Department of the Army
Headquarters, United States Army
Junior Reserve Officers' Training Corps
Fort Monroe, Virginia 23651-5000

Junior Reserve Officers' Training Corps Program

Organization, Administration, Operation, Training and Support

Summary. This regulation provides command policy and guidance for the standardization and execution of the Junior Reserve Officers' Training Corps (JROTC)/National Defense Cadet Corps (NDCC) Program in high schools. All references to JROTC include NDCC unless otherwise specified.

Applicability. This regulation applies to U.S. Army Cadet Command (USACC), USACC Region headquarters, and major overseas commands that have Department of Defense Dependent Schools (DoDDS) JROTC battalions within their jurisdictions. It also applies to active duty and retired personnel certified to conduct the JROTC program at JROTC units (public and private high schools, high school level military academies, and at the high school level element of military junior colleges).

Supplementation. Proponent for this regulation is U.S. Army Cadet Command, ATTN: ATCC-J. Supplementation of this regulation is prohibited.

Forms. "R" forms throughout this regulation are for local reproduction. Have them printed through your local forms management officer.

Suggested improvements. Send comments and suggested improvements on DA form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Cadet Command, ATTN: ATCC-J, Fort Monroe, VA 23651-5000.

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Chapter 1
Introduction

1-1. Purpose
This regulation sets policies, assigns responsibilities, and provides guidance for planning and executing the Junior Reserve Officers' Training Corps (JROTC) and the National Defense Cadet Corps (NDCC). Unless otherwise noted, all references to the JROTC Program in this regulation will mean the Army JROTC Program and the National Defense Cadet Corps.

1-2. References
Required publications and prescribed forms are listed in Appendix A**.**

1-3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

a. Commander, U.S. Army Cadet Command (USACC), responsibilities are stated in Army Regulation (AR) 145-2.

b. Region Commanders will administer policies and procedures specified in AR 145-2 and this regulation for the JROTC activities in the schools located within their respective areas.

c. Participating schools within the United States and its territories and Department of the Defense Dependent Schools (DODDS) school authorities will conduct JROTC as specified in AR 145-2 and this regulation.

1-5. Mission philosophy
JROTC Program mission philosophy is "To Motivate Young People To Be Better Citizens." The JROTC Program is a service to our nation that provides cadets the motivation and skills to remain drug free, graduate from high school, and become successful citizens. The Program works to instill in students in secondary educational institutions the values of citizenship, service to the community and the United States, personal responsibility, and a sense of accomplishment.

Chapter 2
Administration

2-1. Recurring reports
Recurring reports are a listing of reports and suspense timelines that are applicable to the JROTC Program. All reports are due to USACC, JROTC Directorate not later than the dates indicated:

a. Region Consolidated List of Camps: April 15

b. JROTC Instructor Evaluation Reports: Oct 1

c. Region America's Promise Rollup: Oct 1

d. Region Consolidated JROTC Annual Camp Closing/After Action Review: Oct 31

e. Region Education Credit by State/School: Nov 15

f. Body Fat Worksheet for Individuals in the Weight Control Program: As required.

g. Cadet Enrollment Report/Intentions of Graduating Seniors Report/Ethnic Data: Nov 15

(1) These reports provide pertinent data to agencies responsible for management, procurement of supplies and equipment, and preparation of the budget for the Army JROTC Program.

(2) Each unit will submit these reports from the JROTC Unit Management System (JUMS) program to the JROTC Communication and Information Management System (JCIMS).

(3) The Director of Army Instruction (DAI) of a multiple JROTC unit will, verify and forward from JCIMS all data required by these reports to brigade headquarters.

(4) Region High School Divisions will verify data in JCIMS submitted by their units.

h. Annual Camp Opening and Closing Report: As required.

i. Serious Incident Reports (SIR): As required.

(1) Army JROTC units are responsible for immediately reporting all serious incidents required by AR 190-40 with TRADOC Supplement, through their chain of command to USACC.

(2) Commanders should report any incident that might concern HQDA as a serious incident, regardless of whether it is specifically listed in AR 190-40. In determining whether an incident is of concern to HQDA, the following factors should be considered: severity of the incident, potential for adverse publicity, potential consequences of the incident, whether or not the incident is reportable under other reporting systems, and the effect of the incident on readiness or the perception of readiness. In cases of doubt, report the incident. Ensure that a Report of Survey is initiated and processed within 5 work days (IAW AR 735-5) when the incident involves the loss of weapons and when theft of any property is evident or suspected.

(3) A SIR may require an initial report, subsequent interim report(s) and a final report. Indicate on each report whether it is an initial, subsequent or final report. Number SIRs by Region, Calendar year and number of SIR. For example, the first SIR from fourth region in 2001 would be numbered 4R-01-1. Interim reports would be numbered 4R-01-1A, 4R-01-1B, etc. When the SIR issue is resolved, the final report number would be 4R-01-1FINAL.

2-2. Cadet records

a. An automated database with cadet records will be maintained in JUMS for each cadet enrolled in JROTC, and for a period of 5 years after leaving the program. (Paper copies are not required although back up disks will ensure that the information is protected.) USACC provides a cadet records program (JUMS application program) that contains the format and description of the content that is required.

b. For guidance on Training Certificates see Chapter 5-6b.

2-3. Publications/curricular items

a. JROTC units or multiple district headquarters are authorized to establish a publication account.

b. The DAI/SAI will maintain an official Publications Library, which will consist of publications required by USACC. This Library can be electronic – all instructors will know how to access it and how to find required publications.

c. For requisitioning JROTC Program of Instruction (POI) materials see Appendix C and for the most up to date information go to http://www.rotc.monroe.army.mil/jrotc. These items will be inventoried at all inspections and visits and will be signed for by the school administration upon the departure of the SAI or AI. Incoming instructors will sign for the materials from the school administration or, in the case of a new unit, from Brigade representatives. Any shortages will be reported to Brigade Commanders who will hold schools responsible for replacing materials not present. They will assist schools in locating departing instructors with missing materials.

2-4. Cadet incentives

a. Cadet Merit/Demerit System—

(1) Units will develop a merit/demerit system or a similar system to provide reinforcement for cadet accomplishment and authority to cadet leaders.

(2) The system will allow cadets the opportunity to correct deficiencies. The system should be included in the unit SOP and posted on the unit bulletin board.

b. Cadet Promotion System—

(1) Units will establish a fair and equitable promotion system, which includes as much cadet involvement as possible (e.g. cadet boards).

(2) The system should be included in the unit SOP and posted on the unit bulletin board.

(3) Promotions and demotions will be announced on unit orders, posted on unit bulletin boards, and annotated in cadet records.

Chapter 3
Operations

3-1. Establishment of a JROTC Unit

AR 145-2, Chapter 2, prescribes the application process for establishing a JROTC Unit.

3-2. Establishment responsibilities

a. Instructor Management (IM) Division has overall responsibility for all matters concerning instructors. Instructor Management will—

(1) Advertise position vacancies at the request of the school.

(2) Provide a list of eligible applicants.

(3) Approve the hiring of the instructor and provide an estimated salary.

b. Resource Management (RM) has three divisions that provide support to the JROTC Program. They are Management and Logistics, Program and Budget, and Pay Operations.

(1) The Management and Logistics Division have overall responsibility for all logistical matters in support of the establishment of a Program. This division will—

(a) Assist the JROTC unit in the establishment of an Institutional Surety Bond or Insurance Affidavit.

(b) Coordinate for the establishment of a Unit Identification Code (UIC) and Department of Defense Activity Address Code (DODAAC).

(c) Provide logistical support to new JROTC units. Ensure that the required bond or insurance, as well as the appointed Military Property Custodian (MPC), is in place before government funding and equipment may be provided.

(d) Assist JROTC instructors in establishing an equipment Table of Distribution and Allowance (TDA).

(e) Inform the support installation of the unit to be established and establish liaison concerning activation, after coordination with the respective brigade.

(2) The Program and Budget Division has overall responsibility for all matters pertaining to the budget in support of JROTC. The Program and Budget Division will coordinate with the Support Installation Directorate of Logistics (DOL) and/or Directorate of Reserve Components

(DRC) for start-up Operations and Maintenance Army (OMA) and Reserve Personnel Army (RPA) funds for JROTC units based on the average of 150 cadets per unit and assist with any questions regarding the budget for a unit.

(3) The Pay Operations Division has overall responsibility for instructor pay. The Pay Operations Division will initiate retired instructor pay actions.

c. Information Management Directorate has overall responsibility for all automation support to the JROTC units.

d. Marketing & Public Affairs Directorate will coordinate the establishment of Recruiting Publicity Items (RPI) accounts.

e. Region Commanders will—

(1) Provide an Action Officer (AO) to oversee the coordination of the activations.

(2) Validate prospective school list.

(3) Update USACC JROTC Directorate on the progress of the activation.

(4) Establish publication accounts.

(5) Provide other assistance as required.

f. Brigade Commanders will—

(1) Provide an AO for overall coordination of the activations.

(2) Requisition sufficient Program of Instruction (POI) materials and necessary publications/forms following the procedures in Appendix C. The current requisition procedures can be found at this website: http://www.rotc.monroe.army.mil/jrotc/.

(3) The AO will coordinate all actions with the Region AO. The AO will visit the school and assist school officials as required.

(4) Arrange for an SAI/AI from an established unit to visit the new unit and assist in the activation. Additionally, arrange for instructors from the new unit to visit and observe an existing unit.

(5) Coordinate with the support installation DOL or DRC for logistical support, with brigade assistance, if necessary.

(6) Arrange for IMPAC card training per support installation requirement.

(7) Arrange for instructors to attend the JROTC Certification Course.

(8) Provide personnel to assist JROTC instructors in initiating a property book or hand receipt from support installation and assist in supply matters.

(9) Assist with activation as required.

h. Senior Army Instructor/Director of Army Instruction will—

(1) Establish necessary supply, budget and administrative accounts for JROTC units with the support installation (TASC, etc.).

(2) Establish property book/hand receipt and filing system.

(3) Assist school officials in establishing an Institutional Surety Bond or Insurance Affidavit. Coordinate with USACC, Resource Management Directorate.

(4) Review POI material and prepare for instructional duties.

(5) Monitor and inform USACC, JROTC Directorate thru Brigade and Region of publicity resulting from establishment actions.

(6) Requisition authorized equipment and supplies from the school and support installation as applicable.

(7) Requisition cadet uniforms and uniform items for JROTC units. Uniforms can be requisitioned upon receipt of the UIC, DODAAC, bond/insurance and funding.

i. School responsibilities are in AR 145-2 and DA Form 3126 or 3126-1.

3-3. Instructions for establishing a new JROTC Unit

a. When an educational institution or school board determines that sufficient interest exists to establish a JROTC unit, institution officials will complete DA Form 3126 (Application and Contract for Establishment of a JROTC Unit), or a DA Form 3126-1 (Application and Agreement for Establishment of a National Defense Cadet Corps Unit (NDCC)) and submit it to the appropriate ROTC Brigade Headquarters.

b. Safeguarding and caring for government property (by bond or insurance) is listed as a school responsibility in the DA Form 3126. The official signing the application agrees to the bond or insurance requirement for the host institution. The institution's legal authorities should review the application and contract.

c. Once an application is received in the JROTC Directorate, USACC, it will be placed on the waiting list for new units. When it appears that a unit might be funded for opening in the near

future, the application and contract are reviewed for completeness. The Brigade Commander will appoint a survey officer to visit the school, perform a facilities inspection, and brief school officials on the responsibilities outlined in the application and contract document. The survey officer will determine whether or not a school can meet the contractual requirements to host a JROTC/NDCC unit, and will provide JROTC Directorate their recommendation.

d. The JROTC Directorate, USACC, shall review the facility inspection and will combine that with the application and contract documents. The JROTC Directorate determines if the new host school will be included in a multiple school consolidation plan under a Director of Army Instruction (DAI). This determination is critical for logistics and supply purposes. Each school within a DAI group is considered a single entity for bonding and insurance purposes.

e. The superintendent or principal (person who signs the DA Form 3126 or 3126-1) is considered the Head of the Educational Institution (HOEI). The HOEI will represent the school in all matters pertaining to the JROTC Program. This includes obtaining and maintaining bond or insurance coverage. The HOEI will select and appoint, by letter, the MPC.

f. The bond or insurance document, along with the application/contract, will be forwarded through the Brigade and Region to USACC, JROTC Directorate. JROTC Directorate will compile the complete packet, provide copies for RM and LD, and forward the application with attachments to the Staff Judge Advocate (SJA). Upon approval by the SJA, the JROTC Directorate will forward the application to the Department of the Army (DA) for signature, and issuance of a General Order (GO) establishing the new JROTC unit. General Orders normally take 90 days to process from receipt of an approved bond and insurance document.

g. The JROTC Directorate, USACC, will notify the HOEI when the new unit is authorized to begin operation. The school's HOEI must finalize the hiring of JROTC personnel and ensure that the required bond/insurance, as well as the appointed MPC, are in place before government funding and equipment may be provided. The UIC and DODAAC will be furnished by USACC to allow the newly appointed MPC to requisition government property. The brigade representative assisting the new unit will ensure the appointed MPC has submitted supply requisitions to outfit the unit and contacted the assigned Supply Support Activity (SSA).

h. All government property, including Information Management Processing Equipment (IMPE), must be accounted for upon receipt at the JROTC unit. Each unit must initiate and maintain a signature card (DA Form 1687). This card authorizes trusted individuals to receive government property deliveries when the appointed MPC is not present at the school or supply room facility. All property paid for with appropriated funds must be included on the annual property inventory and annotated on the unit's formal and informal property records.

3-4. Specific procedures for disestablishing a unit

IAW AR 145-2, if school officials do not agree on disestablishment of the program, they must submit a rebuttal in writing to the appropriate region commander within 30 days of notification of disestablishment.

a. Brigade Commanders will—

(1) Advise USACC, ATTN: ATCC-J through Region of the progress of disestablishment actions.

(2) Appoint, in writing, an active duty officer as a point of contact to monitor the disestablishment process and the inventory of government property.

(3) Notify the senior school official and Director of Army Instruction (DAI)/Senior Army Instructor (SAI) of the disestablishment proceedings.

(4) Inform the senior school officials and DAI/SAI of the actions required to terminate the unit.

(5) Inform the appropriate support installation of the pending disestablishment(s) and establish liaison concerning property turn-in.

(6) Oversee the lateral transfer of government property to other Junior/Senior ROTC units within the region or turn-in property. Account for curriculum materials in Appendix C and hold for new units or units requiring additional materials.

(7) Account for missing property IAW AR 710-2.

(8) Invoke the institutional surety bond, if necessary.

(9) Ensure that all U.S. Army property records and accounts are closed out.

(10) Return the institutional surety bond and the original copy of the application and agreement (DA Form 3126 or 3126-1) to senior school officials when disestablishment actions are complete.

b. DAI/SAIs will—

(1) Establish contact with the Brigade Project Officer.

(2) Monitor final inventory of U.S. Government property in coordination with the MPC and the Brigade representative.

(3) Prepare lateral transfer of U.S. Government property as outlined in AR 710-2, paragraph 2-13a.

(4) Monitor and inform the Region Commander and ATCC-J of adverse publicity resulting from disestablishment actions.

(5) Transfer cadet records and all other files that have an expiration date of more than one year to the Brigade JROTC office for records holding.

(6) Transfer all historical records to HQDA (DAMH-HSR) Washington, D.C., 20314-0200.

(7) Close all unit accounts.

(8) Inform the Brigade Commander when all actions are completed.

(9) Disenroll cadets who have not or will not graduate and issue military training certificates to qualified cadets.

c. Final Action. The Region Commander shall inform the United States Army Cadet Command (USACC), ATTN: ATCC-J of the unit's closure. USACC shall request from HQDA (DAPE-MPO) Washington, D.C., 20310, the GO indicating the effective date of termination.

3-5. School support to JROTC Units

a. Schools with JROTC units are bound by a mutually executed contract to comply with all provisions of the agreement. In the event that a school fails to fulfill its promises enumerated in the contract, USACC Commanders are to act in accordance with the provisions of AR 145-2, by recommending such schools be placed on probation until such time as they are in compliance or recommended for program disestablishment if the school officials do not respond after personal contact.

b. Brigade personnel will identify those schools in noncompliance annually by any and all means available to include instructor reports, unit validation visits, and inspections.

c. Brigades, Regions, and USACC personnel are to work proactively to ensure schools are providing the facilities and conditions necessary to support each JROTC unit.

3-6. Maintaining the bonds and insurance

All bonds or insurance exist for the purpose of safeguarding government property, and must be maintained by the institutions in a current "premium paid" status at all times. The bond or insurance beneficiary or payee must be shown as the U.S. Army. Oversight to ensure that all bonds and insurance are current and comply with AR 735-5 will be accomplished through scheduled inspection visits (Regions, Brigades, Senior ROTC units, etc). Inspectors will review the unit's bond and insurance program to ensure that:

a. A valid bond or insurance document is available and in a "premium paid" status for every JROTC Program and DAI operation.

b. The face amount of bond or insurance will be equal to or exceed the replacement value of all on hand government property issued for use in the JROTC unit (verify by reviewing the current 100% annual inventory, ROTC CCF 194-4), required to be available.

c. When the institution has an existing commercial liability policy, review the document to ensure the U.S. Army is listed as "Additional Endorsed Insured" beneficiary. Also, review the affidavit of insurance to ascertain that it affirms the details of coverage for the on-hand government property.

d. When the institution has self-insurance, ensure that a current DA Form 1622 (Bond for Safekeeping of Government Property Issued to Educational Institutions) is on file, complete, and affirms acceptance of financial responsibility for full replacement value of all government property issued for use in the JROTC Program.

