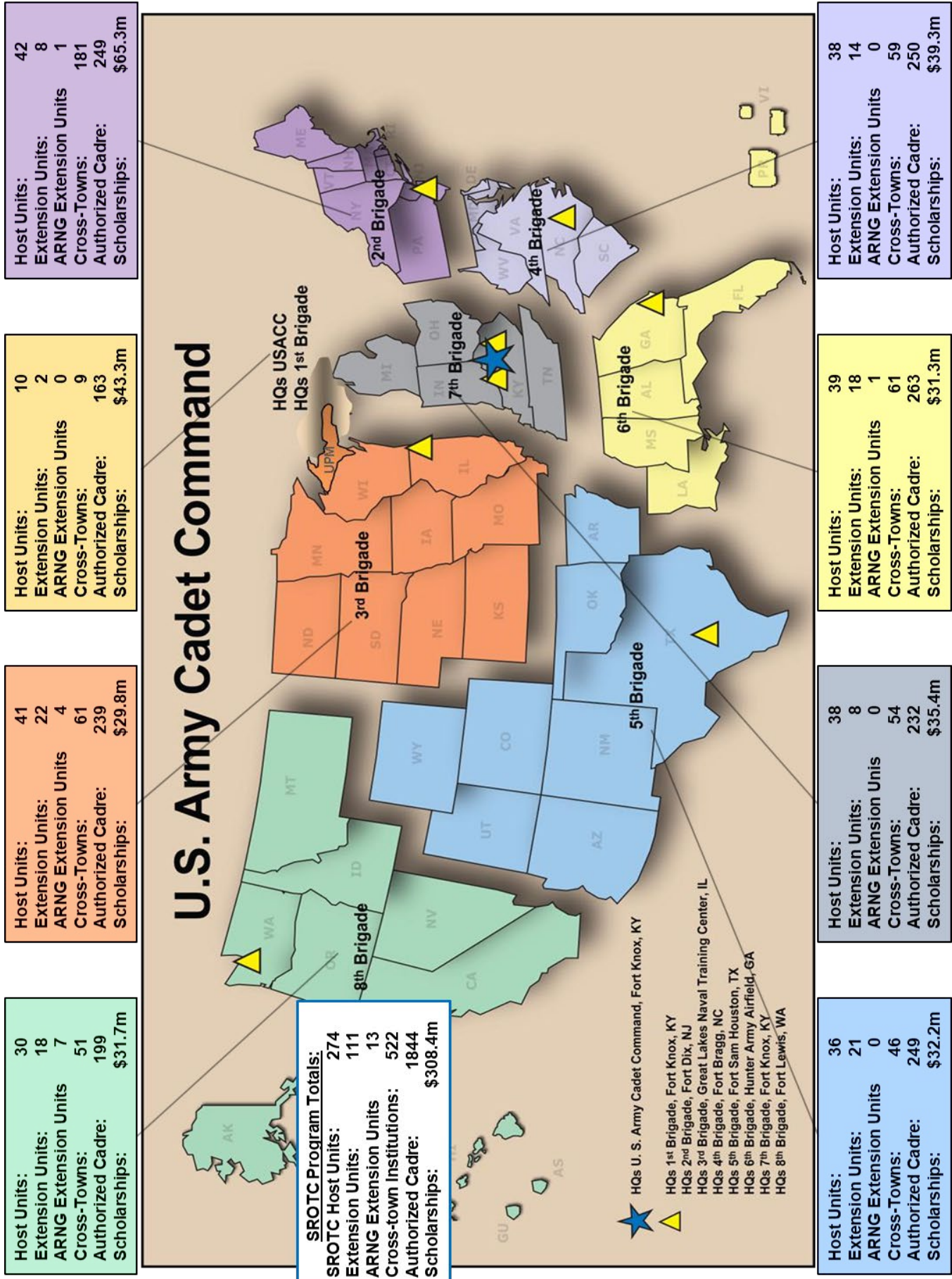
Annex C - LOE 1, People

Annex D - LOE 2, Mission

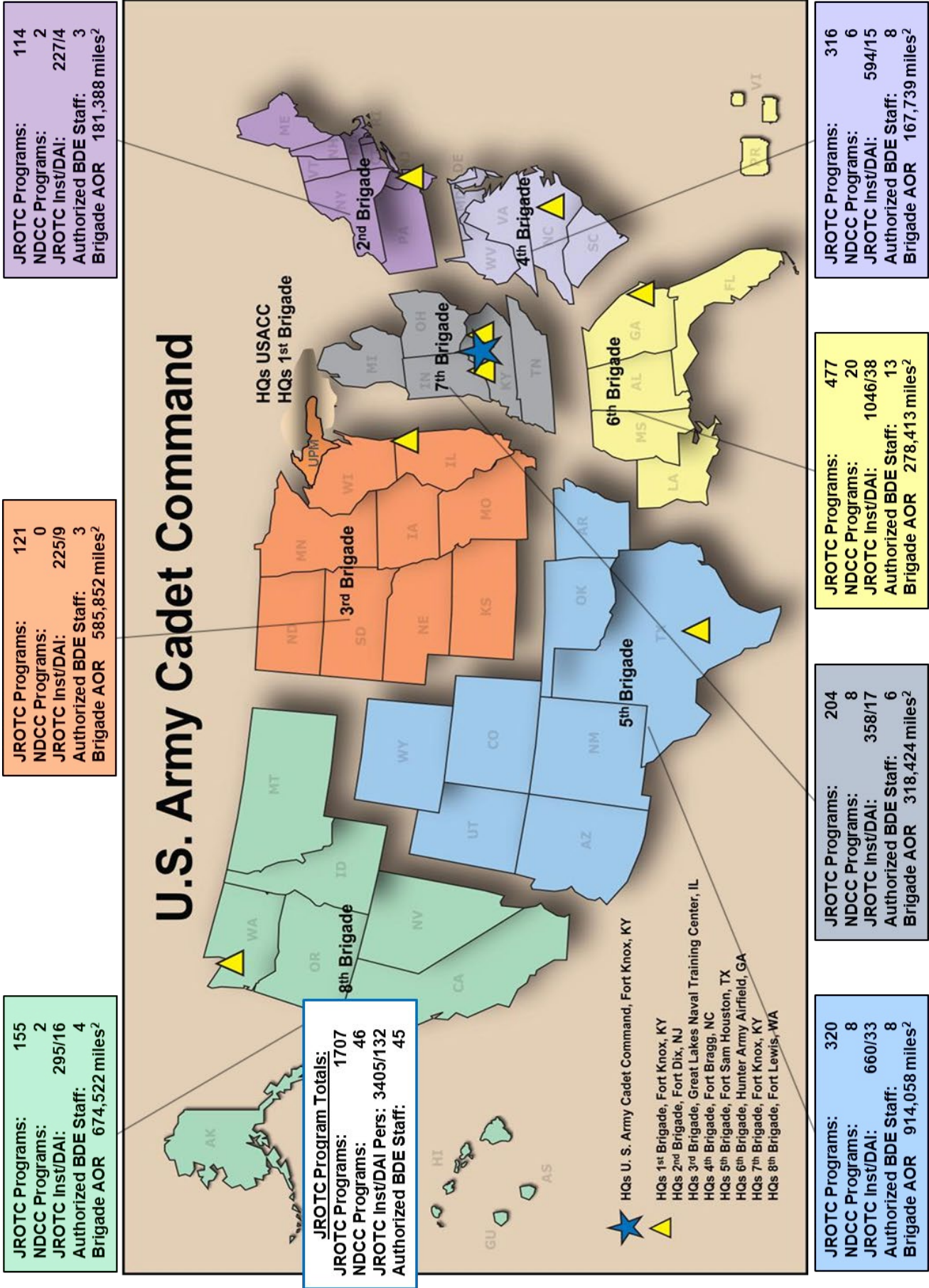
Annex E - LOE 3, Modernization

Annex F - Abbreviation

USACC SROTC Organization



USACC JROTC Organization



Programs as of: 24 Oct 22 # Authorized JROTC Brigade Staff (DAC): 0124 TDA # JROTC Instructors / DAI (School Employees) as of 22 Nov 22

USACC Operational Plan 2030

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VISION

A “people first, Cadet centric” culture consisting of a Cadre of engaged military and civilian leaders, who are focused on building cohesive teams and producing lieutenants of character that are representative of our country and possess the knowledge, skills and behaviors to successfully lead their first formations; and a representative junior leader program that develops citizens with the skills and desires to be of service to the United States.

Commanding General Priorities:

- 1. People**
 - Focus on fundamentals
 - Improve quality of life
 - One ROTC culture
 - DEV Professional workforce
 - Dominate talent acquisition
- 2. Mission**
 - Achieve missions
 - Increase representation
 - Cultivate centers of influence
 - Focus on local markets
 - Partner with USAREC
 - Enforce property accountability
- 3. Modernization**
 - Reset USACC footprint
 - Revise SROTC curriculum

People

- 1.1 Assess and enhance faculty, cadre, and staff certifications and professional development.
 - 1.1.1 Develop, resource and execute a USACC 101 On-Boarding Foundational Course
 - 1.2 Identify and acquire the right qualified talent
 - 1.3 Improve Talent Based Branching (TBB) and the TBB Board.

