Department of the Army
Headquarters, U.S. Army Cadet Command
1st Cavalry Regiment Road
Fort Knox, Kentucky 40121-5123

USACC Pamphlet 145-1-1

Effective 15 JUN 2026

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

FOR THE COMMANDER:

OFFICIAL:

DALE S. CROCKETT
Brigadier General, U.S. Army
Commanding

KAREN L. RUTKA
Colonel, GS
Chief of Staff

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

SUMMARY OF CHANGES: 3

CHAPTER 1 - INTRODUCTION 4

1-1. Purpose 4
1-2. References 4
1-3. Explanation of Terms 4
1-4. Responsibilities 4

CHAPTER 2 – AUTHORITY AND ORGANIZATION 6

2-1. Authority 6
2-2. Organization: SROTC Program Units and Relationships 6

CHAPTER 3 – POLICY GUIDELINES 11

3-1. Non-negotiable Terms and Conditions for Units and Relationships 11
3-2. Brigade and SROTC Program Responsibilities 12

CHAPTER 4 – ROTC UNIT AND RELATIONSHIP MANAGEMENT: ASSESSING AN INSTITUTION'S POTENTIAL TO SERVE AS A UNIT OR RELATIONSHIP 15

4-1. General 15
4-2. USACC Operational Requirements and Needs of the Army 15
4-3. Institutional Academic Factors and Profile 16
4-4. Institutional Demographic Factors and Profile 16
4-5. Institutional Geographic Factors and Profile 17
4-6. Institutional Unique Factors and Profile 17

CHAPTER 5 – ROTC UNIT AND RELATIONSHIP MANAGEMENT: ACTIVATING A NEW SROTC UNIT (HOST OR EU) OR CROSS-TOWN RELATIONSHIP 19

5-1. Application for establishment of an Army SROTC Unit 19
5-2. SROTC Program ASA(M&RA) Acknowledgement and Review 20
5-3. USACC Unit Evaluation Procedures 20
5-4. Army Determination for Host Units 21
5-5. Application for establishment of an Army SROTC Cross-town Relationship 21
5-6. Conditional Cross-town Relationship Application from an Institution 22
5-7. New Cross-town Relationship or Re-activation (in CCIMM) from a Brigade 23
5-8. USACC New or Re-activation Cross-town Evaluation Procedures 23

CHAPTER 6 – ROTC UNIT AND RELATIONSHIP MANAGEMENT: RECLASSIFYING OR REALIGNING AN EXISTING SROTC UNIT OR CROSS-TOWN RELATIONSHIP 25

6-1. General 25
6-2. Reclassification Packet Requirements 26
6-3. Re-assigning an Extension Unit and/or Cross-towns. 27

CHAPTER 7 – ROTC UNIT AND RELATIONSHIP MANAGEMENT: DISESTABLISH A SROTC UNIT OR INACTIVATE A CROSS-TOWN RELATIONSHIP 30

7-1. General 30
7-2. Disestablishment and/or Inactivation Procedures 30
7-3. Disestablishment and/or Inactivation Considerations 30

CHAPTER 8 ROTC UNIT AND RELATIONSHIP MANAGEMENT: SYSTEM CHANGE MANAGEMENT PROCESSES 33

8-1 Changes in CCIMM and related ROTC management systems. 33
8-2 CCIMM Roles and Positions for Program Management. 37

CHAPTER 9 – PROVISIONAL AGREEMENTS 39

9-1. General 39
9-2. Administrative Actions to Establish a Provisional Unit 41
9-3. Agreements for Host unit, Extension unit and Cross-towns 42

CHAPTER 10 – ARMY SROTC ANNUAL PROGRAM ASSESSMENT. 46

10-1. Army SROTC Annual Program Assessment (APA) 46

CHAPTER 11 – THE HIGHER EDUCATION INSTITUTION (HEI) ASSESSMENT 50

11-1. Annual HEI Assessment 50

CHAPTER 12 – STAFFING STANDARDS AND RULES 55

12-1. SROTC Program Staffing Standards and Rules 55

CHAPTER 13 – GREEN TO GOLD (G2G) ADO 58

13-1. Green to Gold ADO Force Registration Management 58

APPENDIX A – FORMS 59

A-1. DA Form 918 59
A-2. DA Form 918A 59
A-3. DA Form 918B 59
A-4. Conditional Cross-town Memorandum of Agreement Template 60
A-5. Provisional Host Memorandum of Agreement Template 66
A-6. Provisional Extension Unit Memorandum of Agreement Template 71
A-7. Provisional Memorandum of Agreement for a Provisional ARNG EU 76
A-8. PMS/Brigade Analysis and Request Memo for Request an Exception to Policy to Establish or Re-activate Cross-town in CCIMM 82
A-9. Brigade Commander Endorsement Memorandum for Request to Establish a New Cross-town or Re-activate a Cross-town in CCIMM 84

GLOSSARY 85

Section I – Acronyms and Abbreviations 85
Section II – Terms 88

Summary of Changes:

- Chapter 1 – Introduction: Updated references and revised to include the reassign management action.
- Chapter 2 – Authority and Organizations:
  - Updated information on Army National Guard Extension Units.
  - Information on the Recruiting and Retention Officer Internship.
  - New unit Tier Structure.
- Chapter 3 – Policy Guidelines:
  - Updated references for Paragraph 3-1.f.(5)
  - Added to Paragraph 3-2.g. prohibition on universities hiring or paying civilians to fill ROTC roles.
- Reorganized parts of Chapters 5 and 10 to break out each type of unit and relationship management functions:
  - Chapter 5: Revised Figure 5-1.
  - Chapter 6: Updates to Paragraph 6-1.
  - Chapter 7: Disestablish a SROTC Unit or Inactivate a Cross-town Relationship.
- New Chapter 8:
  - Step by step actions to accomplish change management actions - ADD.
  - CCIMM Roles and Positions for Program Management - ADD.
- Chapter 9 – Components of a Provisional Agreement:
  - Updated Paragraph 9-2
  - Updated Figure 9-2.
  - Updated Figure 9-3.
- Chapter 10 – APA is a separate chapter.
- Chapter 11 – HEI is a separate chapter.
- Chapter 12 – Staffing Standards and Rules is now a separate chapter:
  - Updated 12-1 Program Staffing Standards and Rules.
  - Updated Figure 12-1.
- Chapter 13 – Green to Gold (G2G) Active Duty Option (ADO) Management is a separate chapter.
- Appendices – All unit and relationship agreements are updated.
- Glossary – Updated Acronyms and Abbreviations.

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 Change 2, Senior Reserve Officers' Training Corps (SROTC) Programs, 12 August 2025.

b. Army Regulation 145-1, Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training, 25 May 2025.

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, reassign or disestablish SROTC units or relationships.

b. USACC G5 will:

(1) Serve as the proponent for this pamphlet and associated USACC policies and implementation guidance related to program establishment, reclassification, disestablishment, reassignment, change to relationships, and Annual Program Assessment.

(2) Lead the USACC analysis of requests to establish, reclassify, reassign 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 proposals to establish, reclassify, reassign 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, reassignment 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, reclassifying, reassigning and disestablishing, SROTC extension units (EU), cross-town (Xt), and consortium.

d. The CG, USACC is the approval authority for establishing, reclassifying, reassigning and disestablishing ARNG EUs.

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

Authority to: (4)	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
(4) CG USACC authority to reassign host, EU, ARNG EU, cross-town

2-2. Organization: SROTC Program Units and Relationships

a. An Army SROTC program is the aggregate of affiliated SROTC units (hosts and EUs), and relationships (cross-town 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 USAR (TPU) Adjunct Faculty 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 cross-towns. See Chapter 10-1 on the Annual Program Assessment for an explanation of the production thresholds and viability criteria.

(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 extension 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 Army National Guard ROTC Extension Unit is an organization that conforms to USACC policies, procedures and reporting requirements for a subordinate ROTC unit and the conduct of the ROTC curricula and POI on a college campus. It is established under the authority of the CG, USACC through a formal memorandum of agreement with The Adjutant General (TAG) or their representative, and the president or their representative of the institution that will host the Army National Guard extension unit. The full-time Title 32 or MilTech personnel assigned to the extension unit are resourced by the state IAW the MOA. The USACC maintains operational control of the unit, provides personnel support to enrolled Cadets and funds training, travel and unit operations. The agreement is predicated on the Army National Guard continued manning of the unit. The USACC manpower resourcing precludes assigning full or part-time personnel to the unit, or assuming the functions of the unit if the National Guard ends their support.

(c) No USACC active duty, USAR, contract instructor, DA civilian personnel or recruiting and retention intern positions are assigned to an ARNG EU. ARNG EUs are not documented on the USACC TDA. ARNG EUs are on their parent organization's TDA / MTO&E.

(d) EU enrollment and production requirements. EUs will maintain and sustain sufficient enrolled and contracted Cadets to meet a minimum production target threshold of 3 annual commission average. EUs can have cross-town 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 cross-town 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 cross-town relationships or cross-town reactivations of inactive cross-towns in Cadet Command Information Management Module (CCIMM). MOA signature authority is delegated to brigade commanders. Renewal of existing cross-town MOAs does not require CG approval.

USACC 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 cross-town relationship, an amended cross-town 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 cross-town MOA format). The cross-town MOA ensures the institution acknowledges that loss or reduction in ARNG full-time support will end the relationship with USACC.

(c) Cross-town relationships are with a host or EU. The cross-town must be a 4-year degree granting institution or 2-year institution with credit/degree transfer agreements with a 4-year institution and meet paragraph (d) through (f) conditions.