3-7. Claims against the bond or insurance policy

a. A DA Form 4697 (US Army Report of Survey) is required to obtain reimbursement for the U.S. Army concerning loss, damage, or destruction of government property.

b. If the host institution is found negligent, the Report of Survey approving authority shall forward a letter to the HOEI requesting the school invoke the bond, or initiate claims action against the insurance maker to reimburse the U.S. Army. Bonds with surety are invoked either by the school or by the Army with a request to the surety company. Bonds without surety are strictly between the host school and the Army.

c. In cases involving self-insurance, a DA Form 1622 must be completed affirming the institution or school accepts financial responsibility for full replacement value of all government property issued to the self-insured party.

d. If the Army purchases emergency equipment to keep the program running, the school remains responsible to purchase missing or damaged equipment over an above the Army's contribution.

3-8. Inventories

A 100 percent inventory of government property including curriculum materials in Appendix C must be completed yearly. This is a mandatory requirement since it drives the amount of bond or insurance coverage required, and provides all concerned parties with a record of property replacement values. Do not include items of former government property purchased or acquired through other than government channels (surplus property donations, etc.) by the host.

3-9. JROTC Program evaluation

CG, USACC establishes procedures for conducting formal inspections of JROTC units; use of the checklist contained in Cadet Command Regulation (CCR) 145-8-3 is required.

3-10. Cadet/student administration
Cadet/student administration in the Program must be consistent with the principles contained in AR 145-2. The cadet/student is the focal point of the Program, and his/her benefit is the basis for Army and institutional cooperation. Cadets will be treated with respect. Hazing and/or harassment of the cadets by instructor personnel or other cadets are prohibited.

3-11. Participation in JROTC

a. Cadets will contribute to the operations of the JROTC unit. They will have the opportunity to express their ideas concerning conduct of classes, grades, and discipline of cadets in Corps matters. A cadet chain of command will be established and be made functional to the greatest extent possible.

b. JROTC units will reflect a cross section of the school's population. Administrators and Counselors must work closely with JROTC instructors to ensure the students enrolled represent a cross section of the school enrollment in order to maintain the balance required for an effective program (e.g. under no circumstances will there be more special education or special needs students or students with disciplinary problems in the JROTC program than exists in the overall school population).

c. Instructors will confer with school authorities prior to instituting major changes. The prerogatives of the institution and the Army will be respected.

3-12. Policy of nondiscrimination

a. School authorities must agree, as a condition for participation in the program, to adhere to a policy of nondiscrimination on the basis of race, religion, color, sex, or national origin, sexual orientation and status as a parent with respect to admission or subsequent treatment of cadets/students and instructors.

b. An allegation violating this policy is a matter initially within the purview of school authorities.

c. Substantiated charges of violation of this policy will be reported promptly to USACC. School authorities will be given a reasonable period of time to resolve violations. It is the responsibility of the school official, SAI or DAI, or any member of the program having knowledge of these charges, not a party to the violation, to make this report.

3-13. Enrollment requirements
To be eligible for enrollment and continuance as a member of the JROTC unit, each participant must meet the following requirements:

a. Education. The student must be enrolled in and attending a full-time regular course at an institution offering JROTC instruction or at a full-time accredited educational activity that has an agreement with the host institution to allow the student to participate in JROTC.

b. Grade. The student must be in a grade above the eighth grade during the school year of enrollment.

c. Academic standing. The student must maintain an acceptable standard of academic achievement and standing as required by the JROTC program and host institution.

d. Conduct and character. Cadets must maintain an acceptable standard of conduct and be of good moral character. Those in leadership positions are expected to demonstrate high moral and personal standards in order to set the example. All cadets should be honest, self-reliant, and have a sense of personal and social responsibility in performing unit and other academic assignments. They must exhibit self-discipline and respect for constituted authority through observance of laws, rules, and regulations; by prompt and regular attendance at instruction; and in their general demeanor. Those in leadership positions must be held to the highest standards and cannot continue in their leadership position if they do not.

e. Physical ability. The student must be able to participate in the physical education program in the school. As an exception to this requirement, under the secondary school's open enrollment policy and when desired by the principal of the host school, students who are ineligible for membership as regular JROTC students may enroll as special JROTC students. However, the school will provide any special equipment or additional instructors that may be needed to instruct such students. The school must also work with the instructor to ensure special Students are scheduled to cause the least amount of disruption possible to the presentation of the JROTC curriculum. These special students will be counted in the same category as Participating students.

f. Screening tests. The student will successfully complete surveys and screening tests as may be prescribed by the school or USACC.

3-14. Magnet programs

a. A student from another school may enroll in the program as a cadet at an institution conducting a JROTC course if—

(1) The student is enrolled in and attending full-time an accredited educational activity, to include home schooling, that does not have a JROTC course.

(2) The student meets the other prescribed enrollment requirements of paragraph 3–13.

(3) The officials of the school district or parents agree to transport cadets at no cost to the Government.

(4) Magnet cadets will participate in formal inspections.

b. The intent of magnet programs is to permit students from other accredited educational activities to attend JROTC at a host school.

3-15. Feeder schools
Instruction provided at feeder schools (ninth and/or tenth grade) is permitted; however, instruction transportation will not be provided at the expense of the Government.

3-16. Cross-enrollment

a. Other than feeder schools, the only acceptable limited cross-enrollment situations are in schools that are consolidating or separating. The student enrollment shall be limited to the number of students who participated before the reorganization. In exceptional circumstances, cross-enrollment may be approved by CG, USACC. Requests will be submitted through Brigade and Region.

b. The number of instructors for whom the Army will cost-share is based on the number of students receiving instruction onsite at the host institution. Depending upon the availability of funds, instructors employed at previously established cross-enrolled institutions may continue to be cost-shared.

c. Options for cross-enrolled schools include converting to a host JROTC unit, establishing an NDCC unit, or ceasing instruction at the cross-enrolled site with students attending the host school in a magnet status. If a cross-enrolled program chooses to cease instruction, it may do so by stopping ninth-grade enrollments and continuing instruction until remaining cadets have graduated.

3-17. Adopt-a-School program

a. Many elementary and middle school administrators have recognized the effectiveness of the JROTC program. With the permission and support of the school administration, instructors are encouraged to adopt an elementary or middle school within their district. This may qualify as an annual service-learning project, using Winning Colors or other methods suitable for elementary school students. Instructors may—

(1) Serve as a consultant and/or adviser.

(2) Train and educate JROTC cadets to act as mentors, tutors, drill instructors, etc.

(3) Lend curriculum materials provided by the Army.

b. JROTC instructors may not divest resources such as uniforms and uniform items. Instructor time devoted to elementary and middle schools support must never be so extensive as to interfere with primary JROTC duties and program quality.

c. See unit report guidelines in CCR 145-8-3 and www.rotc.monroe.army.mil/jrotc/ for further assistance in the Adopt-a-School Program.

3-18. Participating Students

a. A student who is ineligible for enrollment as a cadet may be authorized to attend JROTC instruction as a participating student if the SAI determines the student does not adequately meet the standards to qualify as a cadet. Only ninth graders and above will receive LET 1 instruction. Senior school officials and SAIs must work together to schedule participating students so they do not disrupt instruction. If their behavior distracts from the program, school officials must support disenrollment.

b. Students who were either denied enrollment or disenrolled (former JROTC cadets) from the JROTC unit and have since corrected the problems or deficiencies, causing their non-acceptance or disenrollment, and who are otherwise qualified, may be enrolled in the JROTC unit.

c. Participating students will be annotated on the Opening Enrollment Report under the category of others. Participating students will not be used when calculating staffing requirements or funding.

3-19. Disenrollment

a. At the discretion of the SAI, and with the approval of the school's administration, a cadet will be disenrolled or excluded from attendance, as appropriate. In all cases, a cadet will be considered for disenrollment when he or she—

(1) Withdraws from school.

(2) Demonstrates ineptitude for leadership training indicated by a lack of general adaptability.

(3) Fails to keep an acceptable standard of academic achievement, conduct, appearance, or attendance.

(4) Exhibits undesirable character traits, such as—

(a) Lying, cheating, or stealing.

(b) Unauthorized possession or use of illegal drugs or substances.

(c) Conviction or adjudication as a juvenile offender for committing an offense that could lead to imprisonment.

(d) Frequent incidents of a discreditable nature with civil or school authorities or other similar acts.

(5) Fails to maintain the requirement for enrollment IAW paragraph 3-13.

(6) Exhibits an indifference to and a lack of interest in citizenship and leadership training as demonstrated by—

(a) Frequent absences or persistent tardiness from class or drill.

(b) Accumulation of a large number of demerits or other documented measurements.

(c) An established pattern of shirking responsibility or other similar acts.

(7) Cadets need not recite the Pledge of Allegiance, however, they must not be disruptive to the cadets participating in the pledge. Continued disruptive behavior may result in disenrollment from the program.

b. The above-mentioned offenses must be substantiated through written counseling by the SAI or AI. Written documentation is essential to disenrollment from the JROTC Program.

Chapter 4
Personnel and Administration

Section I
General

4-1. Purpose and scope
The success of the JROTC Program depends upon qualified instructors. This chapter prescribes policies the Army will follow in determining the qualifications of instructors and in providing information to the school and to the instructors. The Army expects school authorities to use their own hiring procedures to employ instructors.

4-2. Authorized instructors

a. Only instructors authorized and approved by CG, USACC, will participate in the JROTC Program. They are subject to the provisions of this regulation and will be extended the rights and privileges of an instructor as prescribed herein.

b. Application by the individual or by the school for this approval will constitute a de facto agreement to the conditions prescribed in this regulation.

c. Continued association with the JROTC Program is contingent upon the individual's meeting conditions as set forth in this regulation.

4-3. Equitable procedures
Military retirees employed as JROTC instructors are members of the Armed Forces not on active duty. Title 10, United States Code, Section 2031 provides identical authority to the school and the Secretary of the Army, with delegated authority to the CG, USACC, to approve the qualifications of administrators and instructors in the program. This dual approval is required for

initial and continued employment. The same essential qualifications will be used in approving retired instructors.

4-4. Relationship between instructors and schools

a. Authorities will ensure that personnel assigned or employed as JROTC instructors are used only for that purpose and assigned duties will be directly related to the JROTC unit. Upon request of the JROTC instructor, the school authorities will also ensure that instructors are provided evidence that the school is providing liability insurance through the school or school district while they are performing JROTC activities or duties including co-curricular activities such as annual camp, adventure training, drill competitions, marksmanship competitions, and similar activities, all of which must be school sponsored activities.

b. The school or school board is the employing agency of all JROTC personnel. The DAI or SAI, as departmental heads (or equivalent), are responsible to school officials for the conduct of the program as well as ensuring the unit meets school standards and Army requirements. Individuals employed by the school have individual responsibilities to the school as stipulated in their respective contracts as well as responsibility to the U.S. Government.

c. The school authorities will immediately advise the CG, USACC, of any change in the employment status of personnel employed as JROTC instructors.

(1) Individual, school, and Army. The school and the JROTC instructor will negotiate contractual matters. Although the Army is not a party to the employment contract, it will reimburse the school in accordance with AR 145-2. A copy of the contract will be furnished to USACC by school authorities. Though the Army is restricted by the amount that can be reimbursed to the school, the school is not restricted. In negotiating the employment contract, schools are encouraged to pay instructors for their experience, education credentials, etc. Schools are also encouraged to consider that instructors work many evenings and weekends and should be authorized a full 30 days' leave in addition to holidays when on a 12 month contract and similar compensation when on a shorter contract.

(2) Individual and school. When an individual, employed as an instructor, is required to perform services for a school that are not part of JROTC curriculum, they must be performed outside the scope of his or her JROTC duties. If any additional sum is paid for the services, the Army will not reimburse the school for these services. JROTC instructors will not be expected to perform unpaid additional duties beyond those performed by other teachers. Employment of personnel serving as Military Property Custodians (MPC) required to issue, account for, and maintain Government property is a responsibility of the school. Instructors appointed to these positions act as agents of the school, and will be provided a minimum of one class period in addition to their normal planning period for associated duties.

d. When negotiating the length of the employment contract with a school, it is the instructor's responsibility to ensure the employment contract allows for year-round coverage of government equipment. Not all instructors are given a 12-month employment contract, however, they are

required to attend an annual camp with their cadets. In these situations, contract extensions for camp will be restricted to a specific amount of time and will be considered on a case-by-case basis allowing the Army to cost-share for this timeframe.

Section II
Instructor Administration

4-5. Active duty instructors
Active duty soldiers assigned JROTC duty remain subject to the Uniformed Code of Military Justice and all other applicable Army Regulations. They may be authorized to conduct academic courses at the school only with permission of USACC and at the specific request of the school. Non-JROTC instructional duties normally will not be permitted during the instructor's first year at the school. An individual may accomplish such academic instruction only at other-than-regular duty hours and when such instruction would not interfere with the full and effective performance of his or her JROTC duties. The duty hours of a member of a JROTC unit may not be adjusted solely to permit him or her to conduct non-JROTC instruction.

4-6. Position vacancies and hiring
HQ, USACC, Instructor Management Division will:

a. Monitor vacancy announcements and post information on the JROTC web site for instructors who are seeking employment in JROTC.

b. Assist hiring actions by—

(1) Identifying, upon school request, certified personnel who have indicated a desire for employment in the state in which the school is located.

(2) Screen certified personnel and recommend those best qualified for a position.

(a) Verify, before approving employment that an authorized and funded position is available if instructor salary costs are to be shared by the Army. Otherwise, verification will be limited to confirming that the individual selected for hire is certified for employment in JROTC.

(b) Inform hiring officials, that Army approval to hire is contingent upon receipt of a favorable background investigation on the individual. Such a check is not required for individuals who have had a favorable check within 5 years of the date of employment. Individuals with an unfavorable background check will be so advised, and certification and authorization for employment terminated, but derogatory information will not be cited.

(c) Schools receiving adverse information from their required agency checks will immediately inform HQ, USACC.

4-7. Rank and precedence
Individuals, especially retired members employed to conduct JROTC programs, are recognized as a group having a unique status; however, representatives of the CG, USACC, will ensure that the Army's position on rank and precedence is explained to appropriate school authorities and retired members. A JROTC unit will be staffed, unless waived by USACC, according to rank and precedence situations normally found in active service. All authorized instructors will be accorded the courtesy commensurate with their rank and with the customs and traditions of the service between members of different rank.

Section III
Instructor Qualification

4-8. Purpose
This section issues guidance for the qualification of personnel to serve as instructors and the management and staffing of the instructor force.

4-9. Certification

a. The references outline the standards that must be met to qualify to be a JROTC instructor and, once employed, to continue meeting qualification requirements.

b. The Commander, USACC, exercises authority on behalf of the Army to evaluate the eligibility and suitability of personnel to serve as JROTC instructors. The Director, JROTC Directorate, exercises the Commander's responsibility for certification.

c. Certification authority is also exercised by the Commander, U.S. Army Europe and Seventh Army; Commander, U.S. Japan; and Commander, U.S. Forces Korea, for personnel who intend to retire or have retired in the overseas commander's area of responsibility and seek employment by the Department of Defense Dependent School System in that overseas area. Personnel serving abroad, or who are retired abroad and seek employment outside the overseas area, must apply to USACC for certification.

d. The gaining commander agrees to recognize all certifications, subject to transfer of applicant certification files and re-verification of eligibility.

4-10. Instructor qualifications
Each JROTC instructor applicant must possess the following attributes:

a. Be of good moral character and have the mental ability, positive attitude, physical appearance and condition, and neatness required for favorable representation of the program and the Army in the school and civilian community.

b. Have general knowledge of course subject matter and demonstrated instructional ability. Award of an instructor MOS designator is not sufficient to automatically qualify.

c. Demonstrate the professional ability to lead, motivate, and influence young men and women to learn and develop leadership, self-reliance and discipline, responsiveness to constituted authority, and attributes of good citizenship and patriotism.

d. Be a citizen of the United States of America without ties that would reasonably influence the instructor to act in favor of a foreign country or a person bound to a country having basic or critical interests opposed to those of the United States.

e. Have a military and civil record that reflects, through evaluation reports and public records, a high degree of efficiency and effectiveness, and conduct that is above reproach. Records must reflect an overall manner of performance that would compare favorably with contemporaries if on active duty.

f. Have no personal habits or character traits that are questionable from a security, stability, or social standpoint such as, but not limited to, financial irresponsibility, excessive drinking or gambling, drug use, or emotional instability.

g. Have no record of conviction by court martial, no record of time lost-to-be-made-good under Title 10, USC, Section 972 and no record of civil convictions except for minor traffic offenses. Exceptions may be granted by the CG, USACC, using AR 601–210 as a guide.

h. Have been discharged under honorable conditions from all previous enlistments and prior service, if any, before employment. This does not preclude applications from active duty personnel who are eligible for retirement or are within one year of retirement.

i. If enlisted, have a high school diploma or general equivalency degree equivalent (GED). Enlisted are required to pursue an associate's degree if they do not already have one within 5 years of employment and are encouraged to pursue a bachelor's degree and state licensure.

j. If an officer or warrant officer, have a baccalaureate degree to be eligible to serve as a Senior Army Instructor. In cases where an NCO serves as an SAI, the same requirements shall apply. SAIs are required to pursue and obtain a bachelor's degree within 5 years of employment if they do not already have one and are encouraged to pursue state licensure.

k. Be retired from active duty in the retired grade of E-6 thru O-6 with a minimum of 15 years of active service. As a matter of policy, personnel retired under Title 10, USC, chapter 1223 (Reserve Service), are not eligible for employment in JROTC Program.

l. Have a broad and varied record of active service assignments that will facilitate teaching the overall role of the military.

m. For personnel tested in aptitude area GT, have obtained a score of 100 or greater. USACC may waive this requirement upon evidence of successful completion of college level academic course work.

n. Not have been retired from active duty more than 5 years at the time of initial employment. Eligibility may be extended to 6 years for individuals meeting the provisions of paragraph 4–9b.

o. Meet retention medical fitness standards of AR 40–501 and the initial Army procurement table of weight standards of AR 40–501. Personnel not meeting these standards, such as those retired for medical reasons (Title 10,USC, section 1201) may be considered for approval should exceptional circumstances so warrant.

p. Possess a minimum of '1' in the 'S' factor of the physical profile and have no record of or demonstrate emotional instability as determined by observation, official report, or screening of health records.

q. Have no speech impediment that would detract substantially from the ability of the JROTC instructor to present easily understood instruction.

r. Have writing and verbal skills appropriate for the academic environment. A command of English is important to teaching young students life success skills.

s. Possess sufficient medical, physical, and mental fitness, and be willing to perform, participate in, and supervise activities consistent with the conduct of the JROTC program. Activities include, but are not limited to—

(1) Platform and student-centered instruction.