Mission

- 2.1 Annually Achieve Army Commission/Accessions Mission.
- 2.2 Assess Cadet Summer Training quality and determine resource requirements to sustain excellence in the future.
 - 2.2.1 Improve CST facilities: Installation ranges, billeting, dining facilities, and administrative buildings.
 - 2.3 Pilot new organizational and operational approaches for Marketing, Recruiting and Retention.
 - 2.4 Increase diversity efforts in recruiting, marketing, and incentives.
 - 2.5 Expand options to offer multiple incentives.

Modernization

- 3.1 Expand access to SROTC in underrepresented markets.
- 3.2 Integrate Command, Control, Communication, Computers and Information Management (C4IM) enterprise capabilities.
- 3.2.1 Implement the Service Provider Transition Plan.
- 3.3 Enhance and Leverage the JROTC Program.
- 3.4 Expand JROTC in under subscribed States.
- 3.5 Modernize USACC Logistics Capabilities.
- 3.6 Improve JROTC Oversight.

- Strategic Themes
1. Make 2nd Lieutenants
 2. Produce better Cadre
 3. Make better citizens

END STATE

USACC is geographically positioned and resourced to commission second lieutenants that are representative of our Nation who demonstrate the potential to be agile, adaptive and innovative tactical leaders capable of succeeding in complex situations. USACC produces professional military and civilian leaders who are sought after by the operational force and enhance the readiness of the total Army. USACC SROTC and JROTC programs are poised to expand their footprints into underrepresented market areas to produce second lieutenants of character who master the fundamentals of small unit leadership and cohesive team building and exceptional citizens of character dedicated to a lifetime of service to the Nation.

ANNEX A (References) to USACC Operational Plan 2030

- a. HQDA, Army Vision 2028.
- b. Army Strategic Plan 2018.
- c. The Army People Strategy October 2019.
- d. Army Regulation 145-1, Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training, 22 July 1996 (RAR 6 September 2011).
- e. Army Directive 2015-15 – Professional Development Training for Senior Reserve Officers' Training Corps Cadets, 18 March 2015.
- f. TRADOC Campaign Plan 4.0 OPORD 22-009, 05 August 2022.
- g. TRADOC Commanding General's 90 Day Assessment 05 November 2022.
- h. TRADOC, U.S. Army FY23-27 Accessions Campaign Plan, 31 August 2022.
- i. USACC Regulation 145-3-1, Reserve Officers' Training Corps Pre-Commissioning Training and Leadership Development, Off Campus Training, 18 June 2019.
- j. USACC OPORD 21-04-005, Annual Training Guidance Academic Year (AY) 23-24.
- k. USACC Commanding General Priorities, 07 February 2023.

Annex B. USACC Operational Environment to USACC Operational Plan 2030

I. Current State – General Situation

USACC is a 2-Star Command Headquarters located at Fort Knox, Kentucky. It consists of eight subordinate brigade headquarters, 274 host SROTC units, 111 extension units and 535 crosstown universities and over 1,700 authorized JROTC high schools in 50 states and five territories, plus Department of Defense Education Activity (DoDEA) high schools in Germany, Italy, South Korea and Japan. The 1st Brigade oversees SROTC programs in the Senior Military Colleges (SMC) and Junior Military Colleges (MJC). 2nd – 8th Brigades are geographically aligned with command over SROTC programs and oversight of JROTC units within their areas of operation. (See Figure 1.)

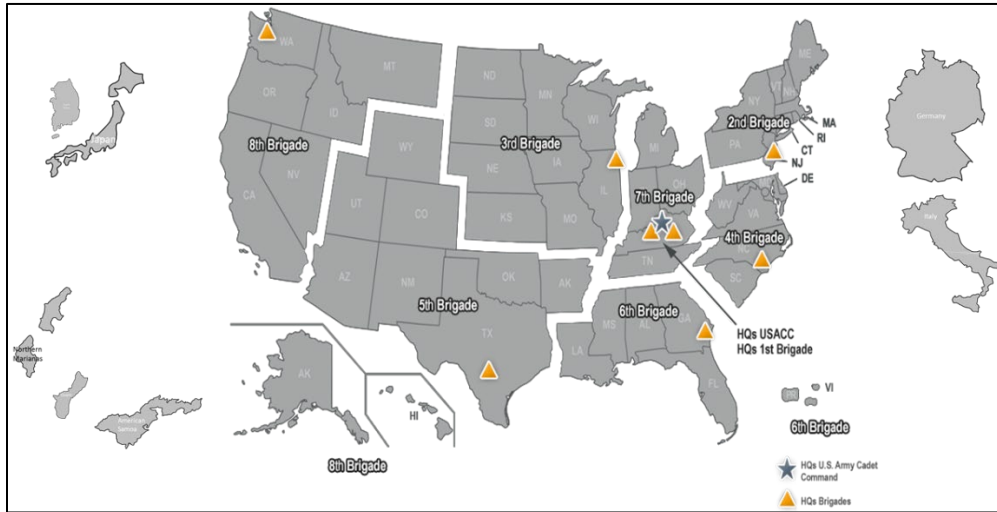


Figure 1. USACC Operational Footprint

USACC focuses on three major outcomes: create second lieutenants (2LTs) through SROTC; develop professional cadre for the Army; and build better citizens through the JROTC program. SROTC educates and trains Cadets through a rigorous Program of Instruction on university campuses and through off-campus training programs. USACC develops certified, professional cadre through its Cadre/Faculty/Staff Certification Program to train and develop 2LTs for the Total Army. JROTC partners with nationwide school districts and DoDEA secondary educational institutions to build better citizens.

SROTC is a four-year program that consists of progression Cadets (67%) and two/three-year lateral entry (LE) Cadets (33%). SROTC units operate on over 900 university campuses with three types of relationships: host units, extension units and cross-town relationships.

USACC manages a flexible scholarship and stipend program that shapes Cadet cohorts to meet the needs of the Army. USACC and the Army continues to seek innovative solutions to improve the National Officer Marketing Strategy to attract individuals to service as an Army officer. Recruiting pressure includes the rise of college tuition and fees, competition from business and government and a general trend in lower college enrollment. USACC's challenge is to expand access to acquire representative talent that better reflects the diversity of the nation in our officer corps.

SROTC leader development includes on-campus curriculum and training as well as Cadet Summer Training (CST) programs. The military science level (MSL) curriculum is a four-year progression model tied to the common core task list (BOLC-A) and the Army Leadership Requirements Model (ALRM). MSL I focuses on introducing the Cadet to the Army Profession as an

organization. MSL II focuses on introducing the Cadet to Army leadership and decision making within organizations. MSL III focuses on introducing the Cadet to how the Army manages individual and collective training within organizations and fulfills tactical leadership roles. MSL IV focuses on introducing the Cadet to complex problem solving as an Army officer leading a platoon.

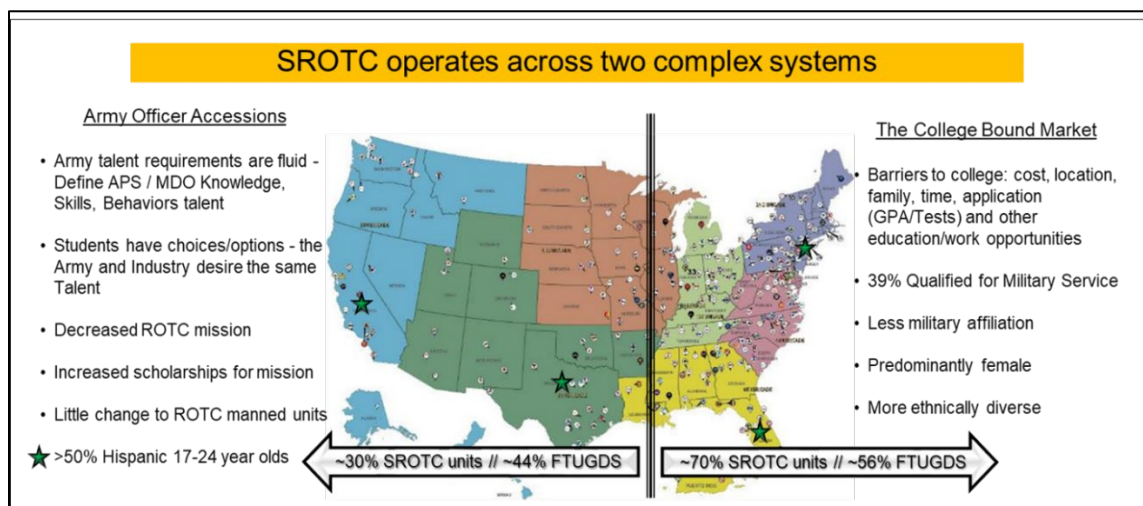
CST consists of the Advanced Camp, Basic Camp, and Cadet Professional Development Training (CPDT) which includes Cadet Troop Leader Training, Cadet Advanced Individual Training, Nurse Summer Training, and Internships. The Advanced Camp (AC) is a rigorous, outcome driven, and complex platoon-level problem solving event. Cadets are assessed in leadership attributes and competencies while demonstrating confidence in the skills and military operations essential at the tactical level. AC is a mandatory commissioning requirement. The Basic Camp (BC) is an outcome driven event to teach basic military skills – individual through squad level. BC qualifies Lateral Entry (LE) and MJC Cadets to enroll in the Advanced Course.