(d) Cross-town 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) Cross-town 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 cross-town relationships will have a five-year conditional status.

(g) All existing or new cross-town relationships must maintain one or more enrolled Cadets annually during the conditional period, and commission at least one officer within a five-year assessment period.

(h) No new or existing cross-town relationships will be established or maintained with an institution that does not meet the conditions listed in paragraph (a) – (g) 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 cross-town relationship in Appendix A-8.

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

(j) Cross-town enrollment and production requirements.

i. Cross-town institutions with no enrollment (as identified in the Open Enrollment for that year), and with no enrollment for the previous two 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 11 for more information on the HEI List).

ii. A cross-town must have an annual enrollment of at least one Cadet in SROTC and must commission at least one 2nd Lieutenant within a 5-year assessment period. Cross-towns that are 2-year institutions do not have to meet the production criteria.

iii. Non-standard cross-town agreements exist to support specific operational considerations. A limited number of cross-town relationships can have a visiting or permanent SROTC instructor presence on a cross-town campus. This arrangement requires an exception to policy endorsed by the brigade commander and must be approved by the CG and the cross-town MOA must list the responsibilities of the institution and the SROTC unit supporting the cross-town. 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 recruiting and retention intern can be assigned to a cross-town on a permanent basis. USACC G5 coordinates the exception to policy and amendments to existing MOAs.

iv. Span of Control considerations. SROTC programs rely on cross-town relationships to meet their assigned mission. Cross-town relationship present resource, manpower, time, and oversight challenges to the PMS and program. Unchecked and not re-assessed periodically, cross-town 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 cross-towns 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 cross-town relationships that are supportable.

Table 2-2.

Unit	Tier 1	Tier 2 / MJC	Tier 3	SMC	EU 1	EU 2	EU 3
# of Xts	1 to 3	3 to 5	5 to 7	5 to 7	1	1	2

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).

(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, cross-towns, 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 cross-town relationship, must be fully accredited by the appropriate regional accrediting association for post-secondary colleges and institutions.

b. Institutions requesting a unit agreement or cross-town 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 will 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: ***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*** **(ref paragraph 3-1.5.e below)**. 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. Cadet Command Regulation 145-01 – Reserve Officers' Training Corps Army SROTC Incentives Policy (05 March 2025) Chapter 2, paragraph 2.3.k.

ii. Cadet Command Regulation 145-03 – Army Senior Reserve Officers' Training Corps On Campus Training & Leadership Development (02 May 2025) Chapter 1, paragraph 1-4.

iii. Cadet Command Pamphlet 145-04 – Enrolment, Retention and Disenrollment Criteria, Policies, and Procedures (01 April 2020) Chapter 3, paragraph 3-6.

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 cross-town relationships without prior approval from the CG, USACC. Brigades will coordinate these requests with USACC 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 USACC 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 must be codified in either a DA FORM 918A, DA FORM 918B agreement or MOA. USACC 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, will 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**.

(1) Exceptions for university employees supporting Cadet Holistic Health and Fitness (H2F) outcomes are authorized.

(2) 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 cross-town institutions. Universities are not permitted to hire ROTC instructors nor can universities pay ROTC DA civilian salaries or hire university employees to perform SROTC program ROO, HRA, PA or Supply Tech tasks or duties.

h. 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) The PMS may only authorize up to 50% of a Cadet's course load to be non-traditional courses. See paragraph 3-1.e.(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's 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 – ROTC Unit and Relationship Management: Assessing an Institution's Potential to Serve as a Unit or Relationship

4-1. General

a. This chapter is applicable to establishment requests for SROTC units and cross-town 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 cross-town 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.

4-2. 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 cross-town relationship request. Available Army resourcing, Army strategic objectives and proximity to Army SROTC focus markets will inform the analysis.

4-3. Institutional Academic Factors and Profile

a. Table 4-1 provides academic factors and a general profile for institutions competitive for establishment of a SROTC relationship.

Table 4-1.

	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[1]		
BA/BS Degrees Conferred	The Institution confers 1200 or more 4-year degrees annually[2]	The Institution confers 500 or more 4-year degrees annually[2]	The Institution confers 250 or more 4-year degrees annually[2]
Carnegie Classification	The institution is not a Special Focus classification. (i.e., Faith, Art/Music, Medical, Architecture, Business, Law)[3]		
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 database, Woods and Poole database, 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.

4-4. Institutional Demographic Factors and Profile

a. Table 4-2 provides demographic factors and a general profile for institutions competitive for establishment of a SROTC unit or relationship.

Table 4-2.

	Host Unit	Extension Unit	Cross-town
4-Year Fulltime Undergraduate Degree-Seeking (FTUGDS)* Population	Greater Than 12K	Greater Than 5K	Greater Than 1K
5-year FTUGDS Enrollment Trend	Stable or Growing		

*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.

4-5. Institutional Geographic Factors and Profile

a. Table 4-3 provides geographic factors and a general profile for institutions competitive for establishment of a SROTC relationship.

Table 4-3.

	Host Unit	Extension Unit	Cross-town
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[1]	RepRate less than 0.8		

Sources: USACC Focus Market and RepRate (Representation Rate) analysis; open-source mapping applications and web sites
NOTE 1: Based on USACC G5 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.

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

Table 4-4.

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 5 – ROTC Unit and Relationship Management: Activating a New SROTC Unit (host or EU) or Cross-town Relationship

5-1. Application for establishment of an Army SROTC Unit

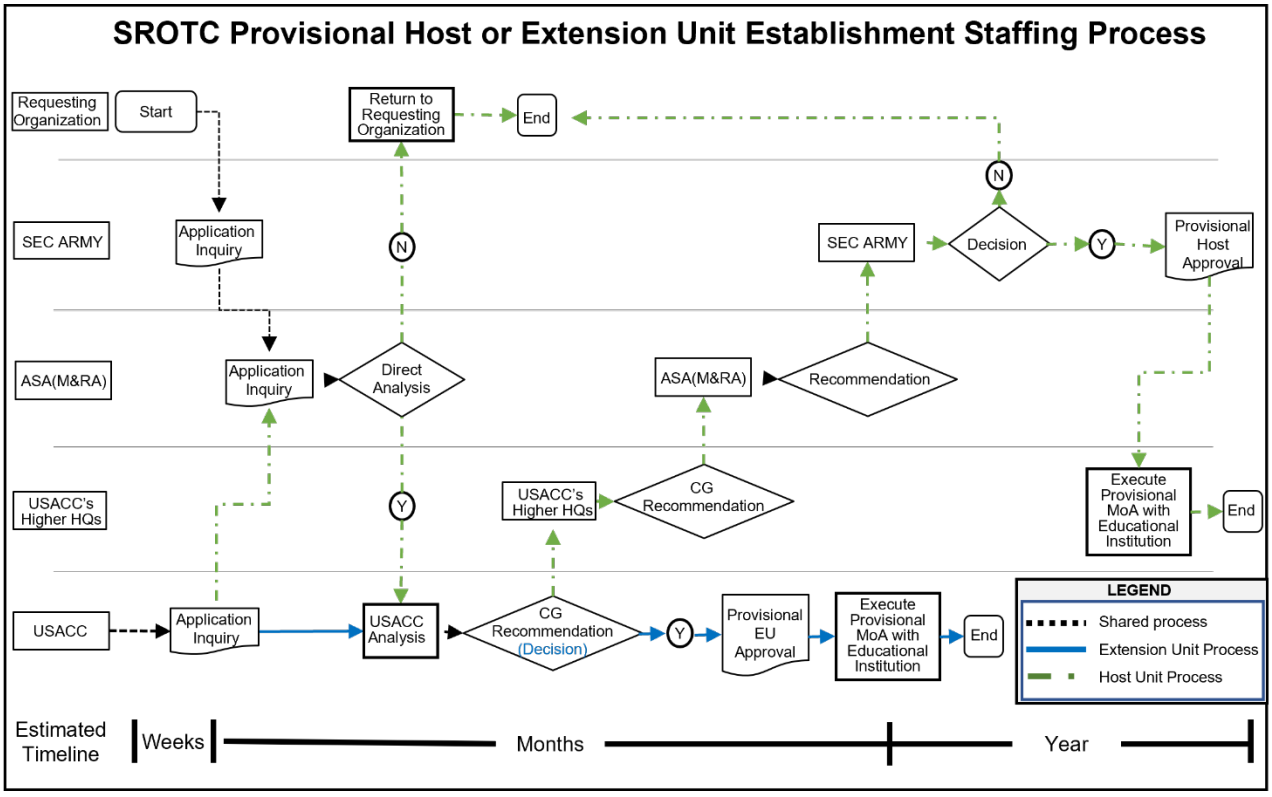
a. Educational institutions seeking to establish a new SROTC unit will complete a DA Form 918 and submit the request to the ASA(M&RA) who will action the request in accordance with paragraph 5-2 below. Figure 5-1 describes the process. The ASA(M&RA) address is:

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 must submit a request directly to the USACC G5 who will action the request in accordance with paragraph 5-3 below. Figure 5-1 describes the process. The USACC HQs (ATTN: USACC G5) address is:

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

Figure 5-1. Host or EU Establishment Staffing Process



5-2. 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.

5-3. USACC Unit Evaluation Procedures

a. USACC 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 USACC 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) and higher headquarters of the decision prior to any implementation actions.

5-4. 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 9 for additional information on PUMOAs.