(2) Marksmanship training.

(3) Conduct of drill and ceremonies.

(4) Leadership training.

(5) Water activities.

(6) Climbing (stairs and ladder).

(7) Ability to lift and move materials up to 50 pounds in weight.

(8) Physical training.

(9) Annual camp up to 2 weeks.

(10) Training and events outside of normal classroom hours and over weekends.

t. Have good moral character, instructional ability and be able to challenge, motivate, and influence young people in a positive manner.

u. Meet the administrative and qualification requirements specified in this regulation and a satisfactory interview. Submit a written application, together with supporting documents, to USACC for consideration and evaluation. The application and detailed administrative information concerning certification, employment, and the JROTC Program may be obtained by contacting the Instructor Management Division, JROTC Directorate (DSN 680-4001/(757) 788-4001/1-800-347-6641, or E-mail, jrotcim@monroe.army.mil or by accessing our website at www.rotc.monroe.army.mil/jrotc/. Personnel will be provided a JROTC Instructor Certification Applicant Information Bulletin, which is republished several times a year to reflect current administrative requirements and processes.

v. In addition to the aforementioned, DAIs must:

(1) Be interviewed and approved by USACC.

(2) Have at a minimum of 2 years experience as an SAI.

(3) Be in the grade of 0-5 or 0-6 .

(4) Meet the eligibility and qualification standards of paragraph 4-17.

(5) Attend the JSOCC Distance Learning and Certification course within a 6-month period after being appointed as a DAI and the Recertification course every 5 years thereafter.

4-11. Documentation required for initial certification

a. All personnel must provide:

(1) One full page typed and signed letter stating why the applicant wants to become a JROTC instructor.

(2) Copy of last five consecutive evaluation reports (Includes Academic Evaluation Reports).

(3) Copy of Officer Record Brief (ORB), Forms 2A and 2-1, or Personnel Qualification Record (PQR) for retiring or retired AGR personnel.

(4) Copy of Certificate of Release or Discharge from Active Duty, DD Form 214, Copy 4 (Member Copy). Active duty personnel must submit this form after retirement. For those individuals not yet retired, a copy of their retirement orders, or an approved DA Form 4187, or a memorandum for officers (requesting approval for retirement).

(5) For persons exceeding the allowed maximum height and weight requirements of AR 40-501, a copy of their Body Fat Content Worksheet, DA Form 5500-R (tape test), reflecting the individual meets the requirements of governing regulations.

b. In addition to the requirements of paragraph *a.*, active duty personnel must provide:

(1) A standard DA 4x6 photograph in Army Class A uniform, taken within the last five years.

(2) Memorandum dated within one year stating the date of applicant's latest background investigation (not date clearance was granted). DA Form 4187s will not be accepted.

(3) Copy of most recent physical examination taken within the last five years.

c. In addition to the requirements of paragraph *a.* above, retired personnel must provide:

(1) A DA style 4x6 photograph in Class A uniform taken within the last year (does not have to be produced by a post photo facility). All pertinent personal information (name, rank, SSN) and date must be posted on the backside of the photo.

(2) Copy of physical examination, taken within the last year. If a civilian physician is conducting the examination, the abbreviated medical examination form (CC FM 211-R) may be used.

d. Interview. As part of the certification process, every applicant must be interviewed by a Cadet Command authorized interviewer. Applicants must complete Step 1 training (as outlined in Chapter 8 prior to scheduling an interview). Qualified interviewers are listed in the Bulletin provided to all applicants. A satisfactory interview is a prerequisite for approval for initial certification.

e. Evaluation of applicants. The completed application, together with supporting documents and the individual's interview results, will be considered in determining an individual's eligibility and suitability to serve as a JROTC instructor. All applicants will be informed in writing of the results of this determination.

f. Employment. Only Active Army/Active Guard and Reserve retirees are eligible to serve as instructors in Army JROTC units. JROTC instructors are required to have a background check upon initial hire, unless such a check has been conducted within the past five years. Instructor Management Division will notify the instructor to complete a Questionnaire for Public Trust Positions (SF85P) using the Electronic Personnel Security Questionnaire (EPSQ) program, Subject Version, to initiate a background investigation conducted by the Defense Security System (DSS). The EPSQ program software can be downloaded from the Internet at www.dss.mil/epsq either on a personal computer or at the school. An instructional guide will be provided to the newly hired instructor for assistance in completing this task.

g. Directors of Army Instruction (DAI), and other cost shared staff must meet the same criteria as JROTC instructors.

4-12. Application and certification procedures

a. Each applicant will—

(1) Request initial certification information from HQ, USACC.

(2) Take any tests, training, physical examinations, and attend interviews required by the school or the Army at the individual's expense.

(3) Negotiate any required contract with the school.

(4) Meet requirements for recertification as stipulated by HQ, USACC.

b. HQ, USACC (JROTC Directorate) will—

(1) Determine the applicant's eligibility, suitability, and qualifications through satisfactory interview, physical examination, service record, review of certification packet, and other application materials specified by HQ, USACC.

(2) Inform applicants when they have been granted initial certification for employment in JROTC.

(3) Inform applicants whose qualifications do not warrant approval that they do not meet the qualification requirements of Title 10, USC, Section 2031 and this regulation. Because JROTC instructor initial certification is an action similar to a competitive selection board proceeding, reasons for failure to qualify may not be provided to the applicant. The needs of the Army are the overriding consideration. Applicants not selected may request reconsideration or submit additional information for review.

(4) Under certain conditions, grant interim certification to a person upon favorable review of an application that is administratively incomplete, if the person has been selected for hire by a school. Such certification will be for a limited period. Schools will be notified of the conditional nature of the certification and that it will be withdrawn if administrative requirements are not met in the time specified or if review of the completed application is unfavorable.

(5) Determine that the initial certification is valid from the date granted to the fifth anniversary of retirement while seeking an instructor position. Persons not employed in JROTC by the second anniversary of their retirement must update their record yearly or face losing their eligibility for employment. For persons whose initial certification date would provide less than one year to secure initial employment before loss of eligibility, eligibility may be extended to the sixth anniversary of retirement.

(6) Former instructors, not employed in JROTC for a period of 2 years or more, must update their record yearly or lose their eligibility for employment.

(7) Exceptions for extended initial certification will be approved on a case-by case basis by the CG, USACC.

c. School authorities will—

(1) Interview applicants that are certified to teach JROTC by the Army.

(2) Employ only applicants who have been certified to teach JROTC by the Army.

(3) Inform HQ, USACC, of the name, grade, and social security number (SSN) of those applicants whose qualifications are approved by the school before starting employment.

4-13. Functions and responsibilities of Director of Army Instruction (DAI), Senior Army Instructor (SAI), and Army Instructor (AI)
In addition to other provisions of this regulation—

a. The Director of Army Instruction (DAI). The DAI is responsible for overseeing the operations of five or more Army units in the same school district. School systems that desire a DAI for less than five units will employ them at their own expense. The DAI is the chief administrator of the JROTC multiple unit. All JROTC instructors and personnel employed by the school system to support the JROTC program will be directly under his or her supervision in all matters pertaining to program administrative duties and responsibilities. His or her primary responsibility is to ensure, on behalf of the school district and the Army, through proper instruction and supervision, that the JROTC program is administered according to law, regulation, policy, and principles.

b. The DAI is also responsible to ensure SAIs receive district training in the administration of the curriculum. They evaluate classroom instruction quarterly using the Evaluation rubric in Appendix F and assist instructors in developing the skills they need to become master teachers and to fully utilize all aspects of the JROTC curriculum. The DAI relieves the SAI of as many logistical and administrative duties as practical. Duties for a DAI are as follows:

(1) Function as Department Director.

(2) Organize, develop, and administer the JROTC Programs within the school district.

(3) Represent the school district in matters pertaining to the Department of the Army and the JROTC Program as required.

(4) Ensure, on behalf of the district and the Army, that the JROTC program is administered in accordance with law, regulation and polices.

(5) Recruit and recommend instructors required to administer and teach the JROTC program. Ensure instructors attend required USACC training and district professional development seminars.

(6) Obtain USACC approval of selected instructors.

(7) Maintain instructor status used for the Department of the Army salary reimbursement and employment status.

(8) Monitor the performance of JROTC instructors to include evaluating classroom instruction at least quarterly using the Evaluation rubric in Appendix F. Ensure the USACC is apprised of their performance.

(9) Maintain liaison with USACC to ensure current regulations, policies and procedures are available.

(10) Coordinate with SAIs to prepare district response to all correspondence received from USACC.

(11) Interpret and implement new regulations received from government agencies.

(12) Prepare and maintain administration and support reference materials required to be available in the district by law and regulations.

(13) Interpret data obtained through the Department of the Army and other agencies in order to assist in:

(14) Developing favorable public relations.

(a) Improving instruction

(b) Adapting Army policies to the classroom

(c) Coordinate and integrate the JROTC Program with other school departments and cooperating agencies in the community.

(d) Lobby with school, district, state, and community officials to enhance classrooms, obtain core academic credit for courses taught within JROTC, provide avenues to increase instructors' credentials, assist with field trips, service learning projects, etc.

(e) Set up regular programs for cadets to brief school and district officials on program activities and accomplishments.

(15) Coordinate with Cadet Command Public Affairs Officer the release of JROTC public news items.

(16) Organize, coordinate, and direct JROTC activities in the district (drill, rifle, and academic competitions, service learning projects, awards ceremonies, balls, camps, and other

activities. Service learning projects will be evaluated using the service learning rubric located in Unit 3 of the JROTC curriculum.

(17) Confer with principals on the effectiveness of the program.

(18) Process requests for government property required and authorized to conduct the program.

(19) Set up and maintain a central supply system for Army JROTC units in the district accounting for all government property issued to the units.

(20) Salvage items not economically repairable and request replacement.

(21) Prepare a District budget.

(22) Serve as JROTC Camp Commander as required by Brigade Commander.

(23) Conduct research, evaluation and follow-up studies to emphasize areas of success and to determine areas in need of special attention.

(24) Enforce contractual agreement of school district and Department of the Army.

(25) Continually review/monitor program staffing to support enrollment and achieve optimum manpower and funding.

(26) Recommend changes and provide suggested solutions to the Program of Instruction.

(27) Assist SAIs to prepare Master and Weekly Training Schedules for the school year (SAIs will prepare their own schedules within a general framework provided by the DAI).

(28) Submit required reports, as necessary, and in accordance with the required reports listing.

(29) Conduct department meetings and present professional or in-service training. Monitor instructors' professional development ensuring they receive training, feedback and reinforcement to continually improve their teaching skills and credentials.

(30) Request transportation support as required, within budget allocations.

(31) Establish, instill and ensure enforcement of program standards and set the example for program development Substitute as necessary, as an instructor.

(32) Maintain contact with parents of cadets experiencing academic or behavior problems.

(33) Maintain involvement in the school community by attending social events, athletic contests, PTA and faculty meetings.

(34) Observe both the military and school chain of command.

(35) Abide by U.S. Army rules and regulations specifically Chapter 4, Military Discipline and Conduct, AR 600-20, Army Command Policy.

c. The SAI is the department chairman and chief instructor of the JROTC unit. He or she performs the functions of a DAI in a single unit and is therefore responsible for the overall management of the JROTC unit at the school.

d. The DAI and/or SAI, in coordination with the senior school official, will establish procedures relating to the administration, control, and training of JROTC cadets. These procedures will cover the appointment, promotion, and demotion of cadet officers and noncommissioned officers, and must be approved by the senior school official or school system according to this regulation. The DAI and/or SAI will—

(1) Manage and conduct the JROTC unit according to school rules, regulations, and customs. The SAI will advise school authorities of laws and regulations affecting the unit.

(2) Maintain good relations with school authorities, faculty, and the student body.

(3) Conduct a public affairs program in the local area; among school and community officials, civic groups, parent-teacher groups, and other individuals or groups, designed to further the understanding of the JROTC unit, the school, and the Army.

(4) Enroll students in the JROTC program and support school officials conducting these programs.

(5) Ensure continuous evaluation of the unit.

(6) The Army Instructor (AI) is to assist as directed by the SAI, to properly instruct cadets and manage the JROTC unit IAW Army Regulations.

e. At Military Institutes (MI), the SAI will establish the rules and orders relating to JROTC instruction and training in coordination with the senior school official. The authority for direction, coordination, and control of the school's Corps of Cadets may be vested in the Commandant of Cadets who will be designated by the head of the school. SAI/AI will not be required to perform additional duties beyond those required by the JROTC curriculum. Additionally, SAI/AIs will not be required to perform duties as the Commandant of Cadets, who is responsible to the head of the school for the health, welfare, morale, and discipline of all members of the Corps. The organization of the school's Corps of Cadets and its administration and control are joint responsibilities of the SAI and the Commandant, each having a special interest in those areas. The SAI and the Commandant will jointly draft the orders relating to the

administration and control of the Corps including appointment, promotion, and demotion of cadet officers and noncommissioned officers. The head of the school must approve these orders according to this regulation.

f. JROTC instructors may not be required to serve as the JROTC Academy Director/Coordinator or any other title that requires them to be administratively in charge of a "school within a school." If however, the SAI agrees to do the job and it does not negatively impact SAI duties then it is permissible if the SAI is provided additional adequate compensation by the school for that job. No additional cost-share is authorized.

4-14. Probationary status

a. Instructors will serve in a probationary status for the first two academic years of employment. Notification to HQ, USACC, by the school or supervising military authorities that the instructor's performance is unsatisfactory will result in withdrawal of approval for employment at the school in JROTC and/or revoking the instructor's JROTC Certification.

b. HQ, USACC, will determine whether the lack of qualifications or the circumstances that led to the termination of an instructor in probationary status warrants withdrawal of JROTC instructor certification. Personnel will be given the opportunity to provide written information before such determination.

c. Administrative requirements to complete probationary status.

(1) Successfully attend and complete the JROTC School of Cadet Command (JSOCC) Certification, and the Distance Learning Course. All new instructors must attend the JSOCC DLC within 6 months and the Certification course within 18 months of their initial hire.

(2) Receive two satisfactory annual appraisals.

(3) Attend Annual JROTC Camps.

(4) Attend JROTC Instructor Conference.

4-15. Professional development programs

a. Individuals may request, or be requested, to participate in developmental programs. As a minimum, the following program opportunities may be pursued, at no cost to the government:

(1) Army extension courses.

(2) Attendance at resident Service school courses.

(3) Professional refresher course.

(4) Instructor seminars.

(5) State, district, or school in-service and/or professional development courses.

b. Participation in school or other educational development programs on an individual basis is encouraged. Instructors are expected to adhere to those requirements imposed on other institutional faculty members by principals or superintendents and should participate in in-service activities.

4-16. Continuing qualifications

a. Instructors must—

(1) Meet the eligibility and qualification standards of paragraph 4–10.

(2) Demonstrate a thorough knowledge of JROTC subjects, effective performance as an instructor, and the ability to function well as an instructor in JROTC and within the school system. Attainment of these requirements may be reflected in the instructor's annual performance appraisal or other records and reports.

(3) Instructors will attend annual JROTC conferences, as directed, within funding constraints.

b. All JROTC instructors will provide to Instructor Management Division, JROTC, USACC, an updated DA or DA style ¾ length photograph every five years. Individual will be in Class A uniform with all authorized awards and insignia. Name, rank, SSN, school name, state and date of photo must be printed on the back of the photo.

c. For retention in a certified status, instructors must continue to meet the medical and fitness standards of AR 40–501, Chapter 3. All JROTC instructors will complete a standard Army physical and provide the results to the JROTC Directorate, USACC, every 3 years, for determination of fitness for continued employment. Commanders may require additional physical examinations on a command-directed basis (such as for extended illnesses). If a civilian physician is conducting the examination, the Abbreviated Medical Examination Form (CC FM 211-R) may be utilized (See Appendix I) laboratory results must be included.

4-17. Performance review and decertification

a. The performance of instructors will be reviewed using instructor evaluation reports, unit visits, classroom evaluations, and inspections. Reviews will determine whether the instructors, individually and collectively, are effective and efficient in conducting instruction, unit operations, and JROTC activities in accordance with this regulation and other directives.

b. Instructors will be evaluated annually. Retired members will be evaluated in accordance with instructions provided by USACC. Active duty soldiers will be evaluated in accordance with appropriate regulations using standard Army efficiency reports.

c. If an instructor's performance is unsatisfactory, he or she may be recommended by his or her school or military supervisory personnel for probationary status. Unsatisfactory performance will be documented in writing with performance counseling specific to any instance of unsatisfactory performance. This probationary status is appropriate when the nature of the unsatisfactory performance is such that it is remediable through counseling, professional development, and other corrective measures within a year or less. Individuals placed on probation will be so notified by USACC and will be advised of the conditions required to resolve their probationary status. USACC will determine if the probationary status should be removed, based on subsequent recommendations by the individual's school and military supervisors, or whether the instructor, if retired, should be decertified. Active duty instructors failing probationary status will be transferred or otherwise removed from duty in accordance with appropriate regulations.

d. If decertification action becomes necessary, an "intent letter" will be sent to the individual concerned. This notification includes the opportunity of the individual to submit material for consideration concerning the adverse information/evaluation. The individual is provided an ample amount of time to submit their rebuttal documentation. At the end of the suspense date, a final determination will be made. The Director, JROTC Directorate, exercises the Commander's responsibility for decertification. CG, USACC is the appellate authority. However, the adjudication of the appeal will not delay the decision to initiate probation or decertification.

e. One or more instructors at a unit may be placed in a probationary status when continuing unit viability problems (for example, low enrollment), poor inspection results, or other indicators of marginal or unsatisfactory unit performance are, in the judgment of school officials or military supervisors, attributable to one or more instructors.

f. DAIs may also be probated and decertified for not complying with regulations or failing to provide required support to instructors and units within their districts.