Cadre, Faculty, and Staff Leader Development courses fall under the supervision of the Commandant of the School of Cadet Command (SOCC). Current courses include the Common Faculty Development – Instructor Course (CFD-IC) for all incoming faculty (PMS, SMSI, APMS and MSI) and assigned adjunct faculty. The University Senior Leader Course (USLC) for all Brigade and SROTC Program leadership. The Master Educator Course (MEC) for select SROTC program instructors. CST cadre attend Observer Controller Trainer Academy and Leader Certification Program. The SOCC also hosts functional courses including Human Resource Assistant (HRA), Logistics Course (LOG), Brigade Recruiting Officer (BRO) and Recruiting Operations Officer’s (ROO) Course.

JROTC is authorized in U.S. Code Title 10, Section 2031 and DoDI 1205.13. The JROTC Directorate and seven geographic Brigades manage the JROTC program. The JROTC Curriculum focuses on citizenship, developing leadership, effective communication and positive self-motivation.

II. Current State – Operational Factors and Considerations

There are several environmental factors that impact USACC’s marketing, recruiting, education, training, and leader development for both SROTC and JROTC.



Key Environmental Variables

Demographic changes

- Smaller college aged population
- Shrinking eligibility/recruiting pool
- Shifting populations

Technology advancements

- Digital natives
- C4IM challenges

Change in the labor economy

- Motivation to serve
- Decline in institutional trust

Competition for college-age representative talent will increase based on several factors. The low birth rates between 2007-2021 combined with lower immigration will generate smaller populations of high school graduates and first-time college enrollments. Economic factors and pandemic related social and economic outcomes continue to shape demographic changes that impact the future college-age population. Competition is also shaped by continued high demand for emerging science/tech skillsets in industry and other government agencies. The Command will have to compete with private companies, higher education and local, state and federal government agencies to attract recruits. The challenge is further complicated by the shrinking eligibility of the recruiting pool. Over 60% of USACC's prime market have one or more disqualifiers and populations are shifting to areas where there are fewer Army recruiting capabilities and presence. Declining college-aged populations from the Northeast and Midwest to the South and Southwest where USACC has a smaller presence will create an imbalance of marketing and recruiting resources to eligible populations.

The current college-aged population, elementary and secondary aged population are referred to as the "Digital Natives." Overall American children today grow up in a world with ubiquitous internet, hyper-connectivity and the Internet of Things. USACC and the Army at large, must harness the abilities of these digital natives in order to maintain a technology advantage and a capable workforce. These generations are using technology at a younger age, becoming more familiar and accustomed to technological advancements. As we look toward the Army of 2030, generation Alpha (2010-2027) will be the Multi-domain Soldiers and Leaders of the future. These tech natives/tech-literate populations have an expectation to use tech in the workplace.

USACC faces a digital communication challenge. The headquarters and brigades operate primarily on .army domains and networks. As an academic department in their university, programs operate primarily on an .edu domain.¹ The mismatched domains inhibit the ability of USACC to effectively communicate with the programs or allow the programs to do their administrative tasks optimally. NLT FY26, programs will transition from accessing .army networks, through virtual private network, to NIPR to perform simple tasks such as updating Cadet Command Information Management Module (CCIMM). USACC is adopting more DoD enterprise applications and secure services that are accessible from .edu networks.²

Change in the U.S. economy often drives changes in the Command's marketing and recruiting efforts. A strong economy often runs counter to a successful marketing/recruiting mission. With workforce labor shortages, employers are competing for the people coming back into the workforce. There has been a continual degradation of the purchase power of USACC's scholarship and incentives due to inflation and budget constraints over time. These conditions will continue to influence the Command's ability to shape Cadet cohorts. Future economic forecasts assume a healthy economy, inflation within historical norms and an increased cost of college tuition and associated costs for a 4-year college degree. The cost increases can be an inhibitor to start or complete college. The Command can shape the projected increased scholarship commissioning cost through increased stipends or bonus options for contracting, retention or commissioning that meet the needs and the cost challenges of new or current college students.

¹ Programs rely heavily on their school provided IT infrastructure and administrators for support. This IT environment creates a significant cyber security challenge for the Command and the Army.

² The DoD Enterprise Initiative defines "computing infrastructures and common enterprise services that provide users with the ability to access and use information." (DoD IT Enterprise Roadmap, pg1) The Mobility Initiative enables secure and assured connection to the Enterprise Information Environment "using any authorized device, anytime, anywhere in the world." (USACC IT Roadmap, p8.) USACC should leverage these initiatives as they mature and are fielded.

Motivation to serve in the military is decreasing among our target market. The military currently makes up less than 1% of the adult U.S. population, with the proportion of youth with a parent who served near a historic low of 15%. Analysts argue that this isolation has created a ‘familiarity gap’ which undermines the U.S. civil-military relationship by creating an environment in which the public is detached from the services and does not understand what the military does. Young citizens specifically, show the lowest trust in the U.S. military and are less likely to define themselves as very patriotic. USACC’s target market of full-time undergraduate degree seeking students (17–24-year-olds) and their influencers are directly impacted by recent challenges in the Army. Only 17% of U.S. adults trust the federal government all/most of the time. U.S. adults have a decreased trust in the Military (56%) down from 70% in 2018.

Contributing factors that impact recruiting are disinformation, public scandals and unpopular policies have contributed to distrust in government institutions overall. More specifically, events like the misconduct at Fort Hood and other negative public events has led potential Cadets and their influencers to fear the possibility of being sexually assaulted or harassed and more generically a disconnect between the values of the youth and the perception of the Army’s values. Finding the right message and meeting the students and influencers where they are – on social media, school, community activities and key events can begin to shape awareness and perceptions. These require a coordinated, consistent and focused message on Army officer career opportunities as a viable path for students and families to follow.

III. USACC’s Focus Toward the Future

Within the USACC CG’s authority, the Command will continue to align SROTC and JROTC resources with the college-age population as it changes. The outcomes are sustainable SROTC and JROTC programs. Access to the representative student population that enables USACC to create better citizens and 2LT accessions for the Total Army. Provide the Nation representative talent that better reflects the U.S. college graduate population in terms of academic, geographic and demographic diversity, “essential for creative thinking and problem-solving approaches.”³

USACC must continue to develop 2LTs who are ready for the rigors of BOLC-B. Required 2LT knowledge, skills and abilities continue to evolve based on emerging doctrinal concepts. The future security environment will be increasingly uncertain and complex.⁴ Challenges to America’s influence and relationships will create increased global political and social instability over the next decade. Potential adversaries include near peer competitors, regional powers, terrorist groups and trans-regional criminal organizations. Kinetic engagements will include weapon systems with greater range, accuracy and lethality. Many will occur in urban areas amongst large populations with complete infrastructure and systems.

The future leaders USACC provides the Total Army will lead small units conducting semi-independent, dispersed, mutually supporting, cross-domain operations to defeat equally capable adversaries.⁵ Adversaries will employ hybrid or new generation strategies operating “often at a level below the threshold of warfare.”⁶

“It is a true total war battlespace that encompasses political, economic, informational, technological, and ecological instruments.”⁷ All groups will have nearly instantaneous access to

³ Army Strategic Plan Draft, Annex H-2

⁴ See Appendix 2 for more detail.

⁵ Multi-Domain Battle: The Evolution of Combined Arms for the 21st Century, p2

⁶ TRADOC G-2, The Operational Environment and the Changing Character of Future Warfare, arcic.army.mil, p10

⁷ Fedyk, Nicholas, Russian New Generation Warfare: Theory Practice and Lessons for U.S. Strategists, smallwarsjournal.com

current and historical information/data. Immediate knowledge by all actors “[will require] faster decisions and decision analysis to be made, [to] take advantage of narrower – in terms of time and space – opportunities” to maintain the initiative over opponents and third parties.⁸ To counter these threats, the U.S. will need to maintain global engagements and ultimately commit forces in multi-domain operations.⁹

Once committed, decisive action will require highly trained small units led by “smart, thoughtful, and innovative leaders ... who are comfortable with complexity.”¹⁰ To prepare future leaders for these challenges, SROTC curricula, training, development taxonomy and pedagogy must evolve to shape the Cadet experience to be successful in BOLC-B and their first unit of assignment.

The Army will define a standard for quality, character and other leader attributes and capabilities that USACC will incorporate into the marketing, recruiting and screening systems and processes. Additionally, the military science curricula and training will be updated and modified to best engender these attributes. An adaptive and professional cadre will lead and develop their Cadets to be the quality 2LTs that meet Army requirements by demonstrating attributes (character, presence, and intellect) and competencies (leads, develops, and achieves). Common core tasks (BOLC-A tasks) will remain focused on fundamental Soldier and leader skills. There will be a greater emphasis on communication skills, problem solving, critical thinking and rapid decision-making.¹¹

JROTC must modernize programs throughout the U.S. CONUS and OCONUS while expanding oversight, cyber and STEM programs. USACC maintains and enforces high-quality standards in the selection, oversight and certification of JROTC instructors. The JROTC School of Cadet Command (JSOCC) instructor and refresher courses remain programs of record. School districts recognize JROTC co-curricular activities and Cadets receive scholastic recognition for their participation. SROTC programs and JROTC schools in close proximity leverage partnerships with SROTC programs to gain efficiencies and further the development of Cadets.