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

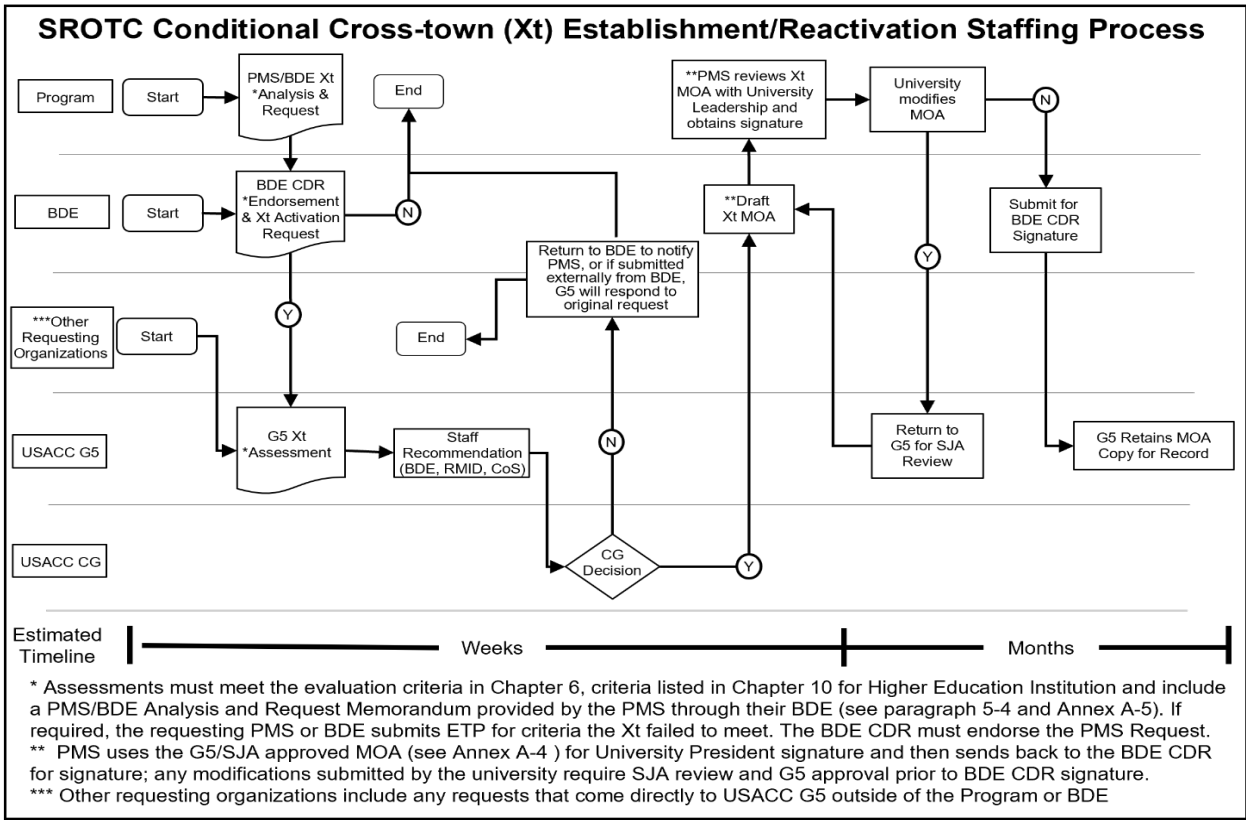
a. CG, USACC retains the authority to establish or reactivate cross-town relationships. No new cross-town relationships can be established, or coordination by a brigade or program to establish, unless approved by the CG.

b. Institutions seeking to establish a new cross-town relationship must submit a request directly to the USACC CG (ATTN: USACC G5). Paragraph 5-8 and Chapter 6 describe the evaluation procedures for SROTC units and cross-town relationships. The USACC G5 will action the request in accordance with paragraph 5-6 below. Figure 5-2 describes the process. The USACC HQs (ATTN: USACC G5) address is:

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

c. Brigades seeking to establish a new cross-town or re-activate a cross-town relationship in CCIMM will submit the request following the required analysis and evaluation in paragraph 5-8. Requests are submitted to the USACC G5 who will action the request in accordance with paragraph 5-8 below. Figure 5-2 describes the process.

Figure 5-2. Cross-town Staffing Process



5-6. Conditional Cross-town Relationship Application from an Institution

a. Once a request from an institution is received, the USACC 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 5-3 and Chapter 6.

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

b. If the request meets USACC criteria for a cross-town, and the CG approves, the USACC G5 directs the requesting brigade to contact the institution and start the formal agreement process (see Chapter 9-3 for information on cross-town MOAs) in

conjunction with the brigade and program leadership. USACC G5 will inform the staff of new cross-town agreements. The cross-town MOA stipulates no instruction will occur at the cross-town unless it has a signed Exception to Policy (ETP) by the USACC CG. ETPs will be on file with cross-town MOA maintained by USACC G5.

c. If the request does not meet USACC criteria for a cross-town, and the CG concurs, the USACC 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 cross-town relationships are conditional and must continue to meet the standards outlined in the HEI Assessment process outlined in Chapter 11 or have a signed ETP for any criteria not met (for a definition of *conditional* see Section II, Terms in the Glossary).

5-7. New Cross-town Relationship or Re-activation (in CCIMM) from a Brigade

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

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

c. If the request meets USACC criteria for a cross-town, and the CG approves, the USACC G5 will contact the brigade and start the formal agreement process in conjunction with the brigade and program leadership (see Chapter 9-3 for information on Cross-town MOAs). The cross-town MOA stipulates no instruction will occur at the cross-town unless it has a signed ETP by USACC CG. ETP will be on file with cross-town MOA maintained by USACC G5.

d. USACC G5 will inform the staff of new or re-activated (in CCIMM) cross-town agreements.

e. If the request does not meet USACC criteria for a cross-town, and the CG concurs, the USACC G5 will contact the brigade informing them that their request is not approved.

f. New or re-activated cross-town relationships are conditional and must continue to meet the standards outlined in the Higher Education Institution (HEI) Assessment process outlined in Chapter 11 or have a signed ETP for any criteria not met.

5-8. 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 cross-town must be accompanied by a PMS/Brigade Analysis and Request Memorandum (Appendix A-8) with a Brigade Commander Endorsement Memo (Appendix A-9) to initiate the G-5 evaluation.

Chapter 6 – ROTC Unit and Relationship Management: Reclassifying or Realigning an Existing SROTC Unit or Cross-town Relationship

6-1. General

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

b. Units can be reclassified from a cross-town 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 cross-town (CG, USACC approval).

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

(2) Reclassifying EUs to cross-towns can be requested by the brigade or initiated by USACC HQs based on priorities and assessments. If an EU that is being considered for reclassification to a cross-town exceeds the maximum distance from its unit and does not qualify for an ETP, reclassification will mean inactivation or realignment to a SROTC unit within 30 miles.

c. Conditions and criteria outlined in Chapters 4-6 for host, EU and cross-town relationships are applicable when addressing the justification and feasibility of a reclassification request.

d. Brigade or below initiated reclassification requests are submitted in memorandum format endorsed by the brigade commander, through the USACC G5 to the CG. The memorandum must include enclosures addressing the relative merits of the proposal and resourcing implications. Paragraph 6-2 below addresses reclassification packet requirements.

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

f. The USACC 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 are administratively processed in the same manner as an establishment request.

6-2. Reclassification Packet Requirements

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

b. 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.

c. Brigades can coordinate with the USACC G5 to obtain relevant historical production and program viability assessment data to inform their analysis.

d. Reclassification request packets must 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 must clearly depict relative location and distances to nearby SROTC host, EUs, cross-towns, 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 cross-towns. Consider 10 years (where feasible) of enrollment, contracting and commissioning data, diversity and Academic Discipline Mix (ADM) in the production analysis.

6-3. Re-assigning an Extension Unit and/or Cross-towns.

a. Brigades may request EUs and/or cross-towns 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 ATAP cycle once requirements and authorizations are added to the TDA.

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

(a) Update CCIMM to reflect reassignment. New relationship between the host and EU or cross-town is created, and the old relationship is maintained until all affected Cadets are transferred and G8 acknowledges their systems reflect the reassignment.

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

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

(4) USACC G4.

(a) Assist Brigade PBOs in realigning UICs under Brigade 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 Brigade S6 with the changeover as required to ensure all process and procedures are covered per the gaining Brigades 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 cross-town.

(b) Maintain manning at the EU through reassignment.

(c) Provide gaining brigade S2/RMIS, gaining PMS and Program CCIMM access to transferred affected EU/cross-town 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, AFT, 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 cross-town.

(b) Align gained EU and/or cross-town 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 7 – ROTC Unit and Relationship Management: Disestablish a SROTC Unit or Inactivate a Cross-town Relationship

7-1. 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 cross-town relationship. External factors outside Army control, including educational institution closure, mergers or loss of academic accreditation, 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 USACC 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 cross-town inactivation is the CG, USACC.

7-2. Disestablishment and/or Inactivation Procedures

a. Host unit. Upon notification of a potential disestablishment scenario affecting a SROTC host Unit, the USACC 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 7-1.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, USACC G5 will coordinate closely with the impacted brigade and the HQs staff to develop a detailed plan addressing considerations outlined in para 7-1.b. above. The USACC 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. Cross-town. Upon notification of a potential inactivation affecting a SROTC cross-town, USACC G5 will coordinate closely with the impacted brigade and the HQs staff to develop a detailed plan addressing considerations outlined in para 7-1.b. above. The USACC G5 will notify USACC's higher headquarters and the ASA(M&RA) and report status of the cross-town inactivation until all required actions are complete.

7-3. 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/ DA civilian evaluations.

(d) Military/ 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 cross-towns.

(5) Communication:

(a) Notify elected officials.

(b) Public affairs release.