4-18. Termination of employment

a. Termination of instructor employment, whether voluntary or involuntary, stops any Army cost sharing of an instructor's salary as of the effective date of termination.

b. Nothing precludes an instructor from terminating employment voluntarily at any time, other than restrictions that may be contained in the individual's contract with the school. An instructor who terminates a JROTC position remains eligible for reemployment in JROTC as outlined in paragraph 4–9.

c. Any instructor that voluntarily resigns for any reasons (medical, retirement, etc.,) must notify Instructor Management Division, Cadet Command in writing of their intent.

4-19. Suspension of the Army Cost Share

a. Any instructor that is suspended without pay by the school, the amount cost shared by the Army will be terminated with an effective date the same as the suspension date.

b. Any instructor that is suspended with pay by the school, the amount cost shared by the Army will be terminated 30 days from the suspension date imposed by the school.

c. Any instructor that is absent from his/her assigned school or DAI office, the amount cost shared by the Army will be terminated after 30 consecutive days of absenteeism (i.e., sick leave, annual leave, strike, workman compensation, etc.).

Section IV
Performance Evaluation

4-20. Preparation/procedural guidance

a. Frequency:

(1) Annual Reports: Annual Reports are required for every JROTC Instructor who has been active in the JROTC program for at least 90 consecutive days and who is programmed to continue their employment in the same capacity the next school year (Appendix G).

(2) Transfer/Termination Reports: Whenever a JROTC Instructor terminates his/her status for either voluntary or involuntary reasons, a report must be generated regardless of the number of days they performed their duties. A transfer/termination report will be accomplished in lieu of an annual report whenever an instructor terminates his JROTC duties for transfer to another JROTC unit either in a new school system or within the same school district.

b. Preparation:

(1) SAIs are responsible for initiating the required performance evaluation shells for both themselves and their AIs.

(2) DAIs are responsible for initiating the required performance evaluation shells for both themselves and their authorized staff.

(3) The DAI/SAI has no authority to compel a school official to render the command's report on an individual. A unit will be considered for probation and possible disestablishment for noncompliance of the rating chain.

(4) The rated individual should be rated by their first line supervisor, school Principal or by his/her designated representative (Appendix H). Any changes to the Rating Scheme must be submitted to and approved by their respected Brigade prior to any informal or informal changes.

c. Administrative Processing: All performance evaluations will be forwarded to the appropriate ROTC Brigade Headquarters within 30 days after the end of the rating period. Upon receipt the Brigade will:

(1) Accomplish their necessary rating action.

(2) Screen all performance evaluations and make a recommendation on appropriate action (enroll in weight control program, probation, decertification or termination) upon receipt of an adverse evaluation.

(3) Forward the completed original performance evaluation, and appropriate recommendations for adverse reports, to Cadet Command (ATTN: JROTC Instructor Management) NLT 1 October of each year. DAI reports will be forwarded to RGN for completion before submission to USACC.

(4) Send a copy of the completed report to the rated individual. Regions will send completed reports to DAIs.

d. Appeals:

(1) Every rated JROTC instructor has the right to submit an appeal to an adverse performance evaluation where Below Average (BA) and Unsatisfactory (U) have been rendered. An appeal must be received within 45 days of receipt of the individual's copy of the evaluation.

(2) All appeals will be submitted in memorandum format and must address the affected characteristics/traits (Items 10a through 10k) which received the BA and/or a U rating.

(3) Supporting documentation, in addition to the individual's statement, will be the basis to evaluate the individual's appeal.

(4) Appeals will be submitted directly to the appropriate reviewing Headquarters for processing. The Region Commander will review the appeal and make a recommendation to Instructor Management Division, JROTC Directorate, USACC.

Section V
Staffing and Operations

4-21. Requirements

a. JROTC units.

(1) Basic staffing levels are as prescribed in paragraph *b(1)*: a minimum of one SAI and AI for all units with an enrollment of 150 or fewer cadets, an additional AI at 151 and an additional AI authorized for each 100 cadets above 151.

(2) Unit staffing authorization levels will be determined by Instructor Management Division, JROTC Directorate, USACC, based upon figures reflected in the unit annual Opening Enrollment Report. To avoid instability in the instructor force, staff increases will be based upon the enrollment figures for a single year. For programs with 3 or more instructors, if the enrollment level is below the authorized staffing for two consecutive years of enrollment, a change in staffing is required for staff reduction. Units that lose substantial enrollment and have no reasonable plan or means to increase the enrollment may lose staffing immediately. No JROTC unit will be reduced below the minimum requirement of 1 SAI and 1 AI. It becomes less and less cost-effective to run JROTC programs as enrollment drops below 100 cadets. Programs that have less than 50 cadets are not cost-effective and will be considered for disestablishment.

(3) Authorization increases based upon a single year of enrollment will be made, to include newly established units whose first year enrollment figures will clearly require increased staffing in the second year of operation.

(4) Schools on an accelerated (1 semester = 1 year) block-scheduling situation, will use the actual enrollment for 1st and projected 2nd semesters and divide it by two to determine staffing level. For example, if the average enrollment is less than 151, an additional instructor is not authorized. A minimum of 50 cadets needs to be enrolled at all times.

(5) Schools not qualifying for an increase in staffing may employ an instructor at no expense to the government. All personnel must be certified by USACC to serve as instructors.

Authorizations:

Cadet Strength	Retired Officers	Retired NCO
100-150	1	1
151-250	1	2
251-350	1	3
351-450	1	4

Additional retired officers and NCOs may be authorized in cadet ratio of 500:1 for Officers and 100:1 for NCOs.

(6) All requests for additional JROTC Instructor staffing must be submitted through the appropriate Brigade for endorsement.

(7) Schools must cap enrollment to comply with the staffing ratios until the required number of instructors can be hired.

b. Directors of Army Instruction (DAI) and staff:

(1) DAI offices will be limited to the minimum essential personnel required to plan, coordinate and administer the multi-school program.

Authorizations:

Units	Retired Officers	Retired NCO
5	1	
6 – 9	1	1
10 – 14	2	1
15 – 25	2	2
26 – 34	2	3
35 & above	2	4

All DAI offices are required to have a military property custodian.

(2) Requests for establishment of DAI offices or changes in staffing level will be forwarded through the chain of command to Instructor Management Division, JROTC Directorate, USACC.

(3) Continued staffing and funding will be authorized if it falls within the boundaries of the total funding allocated to the JROTC program.

(4) Under no circumstances will an SAI be removed from a school and placed on a DAI staff without a replacement at the school level.

4-22. Hiring procedures

a. The school is responsible for submitting a Request for Hire Letter before the effective date of employment. (See Appendix D for format of hire letter). **Failure to notify Instructor Management Division in a timely manner could result in the school district not receiving the entire reimbursement of funds. Resource Management may refuse reimbursement of funds beyond 90 days.**

b. The school will receive reimbursement for the new instructor's salary based on the date approval was granted in writing by Instructor Management Division, JROTC Directorate, USACC, regardless of the date that the school hired the official.

c. Instructor Management will not authorize any over lapping of instructors for on the job training. If this is to be done, the school system will bear the costs in its entirety.

d. Individuals are not eligible for cost-sharing while on terminal leave from the Army. All costs associated with hiring an individual on terminal leave will be borne by the school system.

e. Individuals are responsible for completing DA Form 2754 (Pay Certification Worksheet for Entitlement Computation) and DA Form 2767 (Annual Certification of Pay and Data Form).

f. Schools may advertise future vacancies by notifying Instructor Management Division, JROTC Directorate, USACC, telephonically, fax, email or by mail.

4-23. Transfers (Personnel in the same school district)

a. Transfer of personnel is only possible in situations where the schools are in the same district.

b. The school must request authorization to transfer before doing so from Instructor Management Division, JROTC Directorate, USACC. Instructor pay dollars are aligned with each school and not the school district or the Director of Army Instruction's office. Schools will receive in writing from Instructor Management, JROTC Directorate, USACC, authorization to make the transfer.

4-24. Termination and resignations

a. Written resignations/terminations must be submitted to Instructor Management Division, USACC. If notification of resignation/termination is not received, authorization for fill of a vacant position will not be granted.

b. Instructor Management's receipt of resignation or termination will automatically place a vacant position on the web site to be advertised.

4-25. Conduct of JROTC Instructors during school district strikes

a. If instructors are members of teachers unions, and are expected to participate in a strike, they may do so. However, they may not be in uniform, and the Army will not cost share the instructor's salary for the time they are not working.

b. If instructors are not members of the teachers union and are not obligated to strike, they will report to their place of duty designated by school officials. They will not cross picket lines and will avoid contact with those people participating in the strike, particularly if they are in uniform.

4-26. Instructor records

Instructor Management Division will maintain, update, store and destroy records pertaining to approved applicants associated with JROTC. Instructor records will be maintained as follows:

a. Records of instructors, who have never used their Instructor Certification to teach JROTC, will be destroyed at the end of a five-year period.

b. Instructors who have not used their Instructor Certification to teach JROTC must contact IMD to update his/her records yearly, to remain in an eligible status. Records not updated after two consecutive years will be remove from an eligible status to an inactive status. All inactive records and files will be destroyed after five years from the instructor last resignation date.

c. Retired instructor records and files will be stored for a period of one year from the effective date of their retirement. At the end of the one (1) year period, all records and files will be destroyed.

d. Decertified instructor records and files will be stored for a period of one year from the effective date of the decertification. At the end of the one (1) year period, all records and files will be destroyed.

e. In cases where an instructor decertification is subject to a Congressional Inquiry or an Appeal, all records and files will be safe guarded and stored for a period of, but not to exceed one (1) year after the final adjudication of the case. At the end of the one (1) year period, all records and files will be destroyed.

Section VI
Weight Control Program

4-27. Purpose
This section issues guidance for height and weight standards for instructors and the management of the Brigade Weight Control Program.

4-28. Scope
DAIs, SAIs and AIs are responsible for maintaining appropriate standards of weight, appearance and fitness regardless of age for retention in the JROTC Program. If an instructor fails to meet the height/weight and body fat percentage IAW AR 40-501 he/she will be placed on an overweight program. In order to standardize responsibilities procedures for weight control throughout the Brigades, the following guidance is mandated to ensure compliance. Standards and procedures for taping and recording body fat are located in AR 600-9.

4-29. Responsibilities

a. USACC will—

(1) Prepare memoranda that place instructor(s) in a probationary status for failing to meet height/weight and body fat standards IAW AR 40-501, or one that removes instructor(s) from the overweight program.

(2) Furnish copies of the probationary letter to Region and Brigade.

(3) Initiate decertification procedures UP AR 145-2 and AR 40-501, if no underlying or associated disease cause the instructor to be re-enrolled in the program within 12 months after removal from program.

b. Region personnel will monitor the program as appropriate.

c. Brigade personnel will—

(1) Measure and record the height and weigh all instructors during formal and informal inspections. Overweight instructors will be taped to determine if he/she meets the allowable Body Fat Percentage (BFP).

(2) Review Annual Performance Appraisals and identify instructors not in compliance with height/weight standards not later than (NLT) 1 October annually.

(3) Monitor JROTC instructors to ensure compliance of height and weight standards.

(4) Place instructors not in compliance with the height/weight standards on the Brigade's weight control program for a minimum of 6 months. The instructor must meet his/her BFP as prescribe in AR 40-501. The instructor will be weighed and taped monthly in accordance with AR 600-9. Brigades may task/utilize DAIs and SAIs to weigh-in, tape, and counsel instructors enrolled in the program. The collected data will be forwarded to their respective Brigades for processing.

(5) Recommend instructors seek medical attention within an adequate amount of time prior to placing the instructor on the overweight program.

(6) Notify Region of extenuating circumstances, if any, that will delay an instructor from meeting his/her BFP as outlined in AR 40-501.

(7) Request initiation of probationary letters through Region to Instructor Management Division, USACC. The memorandum will contain the name, height, and weight of the instructor to be placed on probation.

(8) Administer probationary letters to the instructor(s). It is the Brigade responsibility to issue the letter to the instructor. The effective date of the letter will be the date of receipt by the individual.

(9) Request removal from the overweight program for instructors that meet their BFP within the six-month time period.

(10) Ensure all JROTC Instructors and DAI personnel are in compliance with height and weight standards of AR 40-501 prior to attending conferences or instructor training. Brigades will notify Instructor Management Division, USACC, of personnel attending JSOCC who are not IAW AR 40-501 prior to their attendance.

d. DAIs, SAIs and AIs will—

(1) Ensure instructors' reply by endorsement through Brigade and Region to USACC, upon receipt of the probationary letter.

(2) Request removal from the weight control program for instructors who meet their BFP IAW AR 40-501.

e. Satisfactory progress in the JROTC Weight Control Program is defined as a monthly loss of 3-8 pounds, unless it is determined by a qualified physician that the monthly weight loss progress or period should be adjusted because of underlying medical conditions. Loss of less than three pounds per month is unsatisfactory unless otherwise directed by a physician.

Chapter 5
Education

5-1. JROTC cadet training philosophy

a. JROTC training must be challenging, dynamic, interesting, and inherently educational. Over the course of the cadet's career, training must be properly sequenced and progressive in nature.

b. The training must provide cadets the necessary foundation of leadership and develop their ability to operate, and make decisions in a demanding yet fun environment.

c. JROTC units will comply with applicable federal, state, and local gender training laws and regulations. When such laws permit single gender teams, organizations or training events will be conducted so as not to exclude a student based on gender from meaningfully participating. At a minimum, selections for any team must be based upon competitive skill as opposed to gender status.

5-2. Quality training

Training quality hinges on the knowledge and preparedness of the trainer. Senior Army Instructors (SAI) have an important responsibility to ensure that they and their AI(s) as well as cadet assistant instructors are well prepared to present instruction and serve as trainers for other cadets. **Our goal is to train every cadet to the standards.**

a. The SAI will ask the school administration to evaluate his or her performance and the performance of the AI(s) in the classroom using the evaluation rubric at Appendix F in addition to whatever form the school uses to evaluate performance. The SAI will also evaluate the AI(s), in accordance with the steps below. The SAI and AI will evaluate cadet assistant instructors in a similar manner:

(1) Observe and assess the instructor(s) in the conduct of training and instruction using the evaluation rubric noted above.

(2) Identify and record areas in which the instructor's competence or communication skills need to be improved.

(3) Implement an improvement action plan to remedy any such deficiencies in a timely manner.

b. The SAI will act to ensure the training and instructions in the unit are sustained at a level that motivates cadets to continue in JROTC. At a minimum, the SAI must conduct and observe training sessions and classes. Instructors will minimize the use of lecture. They will use performance-oriented training such as student-centered interactive techniques, debates, small-group discussions, role-playing, sand-table exercises, simulations, self-paced modules, and other teaching strategies.

5-3. Program of Instruction (POI)

USACC is responsible for instruction and training for the JROTC Program. The POI provides for the minimum requirements for successful conduct of the Program. It contains the "Desired Learning Outcomes" of the JROTC Program that supports the mission, "To Motivate Young People to Be Better Citizens."

a. The POI is based upon a systematic progression of learning: The scope, focus, and content of instruction is both sequential, and independent. It builds on previous capabilities, and allows a great deal of flexibility to the instructors. Mandatory units of instruction include Introduction to JROTC; Leadership Theory and Application; Foundations for Success; Wellness, Fitness, and First Aid; Geography and Earth Science; and Citizenship and American History. Approved elective units of instruction offered include Air Rifle Safety and Marksmanship; advanced portions of the Success Profiler; Computer Training, and expansion of the mandatory subjects. Brigades must approve instruction outside of mandatory subjects and approved electives.

b. The CG, USACC updates the training material as needed including the latest technology, multi-media, research, and content. Instructor input and participation is a crucial part of the curriculum updates and reviews.

c. The course length is the same as any subject for which a unit of credit is granted. The school must, at a minimum, grant elective credit, but preferably will allow core credit in subjects such as physical education, civics, health, government, etc., that are taught in the JROTC curriculum. Credit in Practical and Performing Arts should also be granted.

d. The JROTC functions like a regular course and is conducted within normal school hours just as any other course. It is not a program that should be conducted before or after school hours or during lunch break. Only co-curricular aspects of the Program can be conducted outside of regular school hours.

e. The required hours are divided into two categories, mandatory and approved elective. Mandatory hours may be realigned up to 25 percent; however, the total of mandatory and approved elective hours must equal those required for any other core school subject. The required hours of instruction may be redistributed throughout the academic year. In cases where JROTC mandatory subjects are taught to all cadets in other required classes, units can request that their Brigade headquarters allow them to eliminate or reduce the requirement below 25%.

f. The term "hours" is defined for JROTC courses the same as it would apply to any school system. A unit hour translates as a 45/50-minute block of instruction/class period. Schools on an accelerated block provide 90/100 minutes of instruction that can be taught as two 45- and 50-minute classroom sessions.

g. In block scheduling situations, unit viability will be determined by total cadets enrolled throughout the year; however, staffing will be determined by the average number of students taught at one time during the year. A minimum of 50 cadets should be enrolled at all times. Instructors should work closely with school administrators to ensure continuity of teams and cadet leadership positions where scheduling conflicts dictate skipped semesters. Cadets who cannot take JROTC classes one semester during the year are still eligible to attend annual camps and other JROTC activities providing they enroll in JROTC the following semester. The curriculum must be expanded up to eight credits when all four years can be completed by the end of the sophomore year. Guidelines and objectives for eight credits can be located at www.rotc.monroe.army.mil/jrotc/.

h. JROTC is a voluntary citizenship program. Cadets who desire not to participate in citizenship activities may choose an alternate course.