IV. Conclusion

USACC’s operational environment and the cross domains of high school, college and Army requirements generate continuous change that creates both opportunities and risk. Amidst change, one tenet remains constant: the U.S. Army will continue to require “agile, adaptive and innovative leaders who thrive in conditions of uncertainty and chaos...”¹² USACC must build an adaptive organization to continue successfully performing the three major functions for the U.S. Army: create 2LTs through SROTC; develop professional cadre for the Army; and build better citizens through JROTC. By leveraging the military and civilian workforce talent and the abilities of both the Junior and Senior ROTC Cadets, USACC will adapt policies, processes, practices and risk-mitigation solutions to match the pace of change in high school and college sectors to achieve the needs of the Army and Nation.

⁸ TRADOC G-2, p14

⁹ Multi-Domain Battle: The Evolution of Combined Arms for the 21st Century, p2

¹⁰ Army Strategic Vision 2028, p2

¹¹ There is a potential for a revolutionary change in how future students learn. This generation will “only know hyper-connectivity (You-tube, Kahn Academy), ubiquitous internet, and AI assistants (Siri or Alexa).” Future classrooms will require all of these technologies with instructors who are experts at using them. Personalized, individual, and on-demand learning. Minimize the need for teachers, students, mentors, and learners to be collocated. For the Army, geolocation of training will lose importance. See TRADOC G2 *Learning in 2050 Implications for TRADOC 2028*.

¹² Army Warfighting Challenge #10, Army Operating Concept, p32

Annex C (LOE 1 People) to Operational Plan 2030

People are the most valuable component of the Army. Building an adaptive workforce and a new organizational culture that is “Cadet centric” for 2030, it is essential that the Command focus on fundamentals. We will focus on tasks that transform how we meet these key outcomes.

- Build Cohesive Teams. USACC must ensure our Cadets and our military and civilian cadre are proficient in small unit leadership and building cohesive teams.
- Improve quality of life. Seek opportunities and solutions to improve quality of life for the workforce and Cadets.
- Foster a “One ROTC” culture. The goal is to create strong SROTC and JROTC relationships, and an organizational culture that finds opportunities to strengthen these bonds and relationships. USACC develops future leaders for both our Army and our Nation through the SROTC and JROTC programs.
- Create opportunities to introduce JROTC Cadets to potential military, national and public service opportunities. The Command will strengthen JROTC oversight and instructor education with our High School partners. Brigades will contact school administration partners to review the new JROTC High School Administrator Guide and assess the overall status of our JROTC units. Ensure JROTC instructors understand their roles and responsibilities to safeguard Cadets and complete required training/continuing education requirements.
- Develop professional and competent military and civilian workforce. USACC will continue to invest in our #1 resource – our people. Everyone will maximize attendance at our School of Cadet Command and Junior School of Cadet Command courses. Review and improve our organizational onboarding processes to rapidly integrate new personnel onto the USACC team. End state - improve cadre/staff proficiency and capability to support SROTC/JROTC outcomes.

Future Conditions:

- Distance learning and virtual training will support instructor development certifications.
- USACC faculty, cadre, and staff are professional and certified experts.
- Increase the number and quality of Cadet leader opportunities.
- Expand Cadre effectiveness as mentors, recruiters and coaches to better develop and retain Cadets.
- JROTC expands into under subscribed markets.
- Increase organizational foundational knowledge at all echelons.

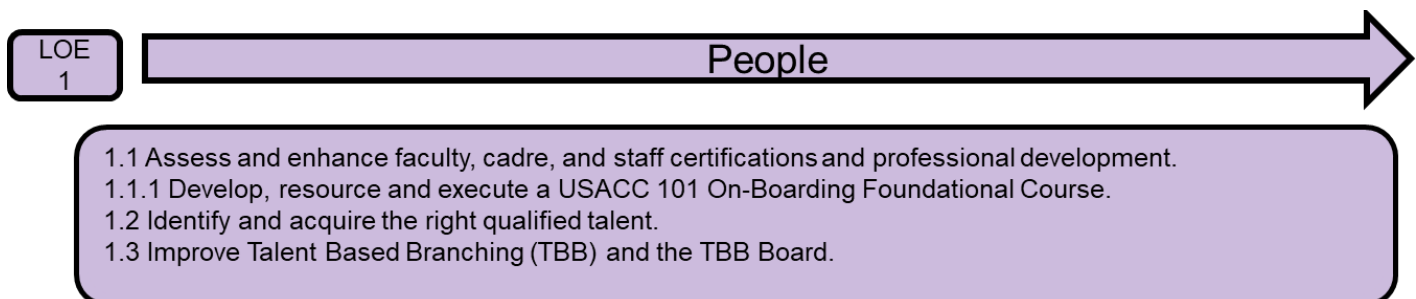


Figure 1: LOE 1 People

Tasks:

1.1 Assess and enhance faculty, cadre, and staff certifications and professional development. (DoLDE)

Effect: By 2030, 100% of all faculty and cadre are trained by DoLDE/SOCC, certified by PMS and periodically evaluated by their PMS, BDEs and QAD.

MoE: USACC/BDEs increase percentages of PH I certified faculty/instructors. (95% of faculty, 4QFY23, CCIMMs and ATRRS)

MoE: USACC/BDEs increase percentage of PHIII certified faculty/instructors. (80% of faculty, 1QFY24, TOPMIS /EDAS /TAPDBR)

MoE: USACC/BDEs decrease percentage of Cadre and Staff who have not attended required courses with 120 days or reporting. (Less than 5% of faculty not attended within 10 days, 4QFY23, CCIMMs and ATRRS)

MoP: SOCC courses provide Army University standardized foundational training IAW TR 525-8-2, CCR 145-3 and TRADOC Accreditation Standards. (Y/N)

MoP: Functional courses taught by certified staff IAW TR 350-70, and CCR 145-3. (Y/N)

MoP: CSDD/SOCC conducts annual iterations of foundational courses (MEC, CFD-IC, USL, ROO, HRA and LOG) IAW CCR 145-3. (Y/N)

MoP: Professors of Military Science (or designated certified instructor) certify 100% of all members after completion of phases 1, 2, and 3 of the instructor certification process IAW TRADOC PAM 350-70-3, CCR 145-3. (Y/N)

MoP: Periodic quality assurance reviews conducted IAW MEP. (Y/N)

MoP: USACC DoLDE conducts a Faculty Development & Recognition program for USACC Cadre to be able to earn Basic, Senior, and Master Army Instructor Badges IAW TR 600-21. (Y/N)

MoP: USACC DoLDE conducts an annual Instructor of the Year Program. (Y/N)

Programs and Initiatives: Conduct Master Educator Course, Common Faculty Development – Instructor Course (CFD-IC), and University Senior Leader Course (USL); Host the Human Resource Assistant (HRA), Logistics Course (LOG), Brigade Recruiting Officer (BRO) and Recruiting Operations Officer’s Course (ROO); Manage the Faculty Development and Recognition Program; Assess SOCC and on-campus instruction for quality assurance purposes.

Milestones:

- SOCC courses are scheduled with course allocations and loaded in ATTRS Annually
- Master Evaluation Plan May
- Assess SOCC certification courses Annually

1.1.1 Develop, resource and execute a USACC 101 On-Boarding Foundational Course. (DoLDE, G1 and SGS) (OPT formed and the task is still being developed)

1.2 Identify and acquire the right qualified talent. (JROTC)

Effect: By 2030, all programs will have filled instructor positions (minimum of 2 per program) and JROTC instructor recruiting, and outreach efforts result in an instructor standby list with candidates represented in every Brigade region.

MoE: Reduce the number of school district JROTC Instructor vacancies required.

MoP: 100% of instructors meet all JSOCC Phase 1 on-line training requirements within 6 months and Phase 1b in-person attendance within 1 year.

MoP: Increase the # of qualified candidates/applicants for a position. (Using AY22 as a base line)

MoP: JROTC candidates meet all criteria and screening requirements (e.g. CNACI).

MoP: Vacancies are posted within 30 days of being open.

Milestones:

- Implement the outreach and communications strategy. FY23
(Includes working with Soldier for Life and Retirement services)
- Recruit instructors to meet requirements. FY23
- Number of qualified applicants required for vacancies is reduced to 25% FY25
- Number of qualified applicants required for vacancies is reduced to 15% FY27
- Number of qualified applicants required for vacancies is reduced to 5% FY30

1.3 Improve Talent Based Branching (TBB) and the TBB Board. (G1)

Effect: By 2030, all Cadets in the branching Cohort complete their Cadet file, the Talent Assessment Battery (TAB), HireVue interviews, and final branch preferences in the TBB portal.

MoE: Reduce the number of incomplete Cadet files competing for Active Duty by continuing to improve the interoperability of the TBB website with CCIMM data feeds.

MoE: Increase the number of Cadet interviews completed to an average of 5 per Cadet using FY23 as a baseline.

MoP: All Active-Duty eligible Cadets have a complete talent file to include HireVue interviews.

MoP: Increase the number of Branch Additional Duty Service Obligation (ADSO) requests in FY24.

MoP: Meet 100% of the Volunteer for Branch detail mission directed by DA G1.

Programs and Initiatives: Work with DA G1 and OEMA to Improve accessibility of the TBB Website so that all USACC Cadets participate in the TBB process free of any IT issues. Convert to DSLOGON or Username/Password accessible system.