(c) Command messaging and talking points.

(d) Notification of affected cadre, Cadets and HEI leaders.

(e) 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 8 ROTC Unit and Relationship Management: System Change Management Processes

8-1 Changes in CCIMM and related ROTC management systems.

a. USACC G5 leads system Change Management Processes that affect USACC G5 plans and operations and changes to ROTC unit and relationship realignment, reclassification, activation and inactivation discussed in Chapters 5, 6 and 7 but consolidated here as they apply to all. In general, these changes occur in CCIMM, but may impact other command systems, processes and directorates. In general, change management actions will be planned at least 1 Academic year in advance of execution to minimize disruption and allow for parallel planning across USACC directorates and subordinate echelons. Some actions may require additional coordination with higher echelons. This section outlines the CCIMM Change Management Process for each type of unit / relationship action and the roles and responsibilities of affected directorates and sections

b. Initiate a CCIMM Change Request (CR) or submit a CCIMM Help Desk Ticket. For larger unit and relationship management changes that require a change to CCIMM functionality or require a data fix performed by the CCIMM system administrators, USACC G5 submits a request.

(1) Change requests require a problem statement that describes the required CCIMM change and a rough estimate of when the change is needed. Requestors will be required to participate in the USACC Change Advisory Board and coordinate with the CCIMM Developer Team to test and approve the final version.

(2) Data fix requests. Data fixes reduce the risk of error in execution as they are done by the CCIMM Team as opposed to having multiple operators at multiple echelons executing the action(s).

c. CCIMM Change Management Actions requiring adjustment to adjacent USACC systems and processes

(1) Activation (or reactivation) of a cross-town relationship has no impact on most USACC systems and processes external to the USACC G5. It does require coordination with USACC RMID and the requesting brigade to ensure the new cross-town relationship is functioning in CCIMM. Internal to the USACC G5 the HEI List, the USACC host/extension unit/cross-town (HEX) and all unit and relationship databases will be updated to reflect new relationships. Activating new hosts in CCIMM also requires the new unit to be reorganized on the CCIMM security tree, this step is coordinated with the CCIMM Oracle Data Team through the G6.

(a) Reactivation – If a school has a prior SROTC relationship in CCIMM, reactivation occurs by first looking up the school under the Maintain Organizational Data

function and changing the effective status to “active” on the Organizational Data tab, then creating the relationship with the program.

(b) Activation – If a school has no prior SROTC history it will first have to be created as a school in CCIMM, before a relationship with a program can be established.

(2) Inactivations.

(a) Inactivation of cross-town relationships is preceded by restricting new enrollment, contracting and scholarship offers at the cross-town. Contracted Cadets are allowed to finish out their course of study and commission before the inactivation date, or if the cross-town inactivation is associated with a unit inactivation may be given options that include transfer to another SROTC unit. SROTC unit inactivations do impact other directorates.

(b) Inactivating units have assigned military and civilian personnel and may require Cadets to transfer to another SROTC unit dependent on cadre departure timelines. Unit inactivation will require higher level approval or notification, and may generate Congressional and stakeholder interest.

(3) Reclassification of a host, extension unit or cross-town (up or down) changes the resources associated with the unit or relationship, how it is entered into CCIMM and other systems and multiple USACC processes. Unit reclassifications are a deliberate process usually associated with changes in the SROTC operating environment, deliberate analysis and an approval process that may require notification and approval by the Army. Planning TTPs:

(a) Unit reclassifications are best done by a planned data fix requested by the USACC G5 to the CCIMM team via a CCIMM help desk ticket. This reduces the chance of error and speeds resolution of any problems that may occur.

(b) Ensure all appropriate staff in Paragraph 5 are notified of the change and the change date. Preferably this is done at least 90 days out to ensure the staff has time to identify any potential issues with internal and external processes and mitigate risks.

(c) Ensure the brigade is notified and prepared to have the brigade and program personnel check access to CCIMM and accountability of Cadets in CCIMM after the reclassification. Brigades will report back to USACC G5 once access and accountability are verified or with any issues they are experiencing.

(4) Realignment of a unit or relationship may occur independently or may be in conjunction with a reclassification, activation or inactivation action. Realignment of a unit or cross-town relationship from one host program to another changes the host and requires coordination with G1 CPD and MPD, RMID, G4, G5 Force Management, G6 Operations, G8 and HHD. It may impact commission-missioning of the brigades and additional consideration on how subordinate units are manned. It will require an adjustment to USACC and supporting IT systems to account for the move and maintain

access. G8 must also inform ArmyignitED to ensure Cadet scholarship payment are not disrupted. Reclassification is best done as a planned data fix requested through a CCIMM help desk ticket and coordinated with both the CCIMM Oracle Data Team for unit reclassification and realignment and the HSS Sprint Team for the realignment of RSIDs of affected USACC cadre.

(a) System realignment of cross-towns internal to a brigade is a one-step process with the realignment occurring in CCIMM. As a part of this action, individual Cadets must be realigned in CCIMM to the new host and may be required to have their ROTC school (where they attend training) updated in CCIMM. On the day of planned execution, USACC G5 coordinates with the CCIMM Oracle Data Team POC executing the data fix to ensure it occurred and if there were any issues, then notifies the USACC staff and affected brigades that it has occurred and direct them to check for any access and accountability issues.

(b) System reclassification and realignment of units internal to or between brigades begins two months out from the execution. USACC G5 Plans coordinates with USACC G5 FM to capture any RSID changes that will affect user access in the reclassified or realigned units. USACC G5 Plans then coordinates with the brigades to obtain user info for all affected personnel for the HSS Sprint Team who will write the data fix to move users to the correct RSID in HSS. Six weeks out from execution, USACC G5 Plans coordinates with the CCIMM Oracle Data Team to review all planned actions to ensure they are captured for the upcoming data fix to realign units and affected relationships in CCIMM. Execution is a two-step process:

i. Step 1 (AM) / Day 1 – USACC G5 coordinates with the CCIMM Oracle Data Team POC executing the data fix to ensure all Cadets are moved to the new unit and assigned the correct SROTC school. Post execution USACC G5 check to ensure it occurred and if there were any issues, then notifies the USACC staff and affected brigades that it has occurred and directs them to check for any access and accountability issues.

ii. Step 2 (PM) / Day 1 – USACC G5 coordinates with the HSS Sprint Team to ensure the HSS moves occurred IAW the new RSID profile provided by brigades and G5 FM Team, then notifies the USACC staff and affected brigades that the changes in HSS have occurred and directs them to check for any access and accountability issues. Brigade IMOs will need to ensure all CCIMM profiles are rebuilt.

(5) For all Change Management Actions USACC G5 Plans must coordinate actions with the below to ensure system access, process continuity and mission success:

(a) G1 ASD – ensures affected Cadets are not disadvantaged during the Accessions process by reclassification, inactivation or reassignment if unit is merging or losing the PMS by confirming all Cadet actions by the losing unit are complete, i.e. CERs. G1 ASD also manages contracted Cadet transfers and disenrollments.

(b) G1 CPD (Civilian Personnel Division) – ensures affected DA civilians affected by reclassification, inactivation or reassignment are notified and managed IAW Army and USACC regulations and policy to meet the Army requirements.

(c) G1 MPD (Military Personnel Division) – Ensures military manpower is coordinated, notified, assigned/reassigned, requested and managed IAW Army and USACC regulations and policy to meet the Army requirements when units are reclassified, inactivated or activated.

(d) RMID (Recruiting, Marketing and Incentives Division) – Ensures key processes such as scholarships, missioning, marketing and coordination with other Army stakeholders are informed and not disrupted. This applies to all unit and relationship changes.

(e) G4 (Logistics) – Ensures accountability and coordinate transfer and/or movement of USACC property, equipment and contracts associated with realignments, reclassifications inactivations and activations.

(f) G5 FM (Force Management) – Ensures USACC TDA and Force Registration systems are updated and if required RSIDs and DUICs are correct after changes resulting from reclassification, realignment, inactivation or activation of units.

(g) G5 CIG (Commander's Initiative Group) – Tracks potential inquiries from Congress, universities and SROTC stakeholders that may result from realignment, reclassification or inactivation.

(h) G6 (Operations Division) – Responsible for ensuring continued system access for users that may be affected. Brigades may need to coordinate access to systems affected by realignment, reclassification or activation. Also responsible for assisting in any help desk issues or system change requests associated with change management actions.

(i) G8 (Cadet Pay Operations) – Responsible for managing Cadet scholarship payments through the ArmyignitED system, any changes resulting from unit reclassification, realignment, inactivation and activation must be communicated in order to ensure continuity of scholarship payments. Also responsible for all direct payments made to cadets by utilizing Defense Joint Military Pay System (DJMS). New host schools must be established on DFAS Table 39 no later than six days prior to CCIMM Datafix transactions being created and processed. All ArmyignitED changes must be completed three months prior to CCIMM Datafix transactions being created and processed.

(j) USACC Public Affairs Office – Responsible for managing media inquiries and public release of information associated with SROTC change management actions.

This includes the creation of internal products to assist USACC leaders in responding to questions from the universities and/or Cadets.

(k) USACC A/CoS for the USAR and ARNG – Responsible for coordinating with USAR (OCAR)/ARNG (ARNG Bureau and state TAGs) in the event of changes to SROTC units and relationships.

(l) USACC HHD – Responsible for moving USACC military personnel in HSS to support any realignment of programs between brigades.

(m) USACC Knowledge Management Office – Responsible for adjusting USACC Master Personnel Records (MPR) Directory to reflect any realignment of programs between brigades.