5-4. Leadership application

The leadership unit of instruction allows for one of many training opportunities available for cadets to exercise the chain of command. The LET 4 cadets act on guidance from the SAI/AI to plan, prepare, and execute training. Selected LET 3 cadets prepare for assigned tasks and conduct training for younger cadets. LET 2 cadets learn instructional techniques and more advanced styles of leadership and LET 1 cadets receive training. Training must be designed to enhance skills, knowledge and abilities of cadets and reinforce instruction in Leadership theory. Because cadets who participate in upper LET levels must provide leadership and set the example for LET 1 cadets, schools must allow instructors to determine which cadets can return to the program.

5-5. Prohibited training

a. Crew served weapons training.

b. Tactical training including, but not limited to patrolling, ambushes, and aggressor training.

c. Mission-oriented Nuclear, biological and chemical (NBC) training.

d. Firing or training with M16 weapons.

e. Participation in weapons demonstrations.

5-6. Records

a. Cadet/Student Records. SAIs and AIs will maintain automated cadet records using JUMS on JROTC courses completed, positions held, rank obtained, awards, promotions, decorations and data relative to training. Cadet records will be maintained for a period of 5 years.

b. Training Certificates:

(1) Issue CC Form 226-R, 1 Jan 03 (Certificate of Training) to each cadet who successfully completes at least 2 years of the program. SAIs or AIs will make an entry on the JUMS automated Cadet Record in the Cadet Notes from the History Tab in JUMS upon issuing CC Form 226-R.

(2) Provide students completing JROTC training and not enrolled as cadets a Certificate of Training, without recommendations, and make an entry on the JUMS automated Cadet Record.

5-7. Reference Library
DAIs, SAIs or AIs will maintain a library of instructor reference material.

5-8. Master Training Schedules (MTS)
Submit MTS to Region headquarters for approval, before the start of the school year as directed by Brigade. The MTS shows each subject and number of hours required, and the number of hours scheduled for instruction. List approved elective subjects and include any requests and justification for constructive credit with the submission of the Master Training Schedule. Changes to the schedule will be documented locally and are available for review during visits/inspections.

5-9. Lesson plans
A complete lesson plan with supporting materials is provided in the Instructor Manual. A modifiable lesson plan and electronic copy of the Instructor Manual is also provided on the Unit CD-ROMs. The lessons have been created to allow student centered instruction and support national standards. Modifications are permitted in the presentation phases as long as the lesson format remains the same and the modified materials support the existing lesson objectives.

5-10. Methods of Instruction

a. Instruction methods are contained in:

(1) The Instructor Desk Reference.

(2) JROTC Instructor Manuals.

(3) Accompanying CD-ROM's such as Quantum Learning, Brain Compatible Learning, Emotional Intelligence, etc.

(4) Instructional techniques on each unit CD-ROM.

(5) The Distance Learning Course

(6) Appropriate school publications and directives.

b. Lesson plans have been designed to include instructional techniques that encourage maximum participation by cadets. Instructors and/or assistant instructors facilitate the instruction to meet the objectives of the lesson.

c. Use the Guest Speaker Program to enhance instruction and provide an interesting variation to classroom instruction. Ensure the guest speakers are aware of the objectives of the lessons and focus toward meeting the objectives. The SAI or AI may need to cover material not presented by the guest speaker.

5-11. Grading system

DAIs, SAIs and AIs must maintain a meaningful evaluation system. Assessment and evaluation tools are provided in the Instructor Manual with each lesson and are available electronically on the Unit CD-ROMs. These materials have been designed to assess the objectives of the lessons. Each JROTC unit will establish an SOP explaining the grading system and how it conforms to JROTC and school policy. The SOP will, at a minimum, address a balanced proportion of academics and extracurricular activity credit, and grade reduction based upon excessive absence.

Chapter 6
Resource Management

6-1. General

Resource Management formulates plans and policies for control and use of funds, manpower, supplies and services.

6-2. Financial management and funding types

a. Operations and Maintenance Army (OMA) appropriations fund retired instructor pay, procurement of training materials and instructor travel pay. Reserve Personnel Army (RPA) appropriations fund cadet uniforms, cadet travel, laundry and uniform alterations. Funding of both OMA and RPA is IAW AR 145-2 para. 3-2.

b. Each JROTC Program is supported by a host installation. The installation is allocated JROTC funds (OMA and RPA) to provide supplies and contractual services. Installations manage these funds by providing DAIs and SAIs with operational ceilings. DAIs and SAIs manage their program within their allocated funds. Support installations conduct an Annual Command Supply Inspection of each account. DAIs and SAIs request additional funds or instructor allocations, through Brigade.

6-3. Authorized JROTC expenditures
This paragraph provides general funding guidance for the JROTC program. Specific guidance will be provided annually. Requirements will be funded within the current fiscal year budget as funding allows.

a. The following activities are considered authorized/reimbursable travel for JROTC instructors. If the brigade has endorsed these types of travel requests, they will be processed at USACC as expeditiously as possible, provided funding is available. All requests should be provided via mail or by facsimile thirty days before a planned function.

(1) Attending JSOCC Certification and Recertification courses.

(2) Attending an annual region or brigade AI/SAI/DAI professional development conference.

(3) Attending an IMPAC credit card training class at their support battalion.

(4) Conducting annual camp. This may include attending an installation coordination meeting prior to camp.

(5) Visiting the support installation a maximum of two (2) times per year to receive or turn in property, reconcile property books (hand receipts), etc.

(6) Instructor travel in support of Unit Report requirements when cadets are participating, based upon availability of funds.

(7) Other travel as directed by CG, USACC.

b. Although the following are authorized expenditures in support of JROTC, due to funding constraints, they may not be fully funded by the Army: DAI travel to subordinate schools; team participation in local competitions; judges for competitions; or camps other than those prescribed in this regulation. Schools/districts should provide funding support at least equivalent to what is provided other departments.

c. Printing/reproduction. The funding template provides funding for copying/copy machine maintenance. Units should enlist the aid of their schools to ensure that adequate curriculum is reproduced for each cadet. Reproduction is a shared school and Army responsibility.

d. Postage. Postage requirements at the unit level should be minimal. The instructor who is authorized to use the IMPAC Credit Card may use the U.S. Post Office to sparingly charge stamps. Units that do not have a credit card should request stamp funds in writing through Brigade to USACC, Resource Management Budget Team leader.

e. Curriculum purchases. Units are authorized to use the Government IMPAC Credit Card to purchase authorized curriculum items with appropriated funds for the units. Adequate funds

must be available to purchase items against this credit card and established procedures must be followed. A current list of approved items is at Appendix B in this regulation and posted on the web at http://www.rotc.monroe.army.mil/jrotc/.

f. Automation. When purchasing computers, JROTC units must follow Common Table of Allowances (CTA) authorizations and the Brigade Commander must approve the purchase. Units must abide by USACC provided minimum standards and recommendations for all computer purchases. It is mandatory that JROTC units comply with reporting procedures on the status of their automation equipment to ensure adequate life-cycle replacements.

g. Common Table of Allowances (CTA) purchases. A current copy of the CTA can be located on the Internet at: http://ww.rotc.monroe.army.mil/resource/Logistics/JROTCBOI.xl. This document provides a listing of all authorized items for Army JROTC units. It also depicts which funding allocation is used for each item. OMA funds budgeted for JROTC units may not be used to support DAI operations without Brigade approval.

h. Annual camps.

(1) Command guidance for annual camps is to provide an opportunity for a minimum of ten (10) percent of the enrolled cadets to attend JROTC annual camps as long as the cadet has completed LET 1 and has not graduated prior to the camp dates.

(2) Brigade Commanders must exercise judgment to determine safe, but economically feasible cadet to instructor/chaperone ratio. The recommended ratio should be one (1) instructor/chaperone to ten (10) cadets.

(3) Camp transportation requests need to be carefully monitored at the brigade level. When possible, consolidate transportation requirements from different schools in the same locality. All brigades must ensure maximum number of instructors/chaperones attending camps utilize the consolidated transportation assets.

(4) All brigade commanders must ensure that annual camp instructors/chaperones maximize the use of government billeting.

(5) All Brigades will be assigned camp budgets annually. These budgets will be based upon funding availability, and managed by their respective Cadet Command Budget Team in conjunction with the Region High School Division. All camps must be conducted within their assigned funding targets.

i. Units are not authorized to spend appropriated funds for trophies or awards. Regions and Brigades can purchase, as appropriate, for activities/events such as Drill Competitions, Marksmanship Competitions, and Camps.

j. Additional OMA support is provided for office supplies, Internet connectivity, and applicable CTA Table 4 items and necessary uniform accouterments.

k. Cadet Transportation, Billeting, and Subsistence.

(1) Provided adequate RPA funding is available, Brigades may approve travel and billeting for JROTC units to accomplish training requirements. Instructors need to contact their brigade for guidance on what is required to obtain approval of cadet transportation, billeting, and subsistence.

(2) Meal tickets and Meals Ready to Eat (MRE) are only authorized for JROTC cadets who must travel distances greater than 3 hours away from their home station, during their attendance at Annual Camp, and in support of activities as outlined in the Unit Report. Instructors should submit their request through Brigade to USACC.

(3) Retired JROTC instructors are authorized to drive Government furnished GSA vehicles for Official Government Business. However, under the Federal Tort Claims Act (FTCA), they are not self-insured and must have proof of (school/self provided) vehicle liability insurance before they are provided a short-term use (less than 60 days) vehicle to support the JROTC mission.

(4) Further, if JROTC instructors transport students (in support of a JROTC sponsored activity) in any vehicle that transports more than 10 passengers, it must meet the Federal Motor Vehicle Safety Standards (FMVSS) for school buses. GSA van carryalls, 11-15 passenger do not meet the requirements of the FMVSS.

l. Cadet uniforms. Initial yearly funding is provided for cadet uniforms <u>based on</u> the previous years' enrollment numbers reported by the unit. No direct funding is provided to the schools. Funding is provided to respective support installations. If a school should have a large unpredicted increase or decrease, instructors may work through their brigades to obtain an adjustment.

m. Unfinanced Requirements (UFR). UFRs are an excellent opportunity to receive additional funding to support the unit. Units must justify the need for the UFR through their Brigade and Region to USACC, JROTC Directorate. Brigade/Region Commanders are responsible for verifying the legitimacy of the requests and forwarding appropriate justification with the UFRs. JROTC Directorate will review and forward recognized/authorized requests to RM for incorporation into the Command's requirements.

n. Submission of unit requisitions should be submitted to the support installation no later than 15 Jul to alleviate the constraints of the Fiscal Year closeout.

6-4. Fund Raising Activities

Fund raising in JROTC shall serve to provide goods and services, which supplement the educational, curricular, and co-curricular activities of the program.

a. Cadet Participation

(1) Cadet participation will be voluntary.

(2) No grade in course or subject will be affected by a cadet's participation or non-participation in a fund raising activity.

(3) Cadets who do not participate in fund raising activities shall not be penalized or discriminated against. Rewards for participation will not be considered discriminatory.

(4) Cadets will not participate in door-to-door sales activities without approval from school administration.

(5) Wearing of the Army uniform while performing fund raising activities is prohibited.

b. Limitations

(1) All fund raising activities must be approved by the Principal and SAI or his/her representative. The SAI is responsible and accountable for ensuring that all school fund raising activities and projects are conducted in accordance with this regulation and school policy. The following information must be documented and subject to inspection during the annual inspection:

(a) Purpose of the fundraiser

(b)Amount needed

(c) Amount raised

(d) Present balance in account(s)

(e) Cadet involvement

(f) Beginning and ending dates

(2) Monies raised should be spent in ways to benefit the cadets who raised the funds.

c. Salaries, staff development, and in-service activities are not allowable expenditures from cadet fund raising activities.

d. The following activities are unauthorized fund raising events:

(1) Door to door sales or solicitation without approval from school administration.

(2) Advertisement in newspapers and magazines soliciting donations.

(3) Using cadets as paintball targets.

(4) Use of alcoholic beverages as a raffle.

(5) Raffling of government equipment as a prize.

(6) Use of government funds as a means to make a profit.

e. Fund raising suggestions can be found at www.rotc.monroe.army.mil/jrotc/.

6-5. Management control program

The checks-and-balances of USACC's programs are monitored through management control checklist (a series of questions for conducting a systematic, detailed examination of a function to determine if adequate control measures have been implement). It also highlights potential problem areas and provides feedback to management. JROTC units will complete checklist(s) annually and forward them to their Brigade for consolidation. The checklist(s) for JROTC are located on the RM & LD website. Guidance for this program is found in CCR 11-2, on the USACC website under the right site.

6-6. Supplies and equipment

Supplies and equipment are detailed in DA Pam 710-2-1.

a. Supply and accounting policies and procedures are based upon simplified property book accounting. The educational institution will designate a MPC at no cost to the government to maintain accountability.

(1) Supply transactions occur between the school and the respective supporting installation. Brigade shall assist and coordinate as needed.

(2) Process property adjustment documents for any overages/shortages. Justify excesses or turn-in quantities above authorized limits.

(3) Request supply assistance visits through support installations.

b. Tailor uniforms to ensure a positive image portrayed by cadets.

(1) Provide instructions for proper wear and alterations to the laundry/tailoring vendor. Instructors will supervise fittings to ensure high standards of appearance. If the U.S. Government contract does not cover the fitting of the uniform by a qualified tailor/seamstress, contact support installation to amend it.

(2) Turn-in unserviceable uniforms. Request additional RPA funds through Brigade to replace unserviceable uniforms.

c. Conduct property turn-in IAW AR 710-2, DA Pam 710-2-1, and CCR 700-1.

6-7. Ammunition requisition procedures
Submit an annual ammunition requirement to support marksmanship and training activities thru Brigade headquarters. Region determines the type and quantity of ammunition units will receive and forwards a consolidated ammunition forecast to support installations.

6-8. Support installations
See AR 5-9 and RM & LD website (www.rotc.monroe.army.mil) for units that provide support to ROTC activities.

6-9. Automation
Specific guidance concerning automation will be provided annually. Requirements will be funded within the current Fiscal Year as funding allows.

6-10. Physical security
In accordance with DOD 5100 76M, Chapter 2, AR 190-13, Cadet Command Regulation 700-1.

Chapter 7
Inspections and Other Visits

7-1. Purpose
USACC, Region and Brigade representatives will inspect and visit JROTC units annually to:

a. Foster constructive dialogue with students, instructors, and school authorities.

b. Evaluate unit efficiency, instructor performance, and JROTC instruction quality.

c. Determine program compliance with USACC guidance and regulations.

d. Identify units qualified as Merit Unit (MU), Honor unit (HU), or Honor Unit with Distinction (HUD).

e. Report on conditions covered in paragraph 2-1.

f. Evaluate contractual compliance by the Army and the school.

7-2. JROTC Unit Inspection Program

a. Inspection teams will annually evaluate JROTC units to determine if the schools, cadet corps and instructors meet and maintain standards, and to identify and appropriately reward those that exceed program standards. Team members must be familiar with the inspection program. Their composite expertise must be sufficient to give detailed coverage of all aspects of the program.

b. The evaluation system is composed of two components; one with a maximum of 1,000 total points on an annual school year basis, and one component without a point value. The

Annual Unit Evaluation Summary (CC Form 187-D-R) will be calculated using the applicable components of the Unit Report and the Formal Inspection.

(1) The Unit Report (CC Form 187-A-R) is completed annually by the unit, and forwarded through brigade to the region. The Unit Report represents data for the applicable school year only. Regions may grant exception to specific requirements upon justification by the unit. The Unit Report is worth 400 points.

(2) The Unit Validation Visit (CC Form 187-B-R) is conducted at least annually on an announced basis during those years when no Formal Inspection is conducted. No points are awarded for Unit Validation Visits. Unit validation visits will be made by authorized representatives approved by the Brigade Commander and will use the validation and formal inspection checklist provided in CCR 145-8-3. The fact that it is not a formal inspection will not be evident to the cadets.

(3) The Formal Inspection (CC Form 187-C-R) is conducted at least every 3 years on an announced schedule developed by the brigade and conducted by teams designated by the brigade. Team members must be trained in requirements of JROTC units and may be composed of Active or Reserve personnel. Units will receive an out-brief immediately following the inspection.

(a) The Formal Inspection is worth 600 points of the evaluation. In years during which no Formal Inspection is conducted, the last previous score will be used for the annual evaluation.

(b) Units that fail the Formal Inspection will be reinspected the following year. Brigades will re-inspect unsatisfactory areas in units that score an overall rating of "Satisfactory", between 450 and 540 points.

(c) The Annual Unit Evaluation Summary (CC Form 187-D-R) will be calculated annually using the applicable components of the Unit Report and the Formal Inspection.

c. Honor Units. Eligible units are those not on probation due to inadequate enrollment or other disqualifying situations. Eligible units that achieve at least a 96 percent on each element of the evaluation will be designated Honor Units with Distinction (HUD). Eligible units attaining at least a 90 percent on each element will be designated Honor Units (HU). Eligible units attaining 80 percent on each element will be designated Merit Unit (MU). Eligible units attaining 75 percent on each element will be designated Satisfactory (S). Inspectors will NOT round scores (up or down). Subordinate headquarters are prohibited from disqualifying units for conditions not prescribed in applicable Cadet Command or Army Regulations. Regions will notify units of their evaluation status NLT 15 September of each SY.

d. Awards for Excellence. Cadet Command or regions may provide other awards or designations for units using the results of this evaluation program.

e. Inspection Calendar. Brigade JROTC Divisions must ensure units are notified at least 30 days prior to a Formal Inspection or a Unit Validation Visit.

f. Implementation. Units will maintain their HUD, HU or MU status until they receive their next Formal Inspection as long as they maintain the required standard of 96 percent, 90 percent, or 80% on the Unit Report. New units should not receive a Formal Inspection until in operation for at least one year.

g. School Districts will receive an evaluation annually in conjunction with the Validation Visit or Formal Inspection on their adherence to contractual agreements and general unit support. Failure to comply may result in disestablishment of the unit.

7-3. Responsibilities for the inspection

a. CG, USACC, JROTC Directorate will provide—

(1) Specific requirements to USACC, IG for incorporation in CCR 145-8-3, Organizational Inspection Program, Checklist: Inspection of JROTC Battalions.