Milestones: (Annual)

- Initial Cadet file and Talent Assessment Battery complete 15 Mar
- HireVue interview window opens 1 Apr
- Cadet file and HireVue interviews complete 15 Sep
- Branch Proponents complete voting of Cadet files 15 Oct
- Cadets review branch votes and complete final branch references/ADSO/Branch Detail selections 25 Oct
- Branching board complete 9 Nov
- Branching results released to Brigades 5 Dec

Annex D (LOE 2 Mission) to USACC Operational Plan 2030

The Command's #1 Priority is achieving its assigned mission. As the Command builds and shapes the Cadet cohorts through 2030, the key to success is each program achieving its assigned contract/commissioning requirements, while enhancing processes to improve retention of qualified quality Cadets. To increase representation, improve retention/decrease attrition and expand access for SROTC/JROTC in underrepresented focus markets by 2030 the Command will emphasis measurable improvement in these crucial areas and tasks.

- Increase representation in marketing, recruiting and branching. The Army's Officer Corps should reflect the Nation it serves.
- Communicate the Army and SROTC Story. The Command's expectations are to cultivate Centers of Influence both on-campus and within the local community. USACC is uniquely positioned to bridge the gaps between secondary education, higher education, the Army and our local communities.
- Create unity of effort. Cultivate and strengthen relationships with Civilian Aides to the Secretary of the Army (CASA), Army Reserve Ambassadors (ARA), Army Accessions Enterprise partners and local community leaders to enhance our JROTC and SROTC programs.
- Focus local marketing and recruiting efforts on high payoff engagements to improve Return on Investment (ROI). We must drive the Army's Officer recruiting effort while increasing our reach into growth and under-represented markets. Leverage Enterprise Marketing Management (EMM) and Recruiting Operations Officer (ROO) Zone to ensure that our efforts are captured and qualified leads are actioned by their ROTC program of choice in the systems of record.
- Partner with USAREC. We must continually find ways to help find high-quality talent for our Army. We are currently in the most challenging recruiting environment in the history of the All-Volunteer Force. Promote the new Army Referral Program to our Cadets and military workforce. Engage college and university partners to obtain student recruiting information releasable to the military services and identify alumni placement office points of contact for our USAREC partners. Collaborate with USAREC on local recruiting efforts.
- Enforce property accountability and command supply discipline. USACC must continue to be good stewards of government resources. Place special emphasis on improving property accountability at our JROTC programs. Leverage OCIE Direct Ordering/ Installation Support Module to ensure all SROTC contracted Cadets have modernized OCIE.

Future Conditions:

- Improve the MSII-III progression rate, and MSIII-CMSN progression rates to achieve the mission.
- Shape recruiting and retention outcomes with organization, curricula, contracting and incentive policy proof of concepts and pilots.
- Prospects have increased awareness of ROTC and Army Officer service.
- Improve the CST facilities.
- SROTC acquires talented and demographically diverse prospects.
- SROTC accesses qualified 2LT cohorts.

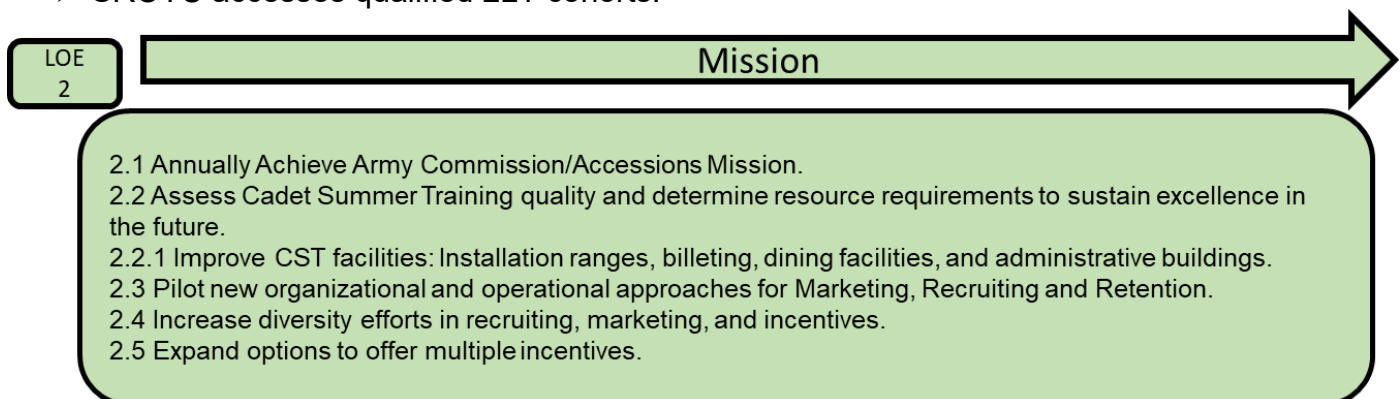


Figure 2, LOE 2 Mission

Tasks:

2.1 Annually Achieve Army Commission/Accessions Mission. (G1/RMID)

Effect: Achieve DA directed Commission/Accession missions by providing the requisite number of qualified, diverse Second Lieutenants to COMPOs 1, 2, and 3.

MoE: Commissions/Accessions are representative of the full-time college enrolled population using FY22 as a base line.

MoE: Each brigade and program achieve their assigned commission missions.

MoP: Achieve commission and accession requirements IAW HQDA Mission Letter. (FY 23-28 requirement)

MoP: Guaranteed Reserve Forces Duty (GRFD) Scholarship Program is fully executed to support COMPOs 2 and 3 commissions/accessions.

MoP: Brigades and programs achieve their assigned contract missions Commission Year -1.

MoP: Access 2LTs IAW DA schedule provided via BOLC-B scheduling conference.

MoP: Regular Army (RA) BOLC-B accessions orders published.

MoP: COMPOs 2 and 3 2LT accession packets submitted by ROTC programs per published. suspense's to ensure timely accession into COMPOs 2 and 3.

Programs and Initiatives: Increased stipends to the statutory limit to attract and retain high quality MDO capable students into the ROTC Program. Increase BOLC-B training capacity across all Centers of Excellence

Milestones: (Annual)

- | | |
|--|-----------------|
| ➤ Publish the annual Mission, Marketing Incentives OPORD | o/a 1 May |
| ➤ Brigades achieve their assigned contract mission for commission year -1 | o/a 1 Feb |
| ➤ RA accessions orders produced | 15 Mar – 30 Jun |
| ➤ Programs submit spring commission accession packets | 1 May – 30 Jun |
| ➤ CST attendees are sufficient to achieve the commission/accession mission | o/a 1 Jul |
| ➤ Command achieves the current FY commission/accessions mission | o/a 30 Sep |
| ➤ Attend and Secure BOLC-B training seats at BOLC-B conference | Early Dec |

2.2 Assess Cadet Summer Training quality and determine resource requirements to sustain excellence in the future. (G37)

Effect: By 2030, CST establishes conditions for Cadets to be proficient in small unit leadership and building cohesive teams by demonstrating sound judgment in problem solving, adapting to evolving environments, and apply doctrinally sound tactics, techniques and procedures (TTPs), to accomplish the mission.

MoE: Cadets demonstrate proficiency on BOLC-A tasks during Advanced Camp (AC). (Average common core task list scores by task, using FY 21 CST as the benchmark year to measure year over year against, source: CCIMM)

MoE: The POI is stabilized from year to year to enable predictability in supporting manpower, equipment, and services. Service contracts are established with a base year plus multiple option years to facilitate funding efficiencies.

MoE: Cadets demonstrate ALRM attributes and competencies as defined by the objective statements during AC. (# or % of Cadets achieved Proficient or higher rating, using FY 21 CST as the benchmark year to measure YoY against, source: CCIMM)

MoE: # or % of Cadets that complete Basic Camp (BC). (% graduating BC - compare to historic rates, using FY 21 CST as the benchmark year to measure YoY against, source: CCIMM)

MoE: CPFT Cadets graduate from course. (# or % by course, using FY 21 CST as the benchmark year to measure YoY against, source: CCIMM)

MoP: # or % of Cadets that successfully complete AC. (% graduating AC - compare to historic rates using FY 21 CST as the benchmark year to measure YoY against, source: CCIMM)

MoP: # or % of training accidents that result in Cadet injury requiring Workman's Compensation claims. (Using the Department of Labor E-Compensation Portal and CST Task Force "By the Numbers" metrics and using FY 21 CST as the benchmark year to measure YoY against, source: CCIMM. Also, the goal is to ensure full support DOL Workman's COMP)

MoP: # or % of training first time go, second and third retests, and retest failures. (Using FY 21 CST as the benchmark year to measure YoY against, source: CCIMM)

Programs and Initiatives: CST Cadet Welcome Letters, Conduct Observer/Controller-Trainer Academy, Automated training data management, CCIMM-generated Platoon Ranking Tool, Advanced Camp Evaluation Report (ACER), Basic Camp Evaluation Report (BCER), Microsoft Office Power-BI assessment tool, Dedicated POI manager, Dedicated Training Data Analyst.

Milestones: (Annual)

- CST CG Planning Guidance NLT 15 Jul
- CST AAR NLT 15 Aug
- Structured Manning Decision Review (SMDR) NLT 1Q
- DA POM Input NLT 1Q
- CST Sourcing Workshop, Planning Meeting, Terrain Walk NLT 1Q
- DA EXORD Published NLT 2Q
- CTLT DA ALARACT Published NLT 2Q

2.2.1 Improve CST facilities: Installation ranges, billeting, and administrative buildings in coordination with the Facility Improvement Plan (FIP). (OPR G4/OCR G37)

Effect: By 2030, develop and incorporate funding strategies IOT conduct lifecycle replacements for USACC organic equipment and execute upgrades to CST supporting facilities to include training areas.