8-2 CCIMM Roles and Positions for Program Management.

a. Maintaining accountability of CCIMM roles and access to specific system functions is essential to ensuring access is limited to those who have a need based on their assigned duties and responsibilities. Every USACC unit and staff element plays a role in ensuring CCIMM access and operations are in accordance with USACC policy.

b. CCIMM roles are based on the functions performed by a user assigned to a position. CCIMM roles associated with the position are determined based on the tasks a user assigned to the position must perform to fulfill their duties.

(1) All roles associated with the position must be documented and standardized across USACC. A single user may have multiple roles based upon their position and the needs of the staff section, directorate or command they are under.

(2) Non-standardized assignment of roles is possible based upon conditions such as adjacent positions being vacant, pending management actions and TDA changes, but these should be the exception and captured in an Exception to Policy request maintained by USACC.

(3) Some positions, such as the PMS, Brigade Commander, Director of Brigade Operations, and the USACC Command Team have multi-functional requirements with their role's access based on echelon vs. a specific position.

c. USACC Units and staff elements are responsible for defining and maintaining the CCIMM roles in terms of the functions they must perform and the type of access required to perform them.

(1) G1 – responsible for all USACC headquarters, brigade and program level roles performing human resource roles in G1, S1 and HRA positions.

(2) RMID – responsible for all USACC headquarters and brigade level roles performing recruiting, marketing, incentive, research and analysis roles in RMID and brigade RMIS positions.

(3) G3 – responsible for all USACC headquarters, brigade and program level roles performing off campus CST roles in G3, and while assigned to CST.

(4) DoLD&E – responsible for all USACC headquarters, brigade and program level roles performing on campus training and instruction roles to include FTXs.

(5) G5 – responsible for all roles required to conduct unit and relationship management actions, relationship agreement management, assessments, analysis, force management and responding to stakeholder requests for information.

(6) G6 – responsible for G6 and S6 roles required to:

(a) manage headquarters and brigade level information management roles and functions that support CCIMM operations and access.

(b) manage headquarters, brigade and program level accounts to ensure access IAW with USACC policy.

(c) maintaining and managing CCIMM as a USACC system of record to support all required SROTC functions. This includes system updates, change requests and help-desk tickets.

(d) conduct periodic audits of CCIMM access to ensure the assignment of roles is IAW USACC policy and that exceptions to policy have a record.

(7) G8 – responsible for G8 roles requiring CCIMM access to perform functions related to the disbursement of Cadet funds and other financial activities.

Chapter 9 – Provisional Agreements

9-1. 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. USACC will coordinate with the university to establish an implementation and assessment plan that clearly outlines the conditions and expectations of the probationary period.

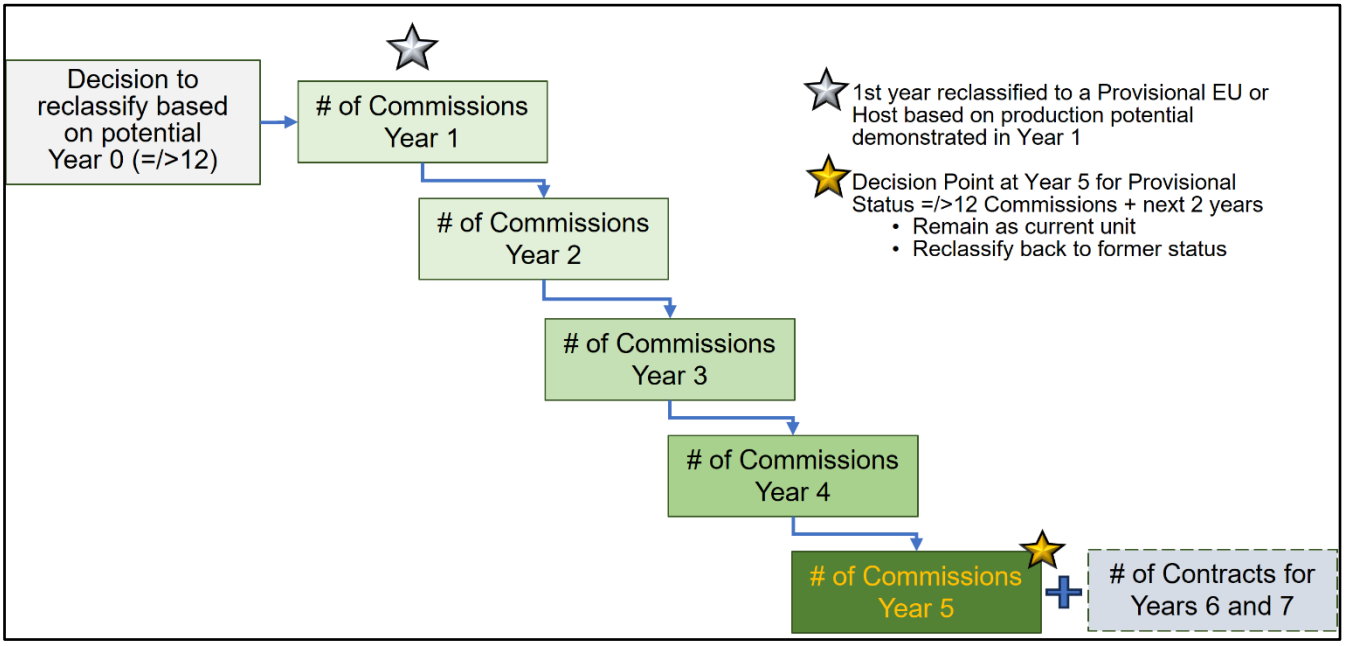
b. The Annual Program Assessment is the USACC assessment method for all SROTC Programs. The PUMOA for provisional host and extension units uses the Annual Program Assessment commission mission thresholds and associated criteria to assess them. (See chapter 10-1 for thresholds and criteria).

c. The PUMOA articulates the duration of the unit's provisional status before a final establishment determination is made. During this provisional period, the USACC 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 USACC G5 will request the SECARMY or CG, USACC make a Provisional Status Decision (PSD) lifting the provisional status. The brigade will work with the host educational institution to finalize the DA FORM 918A and DA FORM 918B agreement.

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 9-1 illustrates a provisional unit's timeline for a Provisional Unit Status assuming a program starts with an established SROTC relationship as a cross-town or EU with enrolled Cadets. The Provisional host must meet the 12 commissions annually standard by year 5 from its reclassification from an EU to a host and demonstrate that it can sustain the standard based on its contracts for years six and seven. If it cannot meet this standard, it will be reclassified back to an EU.

Figure 9-1. Provisional Unit Status Decision 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 is structured and organized IAW the USACC SROTCunit staffing standards and rules. USACC will document on the TDA the initial host or EU structure using the lowest tier. This supports meeting the Annual Program Assessment. At the 5-year assessment point the structure is adjusted based on the standard allocation rules for historical production and contracted MSIII and MSIV average.

(2) The provisional unit is 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.

9-2. Administrative Actions to Establish a Provisional Unit

a. The USACC G5 leads planning and coordinating actions to establish and assess a provisional SROTC unit and develops the implementation order for execution.

b. HQs staff and the brigade will coordinate with the gaining institution to complete a site visit to the campus and 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 USACC 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.

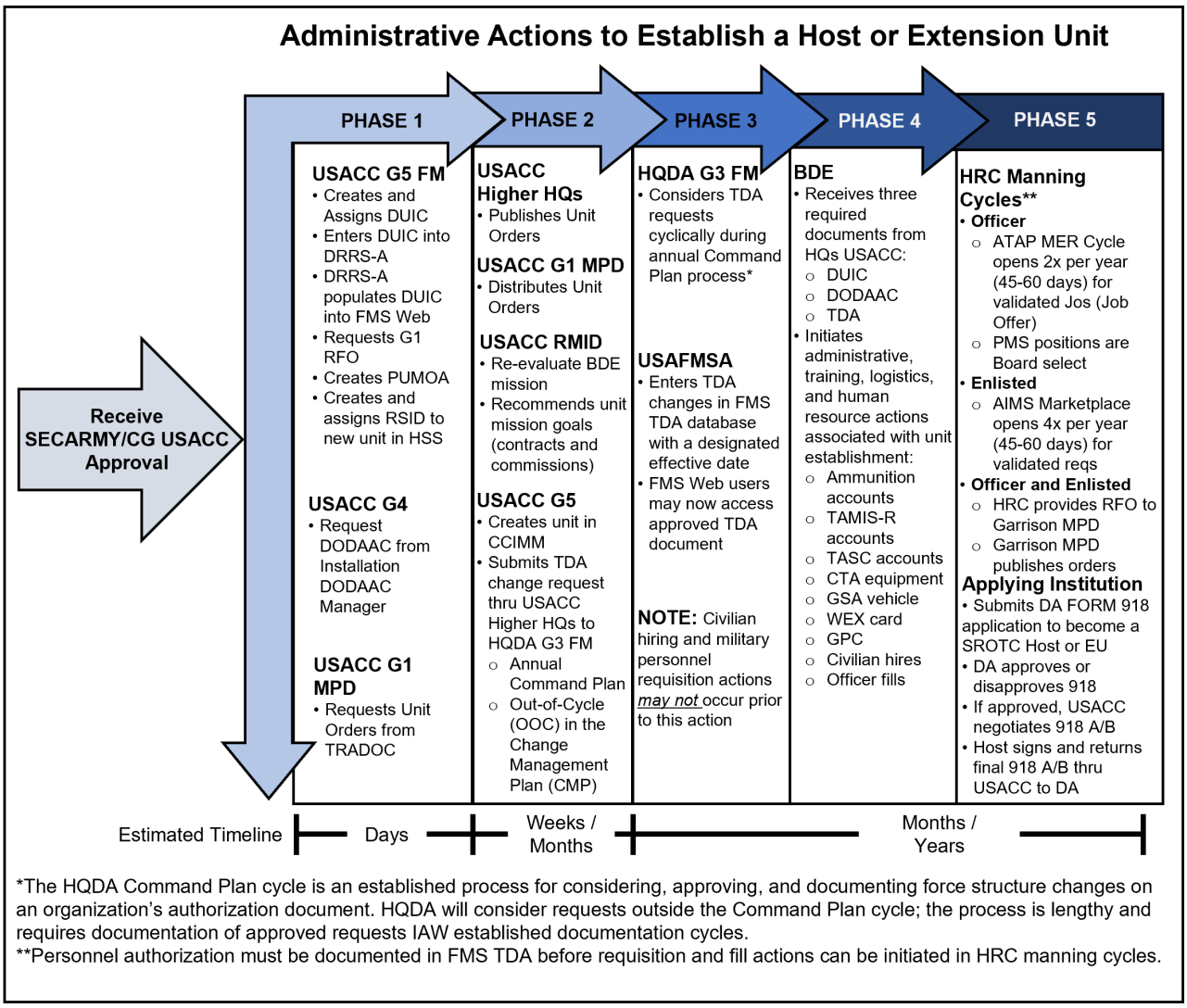
(2) A Department of Defense Activity Address Code (DoDAAC) authorizes the unit to request, contract for, store, receive, issue DoD assets, and pay for material and services.