(2) General policy guidance on inspections not covered in this regulation.

b. Region commanders will take the following actions prior to inspections:

(1) Inform the DAI/SAI at the school to be inspected at least 30 days in advance of the inspection. Provide the senior school official of the inspection dates, purpose, and names of persons making the inspection. Notification also includes a statement that inspection personnel will be available to discuss JROTC matters.

(2) The Inspection Team Chief will visit the senior school official or designated representative and discuss the inspection.

c. Brigade Commander will—

(1) Brigade JROTC Divisions must ensure units are notified at least 30 days prior to a Formal Inspection or a Unit Validation Visit.

(2) Appoint inspection team members.

(3) Train team members on inspection standards.

(4) Conduct and supervise inspection and visits IAW CCR 145-8 and 145-8-3.

(5) Report IAW CCR 145-8.

7-4. Conduct of inspection

a. Inspect all aspects of the program IAW CCR 145-8-3.

b. Inspection procedures and standards are addressed in CCR 145-8.

7-5. Dates of inspections

a. JROTC units will receive either a formal inspection (FI), Unit Validation Visit or Unit Report during each school year, using Cadet Command Regulation 145-8-3. DAI consolidated supply operations will be inspected annually. The following lists the frequency for each type of inspection:

(1) Formal Inspection – every 3 years.

(2) Unit Validation Visit – annually, during years when no FI conducted Unit Report – annually.

(3) DAI Supply Ops – annually.

b. Conduct inspections no later than 1 May. Inspections will be conducted during the school year when classes are in session IAW schedule established in CCR 145-8. Announce dates of formal inspections after coordination with school officials.

7-6. Reports of inspection

a. Report inspection results as directed by CG, USACC.

b. Each member conducting the inspection will sign the report.

7-7. Honor Unit with Distinction and Honor/Merit Unit Designations

a. Honor Unit with distinction (HUD), Honor Unit (HU), and Merit Unit (MU) selection criteria:

b. Required actions.

(1) Region commanders will—

(a) Publish permanent orders designating, JROTC Honor Units, HUD, and MU after the formal inspection of all units.

(b) Notify the senior school official and the DAI and SAI of the unit receiving the designation concurrent with the publication of the permanent order.

(c) Send names and information copies of permanent orders designating units as HUs, HUDs, and MUs to USACC.

(2) Send orders designating HUD to the service academies.

7-8. Visitation philosophy
The purpose of command visits is to obtain a comprehensive understanding of each unit's progress toward accomplishing its mission and disseminating command guidance.

7-9. Visitation objectives

a. To meet with school officials.

b. To determine cadet training effectiveness.

c. To gain a comprehensive understanding of the JROTC unit.

d. To evaluate office facilities, classroom, supply room, and arms room facilities and outdoor training areas.

e. To observe and evaluate classroom instruction.

7-10. Instructor briefings
Command briefings will consist of an overview of unit operations, logistics, recruiting, administrative, training, classroom instruction, and coverage of the POI to include leadership reaction, map reading/land navigation, math and science modules, and confidence/obstacle course/team building activities, whether conducted at camp or in the classroom.

a. Overview of Unit Operations.

(1) State the mission of the JROTC Program.

(2) Provide an overview of unit operations that includes recruiting, retention, quality control, and cadet training.

(3) Concept of operations to educate and recruit parental and school support for the unit.

b. Recruiting, retention, quality control, disposition of graduates and inspection results.

(1) Describe the characteristics of the school to include a historical overview, attitudes, and the type of support given to the JROTC unit.

(2) Discuss the high school curriculum and credit system for JROTC classes.

(3) Describe the student registration program in JROTC. Discuss middle and high school recruiting activities.

c. Enrollment. Compare current enrollment with Opening Enrollment Reports. Probationary units must discuss specific actions taken to correct their problem.

d. Training.

(1) Master Training Schedule.

(2) Cadet Challenge.

(3) JROTC POI lessons and activities.

(4) Training exercises outside the classroom.

(5) Social events.

(6) Annual camp and projected cadet attendance.

(7) Previous camp after action reports.

7-11. Cadet briefings

The instructor staff will brief during command visits. Cadet briefings will be conducted after the instructor brief. The entire instructor staff should be present and participate at the briefing. The cadet brief consists of the unit overview, current operations, classroom activities, service learning projects, and recruiting activities. Cadets will provide personal testimonies of how the program has assisted them in their personal growth specifying examples of specific classroom activities and enhancement programs such as Unlocking Your Potential, Winning Colors, the Success Profiler, Citizenship programs such as the You the People process and Chief Justice, the Leadership Education Aptitude Battery (LEAD), Interactive CD's, service projects, etc.

a. The unit overview will be briefed by the Cadet Unit Commander. The briefing will include the following:

(1) Lineage and traditions (include unit name, distinctive insignia, élan and esprit activities).

(2) Cadet unit activities. Current year co-curricular training activities, social activities, cadet organizations, classroom activities, competitive events to include LEAD and Cadet Challenge, and service learning projects.

b. The unit S3 will brief cadet unit current operations, specifically, the plan of the next scheduled cadet activity.

c. The unit S5 will brief high school and nearby middle schools recruiting activities.

Chapter 8
Instructor and Cadet Training

Section I
General

8-1. Scope
The following sections prescribe policies, assign responsibilities, and provide guidance for planning and executing training for the Junior Reserve Officers' Training Corps Program. It standardizes the implementation of training within JROTC.

Section II
Instructor Training and Development

8-2. Instructor training

a. CG, USACC, will conduct training programs for JROTC instructors.

b. Expenses related to travel and temporary lodgings may be paid by the Army, excluding active duty personnel on travel orders (Joint Federal Travel Regulations, Chapter 3, Volume 2).

c. New instructors will be required to complete the Distance Learning Course within the first 6 months of employment; attend the JSOCC Certification course conducted by USACC, preferably within 6 months of hire but absolutely within 18 months of employment, and attend the Recertification course every five years thereafter. Instructors will be assigned when they will attend class and will need strong justification to change their class dates. Some classes are held during the summer, however most instructors will need to attend classes during the school year.

d. DAIs, SAIs and AIs will attend annual JROTC conferences, as directed, within funding constraints.

8-3. Instructor training programs
This section provides guidance and outlines responsibilities for the planning and implementation of the JROTC Instructor Training Program. The program is not meant to supersede or usurp the state/district licensing or school guidance for local continuing certification.

8-4. Training and Professional development
The JROTC School of Cadet Command (JSOCC) will execute the 4-step certification-training program and professional development opportunities for JROTC instructors. Completion of the 4-step instructor training process is a requirement for initial certification and continued certification. The 4-step process is as follow:

a. (Step 1): Qualification Training: Qualification Training is a Distributive Learning Course designed to provide potential JROTC instructors with an overview of JROTC and teaching

techniques for a classroom environment. Upon completion of the course a certificate of completion is issued and the certificate must be presented to the interviewer prior to the conduct of an interview. The interviewer will annotate on the interview worksheet that the interviewee has completed the required qualification training. Certified interviewers must be familiar with the qualification training requirements and will ask the interviewee relevant questions from the training.

b. (Step 2): JROTC Distance Learning Course (JROTC DLC): The JROTC DLC must be completed prior to the end of an instructor's probationary period. Failure to complete the course within six months of hire will result in termination of certification. The JROTC DLC is a prerequisite for all instructors prior to the third and fourth phase of training. The DLC is updated at strategic points to reflect changes in the curriculum and command structure so should be referred to often and taken at least every 5 years.

c. (Step 3): Resident Certification Course: The Resident Certification Course is intended for new instructors as well as those that have not attended the resident JSOCC Certification Course within the first 18-months of hire. Failure to attend the Certification Course within 18-months of hire will result in the termination of certification. The course will improve skills in program administration, classroom management, Junior Unit Management System (JUMS), the curriculum 4-phase lesson plan and innovative instructional strategies.

d. (Step 4): Resident Recertification Course: Instructors are required to complete the Recertification Course every 5 years from the completion date of the Certification Course. Failure to complete the recertification training will result in decertification. The Recertification Course is a seminar/workshop driven program of instructions taught by educators who are subject matter experts in the areas of Brain Compatible Learning, block scheduling and innovative teaching techniques. Upon completion of the course, participants will be expected to perform as train the trainers and resources to assist other instructors.

e. The goal for accreditation is academic teacher licensure and bachelor's degrees for all instructors. At a minimum all instructors will:

(1) Attain a bachelor's degree - SAIs (NCO or Officer); attain an associate's degree – AIs. (Completion will occur by 2008 or within 5 years of employment)

(2) Complete the JROTC School of Cadet Command Resident or DL course follow-on requirements in the classroom. If evaluated by a college or university for college credit, have transcripts available; if not evaluated have portfolios and their contents available for review during unit visits/inspections. (Completion within two years of employment, or by 2005 if currently employed)

(3) Enroll in and complete a teacher state certification/licensure program providing funds are available through VA benefits and/or Troops to Teachers or some other avenue, and a program is available that allows instructors to complete the student teaching requirement within

the scope of their employment. (This pertains to instructors with a minimum of a bachelor's degree)

f. Region/Brigade Conferences. In-Service Training will be conducted at the annual DAI/SAI/AI Conferences. The SAI or AI should attend each conference, on a rotating basis. DAI attendance does not suffice for this requirement for multiple school districts. Use the following conference template and instructions as a guide when setting up conferences:

(1) Travel days should not start or end on the weekend. The CG, USACC may approve conferences held over the weekend if the majority of SAIs need a weekend time frame.

(2) Conferences should be not less than three days in duration, and should tailor the needs of the organization.

(3) Coordinate with USACC before signing hotel contracts so training workshops and/or training with the entire group can be figured into the arrangement. A minimum of 7 ½ hours of training must be conducted during the conference. Not all of the hours may be necessary for USACC requirements but they need to be discussed and agreed upon.

(4) Except for optional courses, all classes will be scheduled during the normal duty day.

g. Recurring Professional Development Seminars.

(1) Adjunct Program Training may be conducted at the Brigade. The JROTC Divisions at Brigade Headquarters and the Directors of Army Instruction, or combined schools/school districts will assist the SAI/AI teams in fully utilizing the curriculum to include mandatory and elective aspects of the POI. Minimum scheduled time for Adjunct Program Training should be at least four hours, however, actual time will depend upon subject matter and available funds.

(2) Curriculum Development and review is a group activity in which the SAI and AI participate and contribute to the improvement of the curricula of a school division, educational institution, or JROTC Program. Activities should be a minimum of three consecutive hours.

(3) Instructors who have a special interest and skill in curriculum development may be asked to teach in the JSOCC and/or serve as members of curriculum workgroups and panels such as the annual Advisory Panel. School officials are requested to allow these instructors to travel to instruct classes and participate in meetings and workshops to assist the overall program.

h. JROTC Instructors are encouraged and authorized to enroll in the Army Correspondence Course Programs, listed in DA Pamphlet 350-59. Applicants should identify themselves as JROTC instructors on the application, DA Form 145. Instructors should complete all courses in a timely manner.

i. Instructors may attend other Service School Courses (Air Force, Marines, and Navy) at no expense to the U.S. Army provided they are authorized by the Brigade Commander and space is available at the course.

8-5. Instructor Interviewer Qualification

This section issues guidance for the selection and minimum qualifications of personnel to serve as certified instructor interviewers.

a. The objective of the interviewer certification process is to assist USACC in accurately assessing potential JROTC instructors. The information, guidance and interview protocol is a valuable aid in standardizing the selection of successful JROTC instructors.

b. Regions/Brigades are responsible for nominating and selecting potential interviewers based on coverage of their assigned geographic areas.

c. Cadet Command (Instructor Management Division) is responsible for candidate records check and coordinating the interviewer-training workshop.:

d. DAI/SAI candidates must meet the following general criteria:

(1) Be willing to accept the nomination and attend training.

(2) Be serving as a DAI or SAI with a minimum of 3 years JROTC experience

(3) Have no adverse or derogatory actions pending

(4) Have favorable annual appraisals

(5) Meet medical and fitness standards of AR 40-501

(6) Have completed the 4-step instructor training requirements (JSOCC)

e. Personnel at the Region/Brigade HQ who are nominated to be interviewers must be serving in a JROTC High School Division and completed JSOCC and the Interviewer Training Workshop.

8-6. Cadet supervision

Training safety is a command responsibility and all supervisory personnel are responsible for assisting USACC by requiring strict adherence to established training safety guidance. **With no exceptions, cadets will have constant instructor supervision at all JROTC training activities.** Units will teach cadets how to recognize safety hazards, using the risk management assessment program and how to properly implement risk management. Instructors will encourage cadets to participate in optional events such as Cadet Challenge and drill and marksmanship competitions. These programs have important recruiting and retention benefits, as well as training advantages for those cadets who participate.

Section III
Cadet Training

8-7. Physical fitness
Units must conduct a physical fitness program that adequately prepares cadets to meet the physical rigors of JROTC camps and other activities. The instructors are expected to set the example by their own health and fitness, and will participate in physical training with their cadets. Fitness training should be cadet lead, under the supervision of the instructor.

8-8. Cadet Challenge

a. Cadet Challenge provides a means to:

(1) Develop a separate identifiable physical fitness component in the POI.

(2) Build team spirit and unit esprit.

(3) Publicize the JROTC program in the school and community.

(4) Demonstrate individual fitness as an important element of personal growth and development.

b. Scoring will be done on a percentile basis according to age and sex.

c. When conducting the Cadet Challenge, units will execute the five main series of events using the scoring tables contained in the normative data from the current or updated "School Population Fitness Survey" and the supplemental set of normative data from the "Canada Fitness Program". These manuals are available from the "The President's Challenge Physical Fitness Program", 400 East 7th Street, Bloomington, IN 47405.

d. To obtain the complete information packet on the President's Challenge or to acquire more information on the President's Physical Fitness Program go to http://www.indiana.edu/~preschal. This site also contains in-depth descriptions for the proper conduct of events.

e. Events. The Cadet Challenge will consist of the following events:

(1) Curl-ups or Partial Curl-ups.

(2) Pull-ups or Right Angle Push-ups (or Flexed-Army Hang, but only for National Physical Fitness Award).

(3) V-sit Reach or Sit and Reach.

(4) One mile run/walk.

(5) Shuttle run.

f. There are no authorized alternate events.

g. Competitions. Competitions between units are encouraged, but not required.

8-9. Cadet challenge responsibilities:

a. The Region Commander will—

(1) Develop and distribute administrative instructions.

(2) Procure and distribute appropriate individual awards.

(3) Ensure compliance with directives and instructions by participating units.

(4) Compile a statistical data bank for future reference in planning long-range goals and objectives.

b. The Brigade Commanders will—

(1) Ensure proper implementation of the program.

(2) Ensure compliance with this regulation and accurate reporting by JROTC/NDCC units.

(3) Assist with the procurement and distribution of appropriate individual awards.

c. Director of Army Instructors/Senior Army Instructors will—

(1) Administer and conduct the "Cadet Challenge".

(2) Arrange for necessary facilities and training sites.

(3) Coordinate with school officials for scheduling and administering the "Cadet Challenge" program.

(4) Develop and conduct a viable physical fitness program as an integral part of the regular POI at each JROTC and NDCC unit.

(5) Ensure individuals have all necessary equipment/materials for training.

(6) Coordinate with local news media and other influential community elements to ensure sufficient advertising for attendance, involvement, and support by school officials and community members.

(7) Collect, consolidate, and maintain individual scores.

(8) Forward actual Cadet Challenge results through command channels.

8-10. Competitive events

Units may organize competitive events such as Raider Challenge, Cadet Challenge, Drill and Marksmanship competitive training. While participation is not required of every cadet, instructors should encourage every cadet to participate in at least one JROTC or high school extracurricular activity.

8-11. Cadet Challenge awards

a. Cadets that successfully complete all events will receive a participation certificate signed by the Region Commander.

b. The President's Physical Fitness Award will be presented to each cadet receiving a 85 percentile rating or better in all five events. Cadets who achieve this rating are eligible for the Physical Fitness Award.

c. The National Physical Fitness Award will be presented to each cadet receiving a 50 percentile rating or better in all five events. Cadets who achieve this rating are eligible for the JROTC Athletics Award.

d. The top five male and five female cadets in each unit will receive individual medals.

e. Cadet Challenge results will be submitted through Brigade and Region two weeks before any scheduled award ceremony for processing. The request shall be in memorandum format, and it must include the number of eligible cadets, the number of cadets completing Cadet Challenge, the number of cadets achieving 50 percentile in each category, and the number of cadets achieving the 85 percentile standard in each category. The memorandum must include a school address, point of contact, and phone number.

8-12. Cadet ride and field trips

a. The intent of a Cadet Ride is to involve cadets in a formal analysis of a historical battle. Travel to a nearby battlefield site is ideal, but not required. Cadets should be required to do some preliminary study and may be required to play some role or brief some segment in the exercise.

b. Units may actually travel to a battlefield, but must minimize costs. Generally, it should be possible to go and return from the site in one day by ground transportation. Military or commercial air travel for this purpose is prohibited. RPA funds may be used to contract or pay for curriculum related commercial tours, meals and/or overnight lodging if funds are available and approved by the Brigade. School funds or other funds raised by cadets can be used for tours, meals and lodging, subject to school district policy.

c. Units are encouraged to conduct this event at the school by using sand table exercises, board games of famous battles, or other simulations that meet the intent when suitable battlefields are not available.

d. Field Trips. DAIs, SAIs and AIs are encouraged to conduct field trips in support of educational objectives. Upon completion of field trips with a USAR/NG unit and/or on a military installation, DAIs/SAIs must submit an after-action report to Region headquarters.

e. If instructors plan to use a Cadet Ride as a service learning activity there must be an associated service conducted – an educational field trip is not a replacement for service, however, it can set the stage for the academic component of the service learning project.

8-13. Confidence and team building

a. Units will conduct mentally and physically challenging events to develop cadet's self-confidence, teamwork and ability to overcome fear. When conducted with appropriate risk assessment and management, events such as leaders' reaction course, obstacle or confidence courses, rope bridging, rappelling, and water safety are authorized training events.

b. Units are authorized to conduct rappel training, but they <u>may not</u> use Army funds to purchase or maintain related equipment or supplies. Such events are not required in the POI, but such events may be justified as confidence/team building. These events must be consistent with local school policy and requires Brigade Commander's approval.