MoE: Ensure long-term lifecycle replacement, facility modernization and training area efficiencies are prioritized with funding allocated in near-, mid-, and long-term strategies.

MoE: Replace recurring service contracts for showers, toilets, hand wash stations, and bulk water with enduring fixed-site facilities that benefit both CST and Garrison training requirements.

MoE: Consolidate CST training areas to achieve efficiencies.

MoP: G4 arms room modernization (Bldg. 5926A).

MoP: Full renovation of Disney Barracks Complex (add to USAG FIP), reconfigure interiors to maximize latrines, laundry, and billeting, renovate showers/latrines, and new roofing.

MoP: LRC assess lifecycle replacement of Disney Warrior Restaurants (WR) (aka DFACs); establish a "modern consolidated WR" in the Disney Complex.

MoP: Rail heads impacts CST Request for Forces (RFF) rail and linehaul operations.

MoP: Gammon Holistic Health and Fitness (H2F) and wellness, Ready and Resilient (R2), nutrition, and indoor track.

MoP: LSA Picket and Basic Rifle Marksmanship (BRM); add two (2) large sprung structure and hardstand shower/latrine.

Programs and Initiatives: Coordinate with Ft Knox Garrison and USACC G37 to identify facilities refurbishment requirements; analyze training and transportation requirements; conduct thorough and in-depth analysis with the Request for Support (RFS) units to capture all lessons learned and incorporate recommended changes; coordinate with LRC to review and update WR throughput and seating capacity requirements; coordinate with Garrison/Facilities on additional space for arms-room expansion to support increase to TDA.

Milestones:

- Barracks Geo-Thermal install updates FY22 - Present
- Electric Vehicle charging stations install 1st QTR FY23
- LSA Baker shower install 2nd QTR FY23
- LSA Pickett shower install 3rd QTR FY23
- Lifecycle replacement for equipment FY22 - Present

2.3 Pilot new organizational and operational approaches for Marketing, Recruiting and Retention. (G5)

Effect: By 2030 USACC commissions reflect the ethnic and geographic diversity based on Home of Record to .80-1.20 in Pilot areas as measured by the annual Woods and Poole High School Graduate, College Enrolled, Associate Degree, and College Graduate (HSDG+) population.

MoE: Increased # of representative commissions (by volume and diversity) from pilot areas. (# of commission increase for Mission Sets (MSs) 26-30 as compared to the annual Woods and Poole HSDG+ population. CCIMM

MoP: Increased # of HoR area SROTC enrollments to meet MSs 26-30 commission aimpoints attributable to a pilot unit (e.g. Urban Access, RESO, RRO). CCIMM

MoP: Increased # of HoR SROTC non-scholarship contracts to meet MSs 26-30 commission aimpoints attributable to a pilot unit (e.g. Urban Access, RESO, RRO). CCIMM

MoP: Increased # of HoR 4-, 3- and 2-year SROTC scholarship awardees for MS 26-30 attributable to a pilot unit (e.g. Urban, RESO, RRO). CCIMM

MoP: Increased # of HoR Lateral Entry contracts for MS 26-30 attributable to a pilot unit (e.g. Urban, RESO, RRO). CCIMM

MoP: Increased progression rate of HoR Cadets attributable to a pilot unit (e.g. LA, Houston, RESO 0 Chicago, RRO – Miami and Puerto Rico). CCIMM

Programs and Initiatives: Urban Access Pilot, 3rd BDE RESO (Recruiting Enrollment and Scholarship Officer) Pilot, 6th BDE RRO (Regional Recruiting Officer) Pilot, 4 Year Scholarships (dollar amount capped for LA and HOU annually).

Milestones:

- Open Enrollment 1st Monday of Nov
- Review Pilot Unit Recruiting Operations Plan (AY+1) NLT 01 May
- Assess Pilot Outcomes and Recommend COAs NLT 4QFY24

2.4 Increase diversity efforts in recruiting, marketing, and incentives. (RMID)

Effect: By 2030, enroll and retain sufficient students to achieve the assigned contract mission leveraging in-person and digital recruiting platforms. Increase geographic and ethnic diversity, through representing every program reducing overreliance on a few programs to achieve the Command's contract mission.

MoE: Higher % enrollment and retention from under-represented states and growth DMAs. (% enrollment representation rate as compared to previous year, 1QFY24, CCIMM)

MoE: Increase/sustain STEM enrollment and retention rate. (% enrollment representation rate compared to previous year, 1QFY24, CCIMM)

MoP: Brigades meet enrollment targets. (% enrollment target, 1QFY24, CCIMM)

MoP: Brigades increase retentions rates. (% enrolled that progress to the next MSL. 4QFY24)

MoP: Enroll and retain sufficient students leveraging in person and digital recruiting platforms to achieve the assigned contract mission.

MoP: RMID publishes FY Mission, Marketing, Recruiting, and Incentives Guidance. (Y/N)

MoP: Recruiting and Enrollment Action Plans highlight the potential requirement to re-allocate Scholarship/Marketing funding to achieve contract msn. (Y/N)

MoP: # or % of BC Cadets that sign ROTC contracts upon completion of BC. (Using FY 22 CST as the benchmark year to measure year over year (YoY) against, source: CCIMM)

Programs and Initiatives: Monitor the recruiting and retention campaigns IAW CCR 145-17; Provide analysis for the urban/suburban (Houston and Los Angeles) DMA proof of principle. Provide virtual recruiting (VR) training during Recruiter Operations Officer Courses and conferences focused on best virtual recruiting TTPs. VR platforms include Facebook, Twitter, Instagram, Sprinkler and Commercial off the shelf products).

Milestones: (Annual)

➤ FY+1 Mission and Incentives Guidance	o/a 1 Sep
➤ Fall Offer/EOB deadline	o/a 1 Sep
➤ Open Enrollment	1st Monday of Nov
➤ USACC RMI Guidance (AY+1) to brigades	NLT 15 Jan
➤ Brigade RMI Guidance (AY+1) to programs	NLT 01 Feb
➤ Programs publish REAP (AY+1)	NLT 31 Mar
➤ HS Scholarship Board	Oct, Jan, Mar
➤ Green to Gold Board	Dec
➤ Spring offers/EOB	o/a 1 Dec
➤ Fall term conditional contract (MS II)	16 Dec – 15 Aug
➤ Spring Term conditional contract (MS II)	16 Aug – 15 Dec
➤ MS27 National Scholarship Board	FY23
➤ MS27 Enrollment	1QFY24
➤ MS26 Contracts	1QFY25
➤ MS26 Commissions	4QFY26

2.5 Expand options to offer multiple incentives. (RMID)

Effect: By 2030 ensure there are a variety of incentives options to recruit and retain sufficient numbers of contracted Cadets to achieve the HQDA-assigned commission mission.

MoE: Achieve ~70% of cohort on scholarships (4 yr, 3 yr, on-campus) at commission to mitigate mission risk. (% on Scholarship, 1QFY24, CCIMM)

MoE: Manage GRFD / Minuteman to ~20% GRFD of cohort to enable flexibility. (% on GRFD, 1QFY24, CCIMM)

MoE: Manage G2G to between 250 – 300 per cohort. (# of G2G, 1QFY24, CCIMM)

MoE: Retention rates improve. (% MS retention rate vs. 5-year average; 1QFY24, CCIMM)

MoP: >95% \$ committed. (MoP)

MoP: Stipends paid to contracted Cadets. (Y/N)

MoP: Student Loan Repayment Program reinstated. (Y/N)

MoP: RMID publishes FY Mission, Marketing, Recruiting, and Incentives Guidance. (Y/N)

Programs and Initiatives: 4-year, 3-year advance designee, 3.5yr, 3yr, 2.5yr, or 2 year on-campus, GRFD/Minuteman, Basic Camp Bonus; Increase stipend, book reimbursement and Cultural and Language Incentive Program bonus; Pilot Student Loan Repayment Program, contracting bonus, full scholarship and cost of living stipends.

Milestones: (Annual)

➤ FY+1 Mission and Incentives Guidance	o/a 1 Sep
➤ Fall Offer/EOB deadline	o/a 1 Sep
➤ Open Enrollment	1st Monday of Nov
➤ HS Scholarship Board	Oct, Jan, Mar
➤ Green to Gold Board	Dec
➤ Spring offers/EOB	o/a 1 Dec
➤ Fall term conditional contract (MS II)	16 Dec – 15 Aug
➤ Spring Term conditional contract (MS II)	16 Aug – 15 Dec
➤ Increase Stipend to statutory limit	1QFY26
➤ Assess stipend impacts on Recruiting and Retention	4QFY27
➤ Write a legislative proposal to change 37 US Code SUB 209	1QFY29
➤ Obtain Army authority from the Secretary (MRA)	TBA
➤ POM for the money through the MM-PEG	TBD
➤ DFAS reprogrammed	TBD

Annex E (LOE 3 Modernization) to USACC Operational Plan 2030

The USACC 2030 Strategic Reset of the Senior and Junior ROTC programs, support systems and policies are the foundation necessary to expand access to representative high school and college students. The transformation of where we USACC will reset the footprint to increase access to under-represented and growth markets. The Command will assess the current JROTC and SROTC footprint to identify opportunities to increase access and presence.