f. 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.

g. 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 9-2 describes the administrative actions to establish a SROTC unit.

Figure 9-2. Administrative Actions to Establish a SROTC Unit



*The HQDA Command Plan cycle is an established process for considering, approving, and documenting force structure changes on an organization's authorization document. HQDA will consider requests outside the Command Plan cycle; the process is lengthy and requires documentation of approved requests IAW established documentation cycles.
**Personnel authorization must be documented in FMS TDA before requisition and fill actions can be initiated in HRC manning cycles.

9-3. 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 cross-towns. 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 5. If a unit or cross-town is reclassified or reassigned between units or brigades, new agreements are required (see Chapter 6 for details). Only one relationship agreement is required for cross-towns with multiple host

relationships. Hosts and EUs must review and renew their DA FORM 918A and 918B agreements every ten years or as stipulated in the agreement. cross-town MoAs must be reviewed and updated every five years. All agreements must be in the correct agreement format; all others are null.

(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 extension). 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) Army Signatories. CG, USACC signs all existing 918A/B agreements, provisional hosts and extension unit MoAs or Army National Guard MoAs. New host agreements are signed by the ASA(M&RA) unless delegated to CG, USACC.

(e) University Signatories. All agreements must be signed by the President (or Chancellor), Provost (or Vice President for Academic Affairs), or University Vice President.

(f) Army National Guard MOA Signatories. All Army National Guard MOAs must be signed by the Adjutant General (TAG), Assistant TAG or Chief of Staff.

(2) The cross-town MOA is similar in that it stipulates the conditions the college or university and the Army agree to and must maintain as a cross-town for a host or EU. Key components of the MoA are:

(a) Purpose. Cross-town MOA must be updated every 5 years to remain valid. The date of the last signature on the existing MOA is used as the beginning date for the agreement to be in effect. The PMS schedules reviews of the MOA with school officials 12-18 months prior to the 5-year anniversary to account for legal review times.

(b) Cross-town agreements are reviewed annually during the HEI Assessment (Chapter 11) ensuring cross-town relationships have a valid agreement for the next academic year.

(c) Cross-town relationships with no agreements, expired agreements or agreements that expire before the start of the next academic year are placed in a restricted status in CCIMM on 01 July. Brigade Commanders can request a one-year extension to postpone the CCIMM restriction. The request for extension can only be

used once. After one year the cross-town does not have a valid MOA it is inactivated or put in a restricted status in CCIMM and inactivated after the last contracted Cadet commissions.

(d) The MOA outlines the general agreements and provisions between the parties.

(e) Agreement enclosures, i.e. Supplemental considerations (Encl1), On-Campus instruction (Encl 2) and USACC or ARNG cadre assigned (Encl 3).

(f) Army Signatories. Brigade Commander (NOTE: The PMS can sign but is not required.)

(g) University Signatories. All agreements must be signed by the host and cross-town institution President/Chancellor, Vice-President for Academic Affairs or the Provost.

(h) In instances of cross-towns aligned to multiple institutions there is not a requirement for separate agreements. The requirement is the brigade will consolidate all applicable institutions and associated university signatures into one cross-town MOA.

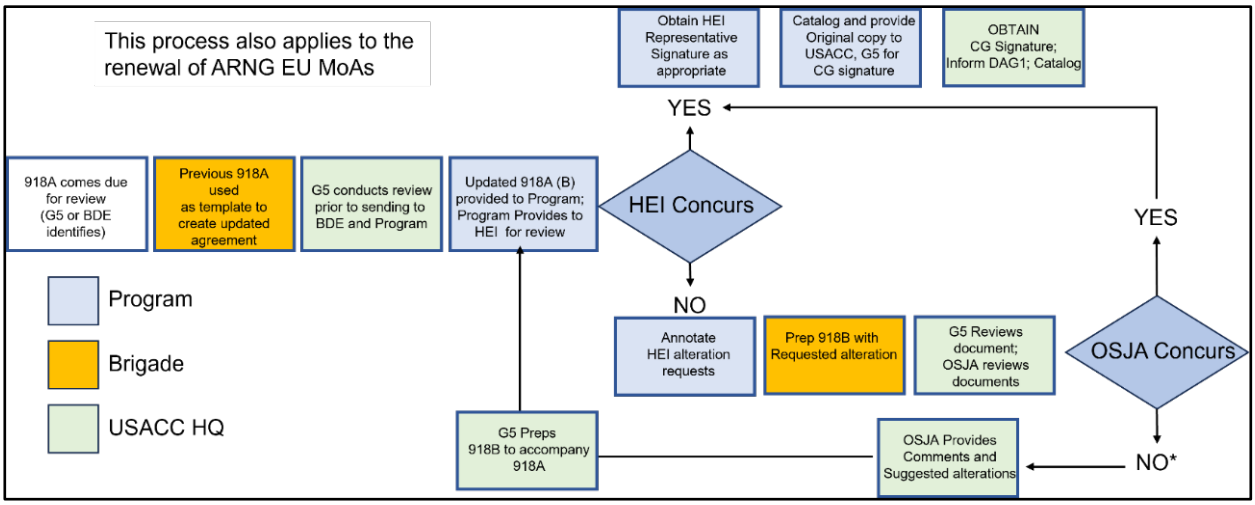


Figure 9-3. DA FORM 918 A/B Renewal Process

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

(a) DA FORM 918A and DA FORM 918B (if applicable) agreements must 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 is the beginning date for the agreement to be in effect. The PMS will 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. Figure 9-3 illustrates the renewal process for hosts and EUs.

(b) If there are no material changes to any terms present in the existing DA FORM 918A and DA FORM 918B documents, the PMS will submit documents to be signed by the USACC CG through their Brigade.

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

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

(e) 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.

Chapter 10 – Army SROTC Annual Program Assessment.

10-1. Army SROTC Annual Program Assessment (APA)

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 the 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.

(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) 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.

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

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

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

i. 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.

ii. Quality. Commissions 3 or more STEM degreed officers on a 5-year average.

iii. 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.

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

v. 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.

(c) The Secretary of the Army can exempt a program if it does not meet a standard in Chapter 10.b.(8), a program can be exempted from the standards 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.

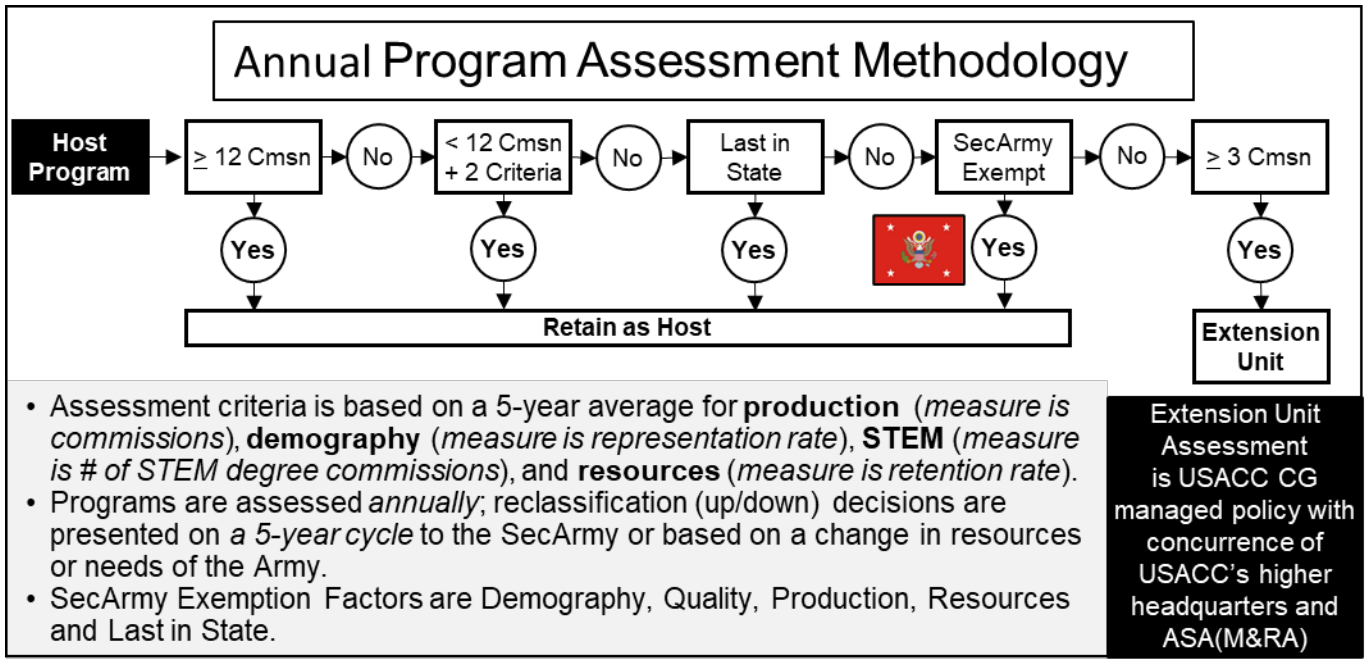
c. Assessments are not the sole determining factor in reaching reclassification or disestablishment decisions (DoDI 1215.08).

d. Programs not meeting the standard in Chapter 10.b.(8), 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.

e. 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.

f. 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



g. PMS Actions/Responsibilities.