8-14. Confidence building/rappel training

JROTC units are allowed to conduct rappel-training events for JROTC cadets and non-JROTC member participating students only upon approval of the local school district sponsoring the event. The approval authority for rappelling events is the school district operating through their duly appointed representatives, such as the sponsoring school's Principal or the school district's Superintendent.

a. The risk assessment performed before undertaking these confidence building rappelling events will normally be rated as "high-risk training." This risk assessment process requires the Brigade Commander's review.

b. Only properly trained personnel are allowed to conduct rappel training for enrolled JROTC cadets or other participating students when approved by the school district sponsoring the event. Properly trained personnel may set-up the rappelling sites, inspect equipment, hook-up rappellers and supervise the cadet's descent. Properly trained personnel are defined as individuals who meet the following criteria:

(1) Certification as a Rappel Master at an Army school or special unit training. Attendance at a school such as Ranger School or Air Assault School alone is not sufficient.

(2) An instructor approved in writing by the Region or Brigade Commander as a certified rappel trainer.

c. Rappel certification training will be in IAW the United States Army, Infantry School Training Support Package (TSP) for Basic Rappelling dated 25 May 1993. Certification of an instructor shall be based on an evaluation of the instructors' knowledge of the subject and their ability to demonstrate rappelling techniques. Certification training may be organized at region or brigade levels. It may be a separate event at appropriate selected sites or conducted at JROTC Camps. Region Commanders may delegate the supervision of the training program to the Brigade Commander. The Brigade Commanders may appoint an instructor (in writing) whom they judge to be particularly well qualified or experienced to conduct the rappel certification training to standards. **Note: Only Brigade Commanders can approve certified rappel trainers. Certifying a rappel trainer for purposes of rappel instructor training and approving a rappel-training event for JROTC cadets and other participating students are two distinct undertakings. Only a school district may approve a rappel-training event for JROTC cadets and other participating students.**

(1) Rappel trainers must have satisfactorily completed such training prior to conducting rappel training. Documentation will be maintained in the local unit files for a period of 5 years. After 5 years, refresher training is required based on the TSP before allowing an instructor to conduct rappel training.

(2) Brigade commanders may, on a case-by-case basis, waive the rappel instructor-training requirement for selected instructors whose recent assignments and duties (less than 2 years) in the Army clearly qualify them as rappel trainers.

d. Rappel training will be limited to basic, individual, hip-seat rappels only, and will be done on buildings, established towers, or field sites which have been approved as a result of a safety inspection conducted by the school district's safety office. If it elects to, the school district may consider any safety inspections conducted by a supporting installation for purposes of approving a rappel-training event. Australian or other advanced rappels are not authorized. Skid or "helicopter-style" rappels are authorized only from a fixed tower.

(1) While rappelling, cadets will wear Kevlar helmets or certified safety headgear and use leather gloves. As this training is designed as a confidence building exercise only, cadets will not wear or carry any equipment while rappelling.

(2) Prior to making their first rappel from a height of more than ten feet, cadets will be required to rappel from a height of less than ten feet and/or on an incline (if resources permit). The purpose of this preliminary rappel is to introduce new rappellers to proper position and braking techniques, and to build their confidence in the techniques before rappelling from a significant height.

(3) A risk assessment worksheet must be completed before training and forwarded to the Brigade Commander for review.

8-15. Off-installation training
When units use off-installation facilities (such as firing ranges, confidence courses, high-ropes or low-ropes courses, rope bridging sites, etc.), instructors will abide by this regulation, and regulations and policies that would apply if the training were being done on a typical installation.

8-16. Cadet versus student status
The following policies define students that can participate in JROTC training. The terms and constraints are derived from AR 145-2.

a. JROTC Cadet. A person enrolled as a student above the 8th grade may enroll for and attend Army JROTC LET courses. As a JROTC cadet, they are afforded all the rights and privileges as other cadets in the program.

b. Participating students are those properly enrolled students who can participate in JROTC training on a case-by-case basis as approved by the SAI/AI. Participating students will not wear a uniform and will not be counted in the unit's opening enrollment report. The status of cadets who do not meet standards during the school year may be changed to participating student, however, this change must be made well in advance of Formal Inspections or Validation Visits.

c. JROTC Organizations (Raider Challenge, Color Guard, Marksmanship, Drill, etc.) are created, sponsored and led by Army JROTC instructors and cadets under the supervision of SAI/AIs. Participating students may not participate in such activities. A student who is a cadet in another service's Program may attend Army JROTC training only with approval from that service's JROTC instructor.

Section IV
Extra Curricular Activities

8-17. Marksmanship training
JROTC cadets will not be assigned the duty or position of range officer-in-charge, safety officer or left unsupervised on a firing range at anytime. Cadets may assist instructors and support personnel, only in the execution of such duties.

8-18. Range requirements
Indoor, outdoor, school owned and military ranges must meet the following guidelines.

a. Space requirements. Precision air rifles are designed to utilize existing facilities (i.e., classrooms, gym), the available width will be the determining factor in the number and spacing of firing points. The optimum width per firing point should be four and one half feet. Generally, the space requirements should be as a minimum 10 feet wide by 45 feet long.

(1) .177 caliber air rifle ranges will have a minimum distance of 33 feet from the firing line to the target.

(2) .22 caliber rifle ranges will have a minimum distance of 50 feet from the firing to the target.

b. Flooring. If the range is a basement or on the ground floor of a separate building, flooring may be of any type other than loose rock or gravel. Thickness of construction material used to support floors of rooms located above ground will provide adequate protection to prevent passage of a .177 caliber pellet.

c. Walls. Walls of concrete, brick or stone are considered excellent. For frame walls, the combined thickness of the various wood parts, exterior sheathing and siding, and interior wall covering, will not be less than one-half inches along the firing line. Gypsum board, cloth partition, or plaster normally will not stop a pellet and should be protected or augmented with wood of at least one-fourth inches of thickness.

d. Windows. When a facility being used for precision air rifle firing contains window openings, they must as a minimum be protected by one-fourth inch plywood or equivalent material in such a manner as to preclude a bullet from striking the glass.

e. Doors. All doors opening beyond the firing line must contain a means for securing from the inside during all firing.

f. Baffling. To ensure maximum safety from ricochets, all exposed pipes, conduits, metal beams, columns, and lights must be protected by material to stop the bullet or as a minimum, preclude ricochets and prevent damage or injury to personnel.

g. Backstops. Adequate material must be provided for a backstop behind the target. It is recommended that plywood one-fourth inch thick be used behind the issued bullet traps to prevent stray rounds from striking the wall.

h. Portable Bullet Traps. Small bore portable bullet traps available through support installations are considered adequate without modifications when used for the precision air rifle firing only. Care must be taken to ensure that an adequate backstop is provided as defined in paragraph *g* above.

i. Warning. A sign with the following warning must be conspicuously posted near the firing line. WARNING, USE OF THIS FACILITY IS RESTRICTED, FIRING WITH PRECISION AIR RIFLE .177 CALIBER ONLY.

j. Prohibited Weapons and Ammunition: Weapons and ammunition other than those requiring the .177 caliber bullet are specifically prohibited.

8-19. Indoor and outdoor firing ranges

Units may use firing ranges not on installations, however, such ranges must be inspected annually for compliance with Occupational Safety and Health Administration (OSHA) standards, which are identified in AR 385-63, Policies and Procedures for Firing Ammunition for Training,

Target Practice, and Combat. The policies and procedures also apply to ranges owned by the local school district.

8-20. School-owned ranges

Firing ranges on school property are "owned" by the school itself, even if they are under the sole control of the JROTC Department.

a. JROTC units that desire to use or control such ranges will establish a written Memorandum of Understanding (MOU) with the school regarding the use, access control and maintenance of such a range. The MOU shall entail the hours the range may be used, the caliber of ammunition, the type of weapons allowed, and safety rules. At a minimum, units will observe the same safety rules that would normally apply at a similar range on an Army installation.

b. Unit responsibility for such ranges must be limited. Units may use the range and may take responsibility for range access control, if desired by the school. However, units may not assume or accept responsibility for maintenance of the range beyond general cleaning after using the range. General maintenance includes periodic clean up of the impact area, which normally requires sifting lead from the sand, replacing the sand and properly disposing of lead and sand. Units (and the Army) will not be responsible for (nor use appropriated funds for) repairs to facility, ensuring the range meets OSHA standards, nor for the periodic separation and disposal of lead and sand from the impact area.

c. Units whose school will not agree to an understanding as outlined above will stop the use and control of the range until both parties can reach an agreement. Report the impasse by memorandum through channels to brigade requesting assistance to help resolve the impasse with the school.

d. Although there are many units that have used and controlled ranges at high schools for years without incident, we can no longer leave it to chance that such benign situations will continue. The SAI must successfully negotiate the necessary MOU with the school, or the unit must divorce itself entirely from the range facility.

8-21. Marksmanship firing procedures and commands

a. The range officer or instructor conducts the firing activity on the range. One of these personnel will be on the range with the cadets at all times without exception. To begin a range activity, the range officer designates the shooters who will use the firing points and instructs them to move their equipment to the firing line and take their shooting positions. When rifles are brought to the range, their muzzles must be pointed up or down range. Their **actions** must be open and the guns must be unloaded. After the shooters get into their shooting positions and are ready, the range officer gives a series of commands to start and stop firing.

(1) Load. No one may load any rifle until the range officer gives the command **LOAD**. Then the shooters may cock their rifles and insert a pellet or cartridge in them. It is a serious offense to load a rifle on a range before the command **LOAD** is given.

(2) Start. The next command tells the shooters that they can begin to aim and fire at their targets. No one may fire a shot until this command is given, even if the command **LOAD** has been given.

(3) Stop. When shooting is finished, the range officer commands **STOP**. If the command **STOP** is given during firing, every shooter must immediately stop firing, open the **actions** on their rifles and wait for further instructions. No one is authorized to fire a shot after the command **STOP** is given. The range officer or any other person on the range can command **STOP** if they become aware of a dangerous or unsafe condition.
UNLOAD. If anyone on a range has a loaded air rifle after the command **STOP** is given, they must notify the range officer by raising their hand or calling out "***Loaded rifle***." The instructor will then give directions for unloading any loaded rifles. Loaded air rifles are normally unloaded by firing the rifle into an Air Rifle Discharge Container.

b. After firing is completed the range officer will check each rifle to be sure it is unloaded and the action is open. When that check is completed, the range officer will instruct the shooters on the firing line to leave the firing line so the next group of shooters can move up to the firing line.

c. There are a few other rules that are used on shooting ranges to assure safety and orderly conduct of the shooting activity. Every shooter should be familiar with these rules and any special rules that apply to the range you are using.

(1) Targets. Shoot only at the target designated for you. Be sure your target is properly placed in front of a safe backstop. Shooting at any object on a range besides your own target is strictly forbidden.

(2) Loading. Rifle muzzles must remain pointed downrange or upward whenever the rifle is cocked and loaded. Special care must be taken to assure that a rifle muzzle is never allowed to point at a neighboring shooter or to any area behind the firing line during cocking and loading.

(3) Movement beyond the firing line. Whenever it is necessary for someone to go forward of the firing line to place or retrieve a target or for any other purpose, all rifle actions must be opened and rifles placed on the floor. No one should go forward of the firing line until authorized to do so by the range officer and no one should handle rifles while anyone is in front of the firing line.

(4) **TREAT EVERY RIFLE AS IF IT WERE LOADED**. This is the ultimate gun safety rule. Even if you are sure your rifle is unloaded and even if a range officer has checked it treat the rifle as if it were loaded. Be sure it is never pointed at another person.

Chapter 9
Camps

9-1. Purpose
This section provides methods and courses of action that are essential to the administration and operation of an effective JROTC annual camp. Region Commanders are responsible for providing opportunities for JROTC cadets to attend JROTC annual camps. The procedures herein are applicable to all JROTC camps.

9-2. Objectives
The objectives of JROTC annual camp are to—

a. Provide cadets an opportunity to practice leadership skills in an unfamiliar environment.

b. Allow cadets a chance to participate in citizenship building exercises.

c. Give cadets the opportunity to experience living and interacting with their peers from other units in a military setting.

d. Instruct military-type skills to JROTC cadets in a "hands on" military environment.

e. Provide an opportunity to participate in adventure training not normally available to cadets.

f. Take advantage of recreational facilities available at military installations and to have fun.

9-3. Responsibilities

a. Commander, USACC will—

(1) Provide guidance to regions to ensure general standardization.

(2) Develop and approve guidelines for the program of instruction.

(3) Evaluate camps as time and funding permit.

(4) Approve/disapprove camp cancellations.

b. Region Commanders will—

(1) Conduct JROTC Annual camps on military reservations and other designated locations where JROTC Cadets may be introduced to life in a military setting.

(2) Generally, each camp will last a minimum of one week. The High School Division of each region will send a consolidated list of approved camps to U.S. Army Cadet Command,

ATTN: ATCC-J, by 15 Apr of each year. The list should only include the camp name, location, inclusive dates, number of cadets to attend, the name of camp commander and phone numbers.

(3) Prepare a consolidated annual camp closing and after action review and forward to USACC, ATTC-J, no later than 31 October.

c. Brigade Commanders will—

(1) Be responsible for the conduct of all JROTC Annual Camp(s) within their brigade.

(2) Appoint in writing a camp commander for JROTC Annual Camp(s) within their respective brigades. The appointment will charge the camp commander with the responsibility to plan, organize, coordinate and execute their camp(s) so as to accomplish the mission and objectives as dictated in this regulation. See Appendix K for example of appointment orders.

(3) Conduct planning conferences and develop a training plan for JROTC Annual Camp(s) within their brigade.

(4) Approve/disapprove JROTC units assigned to their brigade to participate in annual camps outside brigade boundaries.

(5) Approve annual camp(s) organizational structure and instructor assignments.

(6) Make every effort to consolidate annual camp training at supporting installations, and ensure that all JROTC units have the opportunity to participate in a annual camp.

(7) Implement a media campaign to cover camp training.

(8) Coordinate for support of camps at U.S. Army Reserve (USAR) and Army National Guard (ARNG) installations and identify training requirements 12 months in advance. These requirements should include facilities, instructors, equipment, etc.

(9) Ensure annual camp support is coordinated with host installation.

(10) Represent the Region Commander in the negotiation process for training, logistical and administrative support from organizations outside of Cadet Command.

(11) Ensure mandatory POI events such as Math and Science activities sponsored by the National Science Center are incorporated as an integral part of the camp training schedule. Approve and disapprove training to be conducted at annual camps.

(12) Develop and coordinate a Memorandum of Agreement (MOA) with each installation that supports a JROTC Annual Camp. All MOAs should be coordinated with the Cadet Command Resource Management Division (RM).

(13) Approve/disapprove alternative JROTC Annual camps.

(14) Prepare a consolidated camp and after action review and forward to Region High School Division upon camp closure.

d. Senior Army Instructor's will—

(1) Plan and execute a campaign plan to meet the assigned mission for attendance to annual camp.

(2) Provide a pre-camp orientation to all cadets selected to attend a JROTC camp.

(3) Consult with licensed physicians that grant camp clearance for medical conditions described in paragraph 9-12e. The SAI will communicate to the physician the rigorous training associated with a JROTC camp.

(4) Camp attendance is a privilege not a right; therefore, it is the SAIs responsibility to carefully screen and not select cadets for camp attendance who are—

(a) Obese/overweight and would not be able to negotiate/meet most of the physical obstacles and demands of camp.

(b) Emotionally immature.

(c) Medically impaired to the degree that the condition/medication precludes meeting the training requirements or may result in the rigorous training having an adverse effect on the health of the cadet.

(d) Not enrolled as a cadet in an established JROTC/NDCC program above the 8th grade.

(e) Discipline problems.

(f) Lacking completion of LET-1.

9-4. Training activities

The Program of Instruction (POI) is divided into three activities: mandatory, integrated, and optional training activities. Below is the approved POI for activities from which a training schedule can be developed for JROTC camps:

a. Mandatory Training Activities.

(1) Rappelling.

(2) Leadership Reaction Course.

(3) Map Reading/Land Navigation.

(4) Math and Science modules (camp or on-campus).

(5) Confidence/Obstacle Course/Team Building.

(6) Aquatic Activity/Drown proofing.

(7) Awards/Graduation Ceremonies.

b. Integrated Training Activities.

(1) Physical training.

(2) Field sanitation/personal hygiene.

(3) Leadership training.

(4) Drill and ceremonies.

c. Optional Training Activities.

(1) Marksmanship/Safety (.22 rifle/pellet rifle)

(2) Survival Skills.

(3) Water Rafting.

(4) Jump Tower.

(5) Static Displays.

(6) Alcohol/Drug Abuse Class.

(7) Orienteering.

(8) Army Values

(9) Rope Bridges

(10) Organized Activities. Such as movies, swimming pool, post exchange, amusement parks, organized athletic competition etc.

d. Mandatory training activities must be conducted unless the Brigade Commander grants a written exception. If Leadership Reaction, Map Reading/Land Navigation, Math and Science

modules, Confidence/Obstacle Course/Team Building, cannot be integrated into camp activities and Brigade Commanders grant an exception, they need to ensure these activities are integrated into on campus activities during the school year.

9-5. Discipline problems
Each camp commander will publish and distribute written procedures to handle instructor and cadet discipline problems.

9-6. Training schedule

a. The camp training schedule will be published no later than 60 days prior to camp start date and a copy will be provided to brigade for approval. This will assist both the instructor as well as the cadet in knowing what type of training to expect before camp actually begins.

b. The training for JROTC cadets should not begin before 0600, and every possible effort should be made to provide cadets with at least 8 hours of sleep.