- JROTC. USACC will grow the Junior ROTC program in under-represented states to 1,734 programs by the end of FY24. If resourced, the Command will expand access with new programs in underrepresented states. Oversight, training, equipment and policies will underpin future expansion or reinvestment of JROTC resources.
- SROTC. The Command will identify opportunities to reset our SROTC footprint to expand access and presence in key markets in the Southwest and Florida from now through 2030. New hosts and extension units are established with resources realized through merging host units, reclassifying extension units or inactivating crosstown relationships to create stable and sustainable programs.
- Adaptive Learning Model and Systems. USACC will revise the SROTC curriculum and leader development training to maximize Cadet leadership “sets and reps.” The Command will create opportunities to standardize our training and create Task Force FTX across brigade footprints to prepare our Cadets for the rigors of Cadet Summer Training and their first units of assignment.
- Modernize and Integrate Army Information and Support systems. In support of our expansion efforts conditions will be established to increase C4IM and logistics capabilities.

Future Conditions:

- Increase access, presence for SROTC.
- Reinvest/allocate JROTC access and presence.
- Improve IT/KM and Logistics capabilities of the Command with policy changes and proof of concepts and pilots.
- All command echelons have a secure C4IM common operating environment.
- Implement requirements to modernize JROTC.
- JROTC cyber and STEM programs are expanded IAW Army priorities.

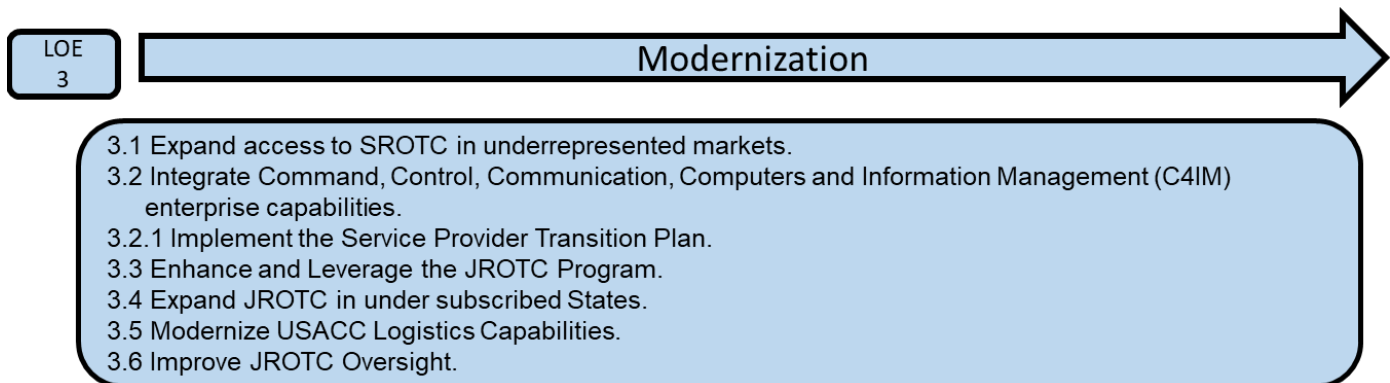


Figure 3, LOE 3 Modernization

Objectives:

3.1 Expand access to SROTC in underrepresented markets. (G5)

Effect: By 2030 USACC has completed the Strategic Reset of units and shifted resources resulting in expanded access to colleges and universities whose undergraduate populations meet the Army’s requirements and are demographically representative of the American people. USACC

has established new Hosts and Extension Units in CA, TX and FL supporting an increased number of demographic and geographic diverse commissions.

MoE: # of Commissions at new Hosts and Extension Units at opening + 4 years is on track to meet new Program Assessment Criteria (CCIMM) and is commensurate to FTUGDS populations and allocated USACC resources.

MoP: National and BDE scholarship applications at new Hosts and Extension Units.

MoP: SROTC enrollment at new Hosts and Extension Units.

MoP: SROTC contracts at new Hosts and Extension Units.

Programs and Initiatives: Rightsizing Phase I-III, Strategic Reset and New Program Assessment Model.

Milestones: Merger actions, Expanded Access actions and Annual Program Assessments.

3.2 Integrate Command, Control, Communication, Computers and Information Management (C4IM) enterprise capabilities. (G6)

Effect: By 2030, a robust C4IM environment is established at echelon that enables all users to have the same secure, effective access to USACC digital resources and tools regardless of physical location, network path, or connected device.

MoE: Connectivity - Increase the number of Bring Your Own Device (BYOD) connectivity users without restrictions on simultaneous/available connections using FY 22 as a base line.

MoE: Collaboration – Increase accessible file sharing capabilities by all echelons regardless of network using FY22 as a base line.

MoE: Cyber Security (on RSN/DoD network) - USACC assumes the responsibility to manage/configure devices (computers and mobile) at all echelons from HRC.

MoE: Cyber Security (off RSN/DoD network) - USACC increases enrollment/utilization in its Digital Risk Protection (DRP) SaaS (Software as a Service) over FY22 participation.

MoP: All users can access necessary digital resources and tools regardless of network/device (Y/N)

MoP: USACC file sharing capability independent of HRC Data Center. (Y/N)

MoP: USACC IMOs at all echelons can remotely manage/configure devices. (Y/N)

MoP: DRP enrollment/utilization is increased. (Y/N)

Programs and Initiatives: Coordinate the Army Accessions Information Environment (AIE) transition. AIE ensures key actors in the accessions enterprise have updated information support systems to meet accessions goals. Utilize Virtual Desktop Infrastructure (VDI) as a bridging strategy to C4IM COE establishment. Leverage A365 capabilities and determine feasibility to support C4IM COE requirements. Pursue secure (IL4+) collaboration solutions such as Zoom for Government and BOX in order to facilitate C4IM with on campus cadre and staff.

Milestones:

- | | |
|---|---------|
| ➤ BYOD Technologies Piloted | FY23/24 |
| ➤ DRP participation increased by 33% | 4QFY23 |
| ➤ "I:\ Drive" transitioned to the "cloud" | 1QFY24 |
| ➤ AIE Wave 1 (Operations Prototype) | 2QFY24 |
| ➤ BYOD Technologies IOC | 3QFY24 |

➤ USACC takes on device management responsibilities	3QFY24
➤ DRP Participation sustained at 85%	3QFY24
➤ JROTC Apps to cArmy Cloud	4QFY23-3QFY25
➤ BYOD Technologies FOC	3QFY25
➤ SROTC Apps to cArmy Cloud	3QFY25-3QFY26
➤ AIE Wave 2 (USAREC Deployment)	3QFY26
➤ HRC Data Center begins Shutdown of Services	3QFY24-4QFY26
➤ AIE Wave 3 (ROTC Development)	2QFY28
➤ AIE Wave 4 (Sustain/Support)	1QFY29
➤ CCIMM / Legacy Systems Subsumed	FY29

3.2.1 Implement the Service Provider Transition Plan. (G6)

Effect: USACC transitioned to new service providers in support of establishing a C4IM common operating environment with minimal disruption to operations at all echelons.

MoE: Increase online file collaboration (e.g. BOX) utilization by the brigades and programs by 30% utilizing FY22 as the baseline.

MoE: Remote access to C4IM resources is enhanced at all echelons utilizing FY22 as the baseline.

MoP: All users can access necessary digital resources and tools regardless of network/device (Y/N)

MoP: USACC file sharing capability independent of HRC Data Center. I:\ drive servers offline NLT 1QFY24 (Y/N)

MoP: USACC IMO's at all echelons can remotely manage/configure devices. (Y/N)

MoP: DRP enrollment/utilization is increased. (Y/N)

MoP: Brigades transitioned from RSN to local NEC for C4IM services. (Y/N)

MoP: USACC applications are hosted and maintained in the Army cloud. (Y/N)

Milestones:

➤ I:\ Drive file servers offline	1QFY24
➤ 4 th / 6 th Bde transitioned to local NEC	FY23
➤ HQ / 1 st / 5 th / 7 th transitioned to local NEC	FY24
➤ JROTC applications (JCIMS, JQUIP, JUMS) moved to the cloud	FY23/24

3.3 Enhance and Leverage the JROTC Program. (JROTC)

Effect: By 2030, JROTC students gain technical knowledge and hands on experience to be prepared to enter the Cyber work force.

Effect: By 2030, JROTC Cadets in all underrepresented focus markets are exposed to emerging technology and understand the importance of STEM to their future.

MoE: Increase first year enrollment in cyber program year after year.

MoE: Increase retention of students from year to year through all 4 years of the program.

MoE: Increase participation in level 1 and 2 Cyber Patriot competitions using FY21 as a base line.

MoE: Increased number of Hybrid JCLC STEM camps for Cadets using FY21 as a base line.

MoE: Increased the number of Cadets participating in CyberStart America Foundations using FY22 as a base line.

MoE: Increased the number of JROTC instructors that provide STEM modules and/or electives to Cadets.

- MoP:** Establish new Cyber extracurricular programs year to year using FY21 as a base line.
- MoP:** Hire the required qualified instructors per program that obtain 100% of their Cyber training requirements.
- MoP:** Add STEM content modules and electives to curriculum offerings using FY21 as a base line.
- MoP:** Add JROTC STEM content to the JROTC School of Cadet Command (JSOCC) training for new instructors.
- MoP:** Increase CyberStart game participation from the current 5k Cadets to 20k Cadets by 2030.
- MoP:** Increase Cadets participating in CyberStart America Foundation using FY21 as a base line.