(1) 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.

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

(3) 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.

Chapter 11 – The Higher Education Institution (HEI) Assessment

11-1. Annual HEI Assessment

a. Summary: The HEI Compatibility Assessment is an annual review of all active SROTC units and relationships with a focus on cross-towns (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.

b. USACC G5 produces the annual HEI assessment to:

(1) Validate all USACC cross-town relationships meet established **assessment criteria for compatibility requirements**.

(2) Coordinate with Brigades to identify, recommend and execute SROTC unit and relationship management actions such as:

(a) Inactivate cross-town relationships that do not meet compatibility requirements.

(b) Identify cross-towns that have had no enrollment for the last three years or which require an ETP.

(c) Update cross-town CCIMM data and relationships to hosts and EUs.

(d) Review brigade 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.

(e) Brigades must submit new activation or reactivation requests to the USACC G5 using the template in Appendix A-8 prior to 01 FEB of each year. Any requests submitted after 01 FEB are batched until the following year's HEI review. All submissions are subject to the requirements for activating new relationships (see Chapter 5, paragraph 5-8). 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.

(3) Synchronize officer accessions efforts based on a validated list of HEI. T list supports planning and coordination to align resources, incentives and provide accession partners with information (i.e., the GoArmy.com website).

c. HEI Assessment Criteria for compatibility requirements:

(1) Cross-town 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.

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

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

(4) Institution Type. The cross-town 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.

(5) All cross-town relationships must maintain one or more enrolled Cadets annually, and commission at least one officer within a five-year assessment period. Cross-towns that are 2-year institutions do not have to meet the production criteria.

d. USACC G5 coordination with Brigades:

(1) Identify cross-town 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.

(2) Identify cross-town relationships that have had no enrollment during the past year or zero commissions for the last five years for removal from that year's HEI List. Brigades must provide justification to retain it on the HEI List with an ETP. If it shows no enrollment during ETP period it will be restricted and removed from the HEI List and the cross-town relationship recommended for inactivation in CCIMM with a timeline derived from existing contracted Cadets.

(3) Update data on cross-town relationships to include the HEI criteria and institution specific information requirements to keep CCIMM up to date. This may require Brigades to consult Programs to validate/update the HEI data USACC G5 provides from CCIMM.

e. Synchronize officer Accessions efforts:

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

(2) 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.

f. Additional Information on HEI:

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

(a) Criteria and ETP submission process are outlined in each year's OPORD.

(b) ETPs submitted by a PMS must first go to the brigade RMID for staffing.

(c) If the brigade commander supports the ETP it is sent to USACC G5 with a brigade commander endorsement for HQs staffing.

(d) An HEI ETP is good for five-years from approval, but can be rescinded by CG, USACC based on command priorities.

(2) Cross-town relationships active in CCIMM, but scheduled for inactivation:

(a) The HEI List corresponds to active units and cross-town relationships in CCIMM with the exception of pending cross-town inactivations.

(b) 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.

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

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

(b) O/A 10 DEC each year – USACC G5 publishes the HEI OPORD with its initial analysis identifying any cross-town relationships not meeting HEI criteria to include those cross-town relationships that received an ETP the previous year and any known relationship changes due to scheduled inactivations, academic mergers or school closures. The HEI OPORD will list cross-town relationships with expired agreements or agreements that will expire prior to the start of the next academic year. Brigades are directed to review, validate and make initial recommendations.

(c) O/A 01 FEB each year – USACC G5 coordinates with Brigade Action Officers (ACTOs) to conduct an initial review by A365 Teams (or existing DoD virtual collaboration platform) to review cross-town relationships identified by USACC G5 or the Brigade for action and confirm intent. Brigade ACTOs are directed to take the output of that meeting back to confirm the outputs with Program PMSs, DBOs and Brigade Commanders. All Brigade submissions for unit and relationship management actions to include cross-town MoA extension requests from the Brigade Commander must be

completed and submitted to the USACC G5 as part of the “batching” process by this date.

(d) O/A 15 MAR each year – USACC G5 coordinates with the Brigade ACTOs to conduct the final review by A365 Teams (or existing DoD virtual collaboration platform) to get the PMS input and Brigade Commander recommendations on those cross-town relationships that did not meet HEI criteria or were initiated for inactivation by the Brigade. USACC 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.

(e) O/A 01 APR each year – USACC G5 produces a memorandum for each Brigade Commander with the results of the HEI Review for their Brigade to include:

i. Pending inactivations authorized by CG, USACC.

ii. New recommendations for inactivation agreed upon by G5 and the Brigade.

iii. USACC G5 recommended inactivations the Brigade identified for retention.

iv. Cross-town relationships with expired agreements must be updated by 01 July of that year or be restricted in CCIMM and scheduled for inactivation based on the commission date of the last contracted Cadet. Brigades can request a one-year extension to complete an agreement by submitting a memorandum to USACC G5 signed by the Brigade Commander. The extension is only valid once, if a valid agreement is not in place at the end of the extension period the cross-town relationship will be placed in a restricted status in CCIMM with an inactivation date corresponding to the last contracted Cadet.

(f) O/A 01 May each year – USACC G5 will staff the final recommendations with RMID and the Brigades and present the results to CG, USACC for adjudication and decision. Cross-towns identified for inactivation will be placed in a “restricted” status in CCIMM which prevents new enrollments and contracts and flags them for scholarships. A restricted status does not impact Cadets already contracted.

(g) O/A 15 May each year – USACC 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 reflects the CCIMM status of hosts, extension units and cross-towns for the upcoming Academic Year. It shows active, unrestricted cross-town relationships. It will capture any reclassifications and realignments effective for the upcoming Academic Year. It does not capture pending reclassifications to hosts and extension units that will not happen until a later academic year. Inactivating hosts, extension units and cross-towns will not be on the HEI list for the current academic year. The HEI List will be available on the

USACC G5 Share Point Online site for USACC staff and program cadre. Any approved Brigade submitted changes regarding unit and relationship management actions such as new or reactivated cross-town relationships, realignments or reclassifications will be added to that year's HEI and available for the next Academic Year.

g. Institutions not on the HEI List but active in CCIMM require a USACC RMID and USACC 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.

Chapter 12 – Staffing Standards and Rules

12-1. SROTC Program Staffing Standards and Rules

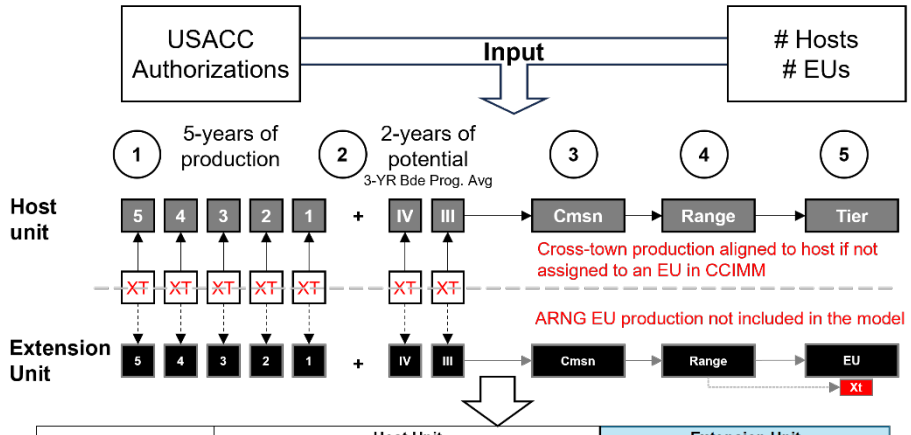
a. SROTC Programs are staffed using a standard derived from an allocation model that uses *five years of production (# of commissions)* + *two years of potential (defined as # of contracted Cadets in the program's Advance Course)* divided by *seven years* as the drivers. Applying Brigade progression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

(1) Allocation Model. Seen in Figure 12-1, cross-town 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 cross-towns 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 12-1. USACC Allocation Model

Program Allocation Model

- Run annually, Program TDA changes made in odd number years (if required), Brigade Bill-payers



	Host Unit				Extension Unit		
Program Structure	Tier 1	Tier 2/MJC[1]	Tier 3	SMC	Eu 1	Eu 2	Eu 3
Target PMS Grade	LTC/05	LTC/05	LTC/05	COL/06	--	--	--
Production Range	12-14	15-21[1]	>22	>70	3-6	7-10	≥ 11
PMS	1	1	1	1	--	--	--
XO (LTC)	--	--	--	1	--	--	--
APMS	1					1	2
CH MSI (SGM)	--					--	--
Sr MSI	1					--	--
MSI	1	2	2	8	1	1	1
ROO	1	1	1	1	--	--	--
HRA	1	1	2	2	--	--	--
ADMIN NCO (42A20/30)	--	--	--	3	--	--	--
Supply Tech	1	1	1	2	--	--	--
Program Assistant (PA)	--	--	--	--	--	1	1
Unit Total:	7	9	12	31	2	3	4

Staffing Standards

NOTE 1: MJCs are resourced as a T2, and missioned at a minimum of 22

(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 following positions:

a. Professor of Military Science (PMS)

b. Executive Officer (XO) – SMC only

c. Recruiting Operations Officer (ROO)

d. Military Science Level (MSL) I-IV instruction and education by the Assistant Professor of Military Science (APMS)

e. Chief Military Science Instructor (SGM) – SMC Only

f. Senior Military Science Instructor (SMSI)

g. Military Science Instructor (MSI)

h. Human Resources Assistant (HRA)

i. Administration NCO (42A 20/30) – SMC Only

j. Supply Technician positions

k. Program Assistant (PA) – Extension units only

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

(3) Allocation Rules:

a. Brigade Reinforcing Faculty; document on host or EU PARA (not brigade HQs PARA or duty at a cross-town or ARNG EU).

b. Command Reinforcing Faculty req/auth support command priorities; not available to brigade; subject to reprogramming.

c. Capability Reinvest positions (27 TDA CB code) are Command managed; subject to reprogramming.

d. Host (PMS, SMSI, APMS, MSI, ROO, HRA, Supply Tech) and EU (APMS, MSI, PA) structure documented on their PARA ONLY.

e. USACC does not have enough MSI to meet all staffing standards; APMS' will be documented ILO MSI were required.

f.Program Assessment positions (FY27 CA code) are Command managed; subject to reprogramming

(4) Command Policy on Allocation:

a. Programs are missioned to 12 IAW SecArmy APA Standards.

b. Program TDA changes are implemented on odd-year Command Plan Cycles.

c. No civilian or institution employee can provide primary instruction for the ROTC curricula or activities except the 918A clause, Military History requirement or guest speakers.

d. Brigade coordinates RSSC contractor allocations to fill "auth" instructor gaps with G1; USACC G5 reviews ALL changes; must have Compo 1 or 3 SUPV.

e. ARNG EU FTE manning supports EU functions in a signed MOA with TAG & USACC CG; no Compo 1, 3, or CME at ARNG EUs.

f. Recruiting and Retention Interns are non-TDA allocations distributed equally to brigades for assignment at a host or extension only.

Chapter 13 – Green to Gold (G2G) ADO

13-1. 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 – Cadets must be able to take at least 50% of their course offerings in a traditional classroom instruction setting. **See Cadet Command Regulations and Pamphlets referenced in Chapter 3, 3-1.e.(5).**

(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 Strategy or a USACC Outcome by having ADOs attend.

b. 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.

c. 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.

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 cross-town 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 if there are supplemental considerations.

2) **Enclosure 2.** Use if USACC personnel travel to the cross-town campus to conduct SROTC instruction. USACC personnel are considered visiting faculty. An ETP is required.

3) **Enclosure 3.** Used when USACC or State ARNG personnel are detailed to the cross-town campus. USACC or State ARNG personnel perform the majority of their duties at the cross-town location and have permanent offices resourced by the cross-town institution.

1

For downloadable agreement PDFs go to the USACC G5 Share Point Page or contact G5

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 not permitted with 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, 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.

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

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)

Note: If multiple host schools, multiple signature blocks will be added to account for all applicable hosts.

For downloadable agreement PDFs go to the USACC G5 Share Point Page or contact G5

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

Enclosure1: Supplemental Considerations

Pursuant to the agreement of the memorandum for Army SROTC for XX University, it is hereby agreed between the parties within the agreement that the following is amended as follows:

5.a. to read: This agreement is effective the date the last party below signs.

5.b. to read: Any party can terminate the agreement upon thirty (30) calendar days' written notice to the other party. In the event this agreement is terminated, Cadets currently enrolled in Army SROTC at KU shall be permitted to complete the academic year in which they are currently enrolled at the time of the agreement termination.

5.A. AND 5.B. ABOVE ARE ONLY LISTED AS EXAMPLES.

Duly authorized representatives of the parties:

Initial: _____ Date: _____

Initial: _____ Date: _____

Initial: _____ Date: _____

For downloadable agreement PDFs go to the USACC G5 Share Point Page or contact G5

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

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

1. 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.

c. Date last 3 year On-Campus instruction ETP was approved: _____

Duly authorized representatives of the parties:

Initial: _____ Date: _____

Initial: _____ Date: _____

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

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

1. 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: _____

For downloadable agreement PDFs go to the USACC G5 Share Point Page or contact G5

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. 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
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, 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.

(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

A-5. Provisional Host Memorandum of Agreement Template

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

For downloadable agreement PDFs go to the USACC G5 Share Point Page or contact G5

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.

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,

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, 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.

☐ EUs with 2 instructors must achieve 3 to 10 commissions annually by year 5

☐ EUs with 3 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.

A-6. Provisional Extension Unit Memorandum of Agreement Template

_____

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

_____

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

1

For downloadable agreement PDFs go to the USACC G5 Share Point Page or contact G5

A-7. Provisional Memorandum of Agreement for a Provisional ARNG EU

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

1. REFERENCE.

a. DODI 1215.08 Senior Reserve Officer Training Corps Programs (change 2), 12 Aug 2025.

b. Army Directive 2018-16 (Suitability Criteria for Military Personnel in Specified Positions) 08 Nov 2018.

c. 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.

d. AR 600-20 (Army Command Policy), 15 Apr 2026.

e. Army Regulation 145-1, Senior Reserve Officer Training Corps Program: Organization, Administration, and Training, 29 May 2025.

f. Army National Guard PPOM 24-007 Professor and Assistant Professor of Military Science, 17 Jun 2024.

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:

a. To provide operational control of the Extension Unit ensuring proper administration and conduct of Army SROTC instruction at (*Institution Name*) by

A-7. Provisional Memorandum of Agreement for a Provisional ARNG EU

__*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 qualifie students enrolled at (*Institution Name*) by the terms and conditions set forth in the hos 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 th 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 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 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 Army Regulation 600-78 Army Suitability, Fitness, and Credentialing Program.

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 (*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*

A-7. Provisional Memorandum of Agreement for a Provisional ARNG EU

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, 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. 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.

f. 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.

g. 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.

h. 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.

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

A-7. Provisional Memorandum of Agreement for a Provisional ARNG EU

XXX XXXX, Ph.D. Date President (*Institution Name*)	(CG Name) Date Major General, USA Commanding

XXX XXX Date
Major General, _*ARNG*
The Adjutant General

For downloadable agreement PDFs go to the USACC G5 Share Point Page or contact G5

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

Office Symbol (570-4i2) Date

MEMORANDUM FOR COMMANDER, US Army Cadet Command, ATTN: USACC G5 ATCC-SI, Building 1002, 204 1st 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.

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

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

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 Cross-town 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.

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

5. POC information.

For downloadable memorandum PDFs go to the USACC G5 Share Point Page or contact G5

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

Office Symbol (570-4i2) Date

MEMORANDUM FOR COMMANDER, US Army Cadet Command, ATTN: USACC G5 ATCC-SI, Building 1002, 204 1st 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. Provide Brigade Commander's recommendation or endorsement to the program's request.

2. Supporting information/justification.

3. Supporting information/justification.

4. ETP requirements: Distance Y / N, FTUGDS pop (<1K) Y / N, On Campus Instruction Y / N, Only offers 2 Year degrees Y / N, Carnegie Special Focus School Y / N.

5. POC information.

FIRST M. LAST
COL, XX
Commanding

For downloadable memorandum PDFs go to the USACC G5 Share Point Page or contact G5

GLOSSARY

Section I – Acronyms and Abbreviations

ACTO	Action Officer
ADM	Academic Discipline Mix
ADO	Active-Duty Option (for G2G candidates)
AESIP	Army Enterprise System Integration Program
AFT	Army Fitness Test
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
ATAP	Army Talent Alignment Process
BA	Bachelor of Arts
BS	Bachelor of Science
CCIMM	Cadet Command Information Management Module
CFT	Combat Fitness Test
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

DJMS	Defense Joint Military Pay System
DoD	Department of Defense
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
H2F	Holistic Health and Fitness
HEI	Higher Education Institution
HRA	Human Resource Assistant
HSDG+	High School Diploma, College Enrolled, Associates Degree, College Graduate 17-24 year old population (source: Woods and Poole analytics)
HSS	Headquarters Support System
HQs	Headquarters

HQDA	Headquarters, Department of the Army
IPEDs	Integrated Postsecondary Education Data System
KMO	Knowledge Management Officer
LMS	Learning Management System
MER	Mission Essential Requirements
MOA	Memorandum of Agreement
MPR	Master Personnel Roster
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
T2COM	Training and Transformation 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 *conditional* applies only to cross-town relationships as identified in Chapter 2-2.e.(1). The Conditional Agreement is a management tool that allows the command to evaluate cross-town 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 cross-town relationships. The Command uses the criteria explained in Chapter 11 to conduct an annual assessment of all relationships to determine if existing cross-town relationships continue to meet the conditions required to maintain the relationship.
Provisional	This term *provisional* 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, 5, 6, 7, 8, 9 and 10 to manage units.