Milestones:

- 1st year Assessment Completed 3QFY23
- Program Expansion (10 schools open) 4QFY23
- Renew CyberStart America Contract FY22-24
- Implement CyberPatriot as a mandatory event for levels 1 and 2. FY24
- Coordinate with districts to receive credit for STEM and emerging technology in the electives. FY24
- Ensure 100% of JCLCs implement STEM into the core events. FY24
- CyberStart game participation has 10k Cadets participating. FY26
- CyberStart game participation has 15k Cadets participating. FY28
- CyberStart game participation has 20k Cadets participating. FY30

3.4 Expand JROTC in under subscribed States. (JROTC)

Effect: By 2030, JROTC programs represent a fair and equitable balance IAW Title 10.

MoE: Distribution of JROTC into targeted states reaches the "fair and equitable" subscriber rate as defined by the formula (Number of Schools in the State/Total High Schools in the Nation) * Funded Ceiling) measured annually.

- MoP:** 17 personnel required to attract schools through the Outreach Program are acquired.
- MoP:** Army manpower authorizations provided to support opening and sustainment of new JROTC programs IAW FY opening targets while maintaining the 1:30 ratio.
- MoP:** OMA funds provided to support opening and sustainment of new JROTC programs IAW FY opening targets.
- MoP:** FY opening targets achieved. (IAW milestones)
- MoP:** JROTC Instructors hired to support expansion year over year.
- MoP:** Enrollment targets for JROTC classes met.

Milestones:

- USACC opens 23 programs in undersubscribed locations and expands to authorized 1729 programs. FY23
- USACC opens 5 programs in undersubscribed locations to expand to authorized 1734 programs. FY24
- USACC opens approximately 20 programs per year dependent upon resourcing, recruitment of Instructors and adequate oversight personnel in USACC and Brigade staffs. FY25-30

3.5 Modernize USACC Logistics Capabilities. (G4)

Effect: By 2030, USACC achieves 100% compliance on executing HQDA's guidance on Retained Issue & Modernization of Organizational Clothing and Individual Equipment (OCIE) for Contracted Cadets.

MoE: Ensure SROTC Program Representatives have access to Installation Support Module (ISM) to request & account for OCIE issued to Contracted Cadets.

MoE: Ensure SROTC Program Representative have access to ISM usage reports to confirm each Cadet assigned to their UIC is issued a complete set of modernized OCIE.

MoE: Track brigades' ISM access and usage progress monthly to confirm compliance.

MoP: Ensure commissioned Cadets (2LTs) rotate to BOLC and or first duty assignments with a complete set of Modernized OCIE and ISM record is annotated accordingly.

Programs and Initiatives: Maintain open lines of communications with HQDA/TRADOC G4's and the U.S. Army Tank-Automotive Armaments Command's Central Management Office to confirm USACC is in compliance with current and future guidance.

Milestones: Ensure Command complies with HQDA Retained Issue and Modernization of OCIE guidance by FY25 or sooner.

3.6 Improve JROTC Oversight. (JROTC)

Effect: By 2030, JROTC will have improved oversight along five lines of effort: vetting of Instructors with the Tier 1 Child Care Investigation (CNACI) process, standardized agreements with all schools, increased Instructor training for JROTC Cadets on prevention and reporting of sexual misconduct at the start of each semester, conduct annual inspections of all programs, and reporting allegations of JROTC Instructor misconduct to the Chain of Command through serious incident reporting.

MoE: 100% implementation across all JROTC programs.

MoP: Required Army manpower authorizations is provided to support a 1:30 ratio for program oversight across all Brigades. (Currently 39 pax)

Milestones:

- Published a School Administrator's Guide to clarify responsibilities FY 23
- Implementing a JROTC Instructor Creed FY 23
- Implementing a DoD Student and Instructor Responsibilities Acknowledgement (JROTC Code of Conduct) FY 23
- Implemented a Title IX training course for Instructors FY 23
- Implementing a DoD standardized Instructor Prohibited Activities form TBD
- Increase JROTC unit oversight ratios to 1:30 (USACC currently at 1:40) to comply with annual inspection requirements FY 23
- Add 39 new JROTC oversight TDA Authorizations at the Directorate and Brigade levels FY 24
- Implement DoD formalized Senior Leader reporting requirements TBD
- Updated annual JROTC assessment for TRADOC and HQDA to address instructor misconduct trends FY 23

Annex F (Abbreviations)

Acronyms Descriptions

AARFB	Army Accessions Resource Fusion Board
AC	Advance Camp
ACE	American Council on Education
ACER	Advance Camp Evaluation Report
ADSO	Additional Duty Service Obligation
AIE	Army Accessions Information Environment
ALRM	Army Leadership Requirements Model
APMS	Assistant Professor of Military Science
AR	Army Regulation
ARA	Army Reserve Ambassador
ARNG	Army National Guard
ATRRS	Army Training Resource Requirements System
AY	Academic Year
BC	Basic Camp
BDE	Brigade
BOLC	Basic Officer Leadership Course
BRM	Basic Rifle Marksmanship
BRO	Brigade Recruiting Officer
BYOD	Bring Your Own Device
C4IM	Command, Control Communication, Computers, and Information Management
CAIT	Cadet Advanced Individual Training
CASA	Civilian Aide to the Secretary of the Army
CC	Cadet Command
CCIMM	Cadet Command Information Management Module
CCR	Cadet Command Regulation
CCTL	Common Core Tasks List
CFD-IC	Common Faculty Development – Instructor Course
CLIP	Cultural and Language Incentive Program
CMO	Central Management Office
CNACI	Child Care National Agency Check Inquiry
COMPO 1	Component, Active Army
COMPO 2	Component, Army National Guard
COMPO 3	Component, Army Reserves
COE	Center of Excellence
CPDT	Cadet Professional Development Training
CST	Cadet Summer Training
CTLT	Cadet Troop Leader Training
DA	Department of the Army
DL	Distance Learning
DMA	Designated Market Area
DoD	Department of Defense
DoDEA	Department of Defense Education Activity
DoDI	Department of Defense Instructions
DoLDE	Directorate of Leadership Development and Education
DRP	Digital Risk Protection
EMM	Enterprise Marketing Management
EOB	Extension of Benefits
EU	Extension Unit

FOC	Full Operational Capacity
FTX	Field Training Exercise
FUA	First Unit of Assignment
G2G	Green to Gold
GCSS-A	Global Combat Support System – Army
GIAC	Global Information Architecture Certification
GFACT	GIAC Foundational Cybersecurity Technologies
GRFD	Guaranteed Reserves Forces Duty
HoR	Home of Record
HQDA	Headquarters Department of the Army
HRA	Human Resource Assistant
HSDG+	High School Graduate, College Enrolled, Associate Degree, and College Graduate
IAW	In accordance with
IL4+	Impact Level 4 or higher
IPPS-A	Integrated Personnel and Pay System – Army
IOC	Initial Operational Capacity
IMO	Information Management Officer/Office
ISM	Installation Support Module
JCIMS	JROTC Cadet Information Management System
JLAB	JROTC Leadership Academic Bowl
JROTC	Junior Reserve Officer Training Course
JSOCC	JROTC School of Cadet Command
JUMS	JROTC Unit Management System
KSB	Knowledge, Skills, and Behavior
LE	Lateral Entry
LoE	Lines of Effort
LOG	Logistics/ Logistics Course
MJC	Military Junior College
MEC	Master Educator Course
MoE	Measure of Effectiveness
MoP	Measure of Performance
MS	Military Science
MSI	Military Science Instructor
MSL	Military Science Level
MTOE	Mission Table of Organization and Equipment
NLT	No Later Than
OBJ	Objective
OCIE	Organizational Clothing/Individual equipment
ODO	OCIE Direct Ordering
OML	Order of Merit List
OP	Operational Plan
ORD	Officer Recruiting Detachments
PMS	Professor of Military Science
PoP	Proof of Principle
RA	Regular Army
REAP	Recruiting Enrollment Action Plan
RMI	Recruiting, Marketing, and Incentives
RMID	Recruiting, Marketing, and Incentives Directorate
ROO	Recruiting Operations Officer
SaaS	Software as a Service
SMC	Senior Military College

SMSI	Senior Military Science Instructor
SOCC	School of Cadet Command
SROTC	Senior Reserve Officer Training Course
STEM	Science, Technology, Engineering, and Math
TACOM	Tank-Automotive Armaments Command
TAPDBR	Total Army Personnel Database Reserve
TBA	To Be Announced
TBD	To Be Determined
TCP	TRADOC Campaign Plan
TG2	TRADOC G2
TM	Talent Management
TOPMIS	Total Officer Personnel Management Information System
TR	TRADOC Regulation
TRADOC	Training and Doctrine Command
TTP	Tactics, Techniques, and Procedures
USACC	United States Army Cadet Command
USAR	United States Army Reserve
USAREC	United States Army Recruiting Command
USLC	University Senior Leader Course
VDI	Virtual Desktop Infrastructure
VLE	Virtual Learning Environment
Xt	Cross-town

Terms of Reference:

End state – (DoD) The set of required conditions that defines achievement of the Commander’s objectives. (JP 3-0)

Measure of Performance (MoP) – (DoD) A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

Measure of Effect (MoE) — (DoD) A criterion used to assess changes in system behavior, capability or operational environment that is tied to measuring the attainment of an end state, achievement of an objective or creation of an effect. (JP 3-0)