9-7. Security

a. Due to the nature of the camp, it is mandatory that alert monitoring of camp conditions occur at all times. Accordingly, the camp orderly room will be staffed around the clock with a Staff Duty Officer/NCO along with continuous instructor supervision.

b. The Camp commander will publish detailed instructions on camp security.

c. Secured storage areas are limited, therefore, no radios, stereos, etc., or other valuable items will be permitted in camp. Such items will be turned in, tagged with the owners name and placed in the company supply room upon in processing. Cadets will be advised in writing not to bring these items. Contraband items are prohibited e.g., knives, brass knuckles, etc.

9-8. Awards

a. Each cadet who satisfactorily completes camp will receive the annual camp participation ribbon N-3-11.

b. Other awards may be presented, e.g., annual camp certificate of completion, best cadet in each platoon/company, best cadet at camp, PT award, etc.

9-9. Sick-call
The Camp commander will develop detailed procedures for camp sick call.

9-10. Cadet evaluation
One of the most important objectives of annual camps is to evaluate cadets, especially those cadets who have been tentatively selected for possible key staff leadership positions during the coming school year. This type environment provides an excellent opportunity for evaluating

their strengths and weaknesses. To the maximum extent possible, each cadet will serve and be evaluated in a leadership position during their stay at camp. The Camp Commander will review the reports and ensure distribution is made to the respective school instructor. The "remarks" area of the sheet/card should be used to explain the cadets' outstanding rating and/or below average rating. Outstanding and below average ratings requires comments from the evaluator.

9-11. Uniform and equipment

a. Instructors will wear the BDU uniform, patrol cap or beret (as prescribed by camp commander). The instructor's appearance will be IAW AR 670-1.

b. Cadets will wear the BDU with camouflage cap and black combat boots. Cadets will not wear a beret of any color. Cadet rank will not be worn except when the cadet is serving in a leadership position. The BDU blouse will be worn with the JROTC subdued patch on the left sleeve, JROTC tag above left pocket, and either the black plastic nametag or cloth nametag over the right pocket. The Brigade Commander will have the flexibility in prescribing the uniform policy due to the diversity of the camps throughout USACC.

c. Cadets will have the following during attendance at annual camp:

(1) BDUs (minimum of 3 sets) to include cap, belt, buckle, brown T-shirts, socks, and cloth or black plastic nametag.

(2) Boots (broken-in for at least 30 days by cadet), athletic shoes, athletic shorts.

(3) A sufficient amount of underclothing (bras are mandatory for females).

(4) Shower shoes (flip-flops).

(5) Shaving articles (male) to include soap.

(6) Towels and wash cloths.

(7) One padlock for security of wall locker.

(8) Other appropriate toiletries for both males and females.

(9) Appropriate civilian attire for wears after training, if authorized. Clothing which may present a negative image such as short shorts, cutoffs, and halter-tops are not allowed.

(10) Swim suits full body (no bikinis/thongs male or females).

(11) Shoe shine materials (polish, rags, brush, etc.).

9-12. Attendance and waivers

a. Each high school JROTC unit is required to participate in an annual camp. The number of cadets to attend camp will be based on the availability of resources. The Camp Commander will notify the Brigade Commander of the number of cadets each camp can accommodate.

b. The Brigade Commander may require all JROTC instructors to attend camp. Where applicable, school districts may be required to extend instructor contracts to cover the duration of camp.

c. Brigade Commanders have the authority to waive the camp attendance requirement under exceptional circumstances, which precludes units' participation. Waivers should only be granted if schools offer an equivalent camp experience, which meets most of the camp objectives and Program of Instruction (POI) requirements outlined in this regulation. As a minimum, these experiences should include the following:

(1) Living with and interacting with cadets from other schools which offer diversity in cultural and environmental experiences.

(2) Opportunities for leadership, physical fitness, academic enrichment, and citizenship exercised in an unfamiliar environment.

(3) Adventure training, recreation and other activities not normally available to cadets.

d. Cadets projected to attend an annual camp will complete the Cadet Challenge physical fitness program.

e. Request for medical waivers will be reviewed and granted on a case by-case basis. Cadets with asthma, severe allergies, diabetes, or other medical conditions must have written parental or legal guardian consent, and medical clearance from a licensed physician prior to attending camp. The SAI will communicate with the physician and explain the training activities that occur at a JROTC camp. Waivers requiring medical review will be forwarded to Brigade HQ's for approval or disapproval.

9-13. Camp organizational structure and responsibilities

a. The Camp Commander will ensure—

(1) The efficient, safe operation of camp and compliance with current Army directives and local installation policies.

(2) Direct coordination with support installation before camp.

(3) Training and logistical support is confirmed.

(4) Camp supervision and training for establishing, implementing, and enforcing policies and procedures deemed necessary for the safe and orderly conduct of the camp.

(5) An initial camp opening and closing report is forwarded via telephone or e-mail to (jrotctraining@monroe.army.mil). The report will include the opening and closing dates of the camp, the name of the camp, the number of cadets participating and the number of cadets who successfully complete the training.

b. Camp Executive Officer (XO). The Camp XO assists the Camp Commander in all duties and assumes commander's responsibilities in their absence. The Camp XO also oversees the assignment of duties for the instructor and monitors them closely.

c. The Camp Command Sergeant Major (CSM) will assist the Camp Commander with—

(1) Matters pertaining to the health and welfare of cadets.

(2) Cadet disciplinary problems by coordinating with the Company Commanders and the institutional representatives.

(3) Enforce personal appearance and conduct of cadets and instructors IAW AR 670-1, and this regulation.

(4) Manning the camp headquarters to include maintaining and publishing a Staff Duty Officer/NCO roster.

d. The Camp S-1 will—

(1) Plan, coordinate, and supervise the in/out processing of cadets and instructors.

(2) Ensure each cadet has the proper documents, has paid required fees and is assigned to a company. (JROTC cadets will be assigned to companies/platoons/squads at random, not by the school). This will allow the cadet to interact with unfamiliar peers.

(3) Maintain personnel rosters, daily strength reports, and process awards. Coordinate sick call procedures with the support installations medical personnel. Ensure daily personnel status report is provided thru command channels.

(4) Complete and forward a camp after action review to the brigade commander.

e. The Camp S-3 will—

(1) Coordinate the training schedule with the support installation, while staying within the guidelines set by the brigade headquarters and the camp commander, for all training activities, to include transportation, training aids or health and welfare items.

(2) Ensure training schedule times are met and that transportation to and from training areas are coordinated and implemented properly.

(3) Appoint a Camp Safety Officer who is responsible for camp safety and the communication of daily camp slogans to the company commander.

f. The Camp S-4 will—

(1) Coordinate with the host institution for support to include, but not limited to rations, billets and equipment.

(2) Accept responsibility for all buildings and equipment provided by the host installation.

g. The Camp S-5 will—

(1) Coordinate awards.

(2) Plan and coordinate media coverage to include TV production personnel where possible and feasible.

(3) Provide VIP visitors a guided tour of the camp and selected training sites.

h. The Company Commander (CO) will—

(1) Maintain or monitor the health and welfare of the members of the company.

(2) Monitor and supervise the evaluation of the cadets in leadership positions IAW Camp Commander's guidance.

(3) Control, counsel, and discipline members of their company as required.

(4) Supervise all instructors and chaperones assigned to ensure compliance with camp policies and mission accomplishment.

(5) Select new cadet leaders each day and ensure that each cadet leader is out-briefed on their performance as a leader at the end of the day.

(6) Provide the camp commandant an informal written evaluation of each leadership position to forward to the appropriate SAIs.

(7) Coordinate transportation, rations, and water (when the situation warrants) daily with the Camp S-3 and coordinate personnel status reports with the Camp S-1.

(8) Ensure the cadet chain of command is out-briefed on their job performance at the end of the day and provide written evaluations of each leadership position to the Company

Commander. Ensure the incoming cadet chain of command is thoroughly briefed on their duties and responsibilities. The following is a suggested cadet chain of command:

(a) Company Commander (Cadet CPT)

(b) First Sergeant (Cadet 1SG)

(c) Platoon Leader (Cadet 2LT)

(d) Platoon Sergeant (Cadet SFC)

(e) Squad Leader (Cadet SSG)

i. Chaperones will control and supervise the activities of cadets during off duty periods; provide guidance and counseling to cadets as appropriate.

(1) Chaperones must be at least 21 years of age.

(2) Chaperones are authorized to wear the BDU uniform. When worn uniforms must meet standards set forth in this regulation for instructors and AR 670-1. Camp Commanders are encouraged to provide chaperones with a nametag.

(3) Provide female escorts as the situation dictates.

(4) Make recommendations concerning female cadets to the Camp Commander.

j. Military Courtesy. Cadets will render military courtesy to cadet leaders as their rank and position dictates.

9-14. Arrival and in processing.

The Camp S-1 will record cadets and instructor arrival and prepare a unit assignment card for each cadet. The assignment card will contain the cadet's last name, first name, middle initial, LET level, company/platoon, and squad assignment. Camp staff will be on hand to determine if the cadet's appearance meets the standards of AR 670-1 and this regulation. The unit assignment card will be annotated and the cadet identified will be required to meet the standards before attending any training. Those not meeting standards will be afforded the opportunity to correct deficiencies or coordination will be made for the cadet to be returned to his/her home.

9-15. Required forms

a. Properly signed Form 145-142R (Covenant Not to Sue) from cadets in attendance (See Appendix K).

b. A roster attesting to the physical ability of each cadet to participate in all training activities of the camp.

c. A roster of cadets requiring prescription medication, type of medication, frequency of use, and required dosage.

d. Signed medical clearance from a licensed physician for those with unusual medical conditions. As specified in paragraph 9-12e.

e. The Camp S-1 may collect required monetary funds to defray the cost for certain activities related to the annual camp. The S-1 will publish instructions as to how this money will be collected, to include the handling of checks versus cash.

f. Proof of medical insurance for the duration of camp.

9-16. Drugs and Medications

a. No drugs of any type (including alcohol) will be consumed or permitted at the camp by either cadets or instructors, except those prescribed by a physician.

b. The school representatives must be aware of any prescribed medications that must be taken by their cadets during the course of the camp and be knowledgeable of the correct dosage and method of ingestion. The name of any cadet requiring such medication, and the type of medication must be given to the Camp S-1 during in processing.

9-17. Insurance

The Camp Commander will ensure that cadets are covered by insurance; blanket camp insurance policy is the most preferred method.

9-18. Dental Policy

The SAI must ensure that sufficient updated data is available in the instructor and cadet's dental records to aid forensic identification prior to participating in military aircraft transportation.

9-19. Instructor Billeting

a. Instructors will be billeted in the areas, which will be predetermined, by the Camp S-1 and S-4. Whenever possible instructors will be billeted in the same living conditions as the cadets, for command and control.

b. Only female instructors or female chaperones will billet with female cadets.

c. The Camp S-1 will provide the dining facility supervisor with a roster of all instructors, chaperones, and cadets assigned to the camp.

9-20. Instructor travel reimbursement procedures

a. When possible instructor personnel will be provided government billeting which will eliminate billeting reimbursement.

b. Camps' advanced party personnel will receive full per diem for a predetermined time (3 days before and 3 days after camp).

9-21. Out processing

a. Out processing will be accomplished by school.

b. Individual cadets will be released to their school representatives after their billets have been cleaned and cleared.

c. After school representatives have accounted for all their cadets' equipment, the equipment will be turned into the S-4.

d. School representatives may be required to pay for any items not turned in by their cadets before departing camp.

e. Schools will be released after billets have been cleaned, cadets have been accounted for, and equipment has been turned into the Camp S-4.

9-22. Early dismissal from camp

a. A cadet may be required to leave camp early for a variety of reasons. If it becomes necessary for the cadet to be released early, it is the sole responsibility of the school representative to make whatever arrangements are necessary to effect prompt transportation of the cadet from camp to home.

b. The following is a list that does not include all offenses considered to be a major infraction of good order and discipline, but it outlines reasons for dismissing cadets from camp:

(1) Consumption of or possession of alcoholic beverages (beer included) and drugs not specifically prescribed for the cadet.

(2) Possession of ammunition of any type at anytime other than on ranges during firing exercises, to include ammunition residue, e.g. empty shell casings.

(3) Unauthorized absence, including bed check.

(4) Willful disobedience of authorized orders.

(5) Fighting.

(6) Possession of weapons of any type other than those specifically issued for training purposes.

(7) Shoplifting (including larceny or burglary of any type).

(8) Failure to adhere to uniform and hair standards.

c. Enforcement of the dismissal rule will be strictly adhered to for any of the above infractions. The SAI/AI from the school will be responsible for the cadet's return to his or her home.

d. No cadet will leave the camp without the camp commander's authorization. It is the responsibility of the Company Commander as well as the Camp S-1 and the school representative to ensure that the camp commander is informed before a cadet leaves camp.

9-23. Safety management

Safety, with respect to cadets, should be considered differently than for the Active Duty soldiers because—

a. The typical cadet is only 14-17 years of age, with most just having completed the 9th or 10th grade. They are in the physical and psychological development stage between childhood and adulthood. Many are overly sensitive to peer pressure and adult influence. Some cadets will fear failure and embarrassment while others, due to a lack of experience will be fearless.

b. Cadets are not required to pass a physical examination; consequently, their state of physical, mental and emotional health is unknown. Unlike soldiers, the medically unqualified, at this stage, have not been eliminated.

c. All are minors and for the most part subject to parental bonds, attitudes and values. As cadets they participate in school sponsored extra-curricular activity and the instructor is responsible for the care, control, and constant supervision of cadets at all JROTC sponsored activities.

d. Being mindful of the above, all instructors must assure that when cadets participate in the various activities they do it freely without undue peer or adult pressure, not through fear of embarrassment or failure. Also, do not coerce a cadet into doing something if he/she is not mentally, emotionally or physically prepared to do it.

e. Cadets should wear light colored clothing during PT or other training when the uniform is not worn. Risk assessment for all training will be conducted at a minimum of once daily and updated as conditions change. **Cadet Command does not conduct extreme high-risk training.** Also, high risk training sites (i.e., rappelling sites) will be inspected as often as necessary to ensure safety.

f. Training safety is extremely important. In order to ensure that safety is always observed, each instructor is tasked with the responsibility of conducting risk assessment before, during, and after training. Each instructor will review and become familiar with the five steps of risk

management. See Appendix L for risk assessment forms and instructions. The five-step process is as follows:

(1) Identify hazards**.** Identify hazards inherent in the training (such as a fall during rappelling) and hazards from other factors, such as the weather.

(2) Assess hazards**.** Determine the worst injury possible and the likelihood it would occur. The instructor, designated trainer or event supervisor will conduct the assessment and maintain a record of the assessment. The second part of this step is to minimize hazards through control measures. The most obvious solution is to ensure proper supervision and safe equipment are employed for the training.

(3) Make a risk decision**.** The training benefit must outweigh the risks. In the case of JROTC cadets, no risks involving serious injury or death should be taken if the likelihood is more than remote.

(4) Implement controls**.** Implement all measures possible to reduce risks to the lowest level before training starts.

(5) Supervise**.** Ensure all control measures are in force during the entire training event.

g. Serious Incident Reports. Report serious accidents and injuries thru command channels within 24 hours (telephonic notification). Follow up all telephonic notifications with a hard copy of the incident. The preferred method of providing a hard copy is via email. A legible facsimile is the alternate means of providing a hard copy of the report. Serious incident reports may require an initial report, subsequent interim report, and a final. Indicate on your report whether it is an initial, subsequent, or final report. Instructors will conduct an immediate analysis of all training-related accidents and injuries to determine causes and identify trends. Instructors will either take immediate corrective action or suspend the training until appropriate corrective action can be determined and implemented.

Chapter 10
Uniforms and Insignia

10–1. General

a. CG, USACC, will provide information concerning provisions of statutes and regulations. The Institute of Heraldry (TIOH), U.S. Army, 9325 Gunston Road, Ft. Belvoir, VA 22060–5579, provides guidance regarding designs and procurement of heraldic items. TIOH grants final approval regarding uniforms and insignia associated with the JROTC Program.

b. HQDA provides uniforms and associated items for JROTC cadets. Uniforms and associated items for NDCC cadets are procured at no expense to the Government. TIOH will help design items not furnished by the Government. The school pays for the design, procurement, and manufacture of these items.

c. Statutory provisions of Title 10, USC, Section 773; Title 18, USC, Section 703; and Title 18, USC, Section 704 outline the policy on distinctive insignia, medals, and decorations.

10–2. Instructor uniforms

a. For proper wear of all instructor uniforms see AR 670-1.

b. The authorized rank during all instruction and training is the retired rank or the pay grade for which instructors are reimbursed.

c. Authority. Army JROTC instructors will wear the currently approved Army uniform with authorized insignia and rank at all times while performing JROTC duties and training and at other appropriate times as directed by a USACC Commander. Instructors may not wear the cadet black jacket with a JROTC patch sewn on it. The Class A or B green uniform is the standard for the classroom and campus. The Battle Dress Uniform (BDU) is to be worn only on an exceptional basis for adventure training and camp, but not on campus during the school day. An exception may be obtained for the wear of the BDU uniform for exceptional circumstances. The request must be signed by either the principal or superintendent and be sent through their brigade and region to USACC.

d. Prohibited wear of uniform. Wearing Army uniforms is prohibited in the following situations:

(1) In connection with the furtherance of any political or commercial interests, or when engaged in off-duty civilian employment.

(2) When participating in public speeches, interviews, picket lines, marches, rallies, or public demonstrations, except as authorized by the Commander, USACC.

(3) When attending any meeting or event that is a function of, or is sponsored by, an extremist organization.

(4) When wearing the uniform would bring discredit upon the Army.

(5) When specifically prohibited by Army regulations.

(6) Services not a part of JROTC duties for which payments or benefits are received that would tend to demean the uniform, the wearer, or the Program.

(7) Custodial duties.

(8) Selling tickets at public events.

(9) JROTC instructors are not authorized to wear Maroon or Tan berets, have bloused boots, or similar items as part of their uniforms while conducting JROTC duties. However,

Instructors who upon retirement were branched as Special Forces (18 qualifier) are authorized to wear the Green Beret with bloused boots.

e. Distinctive unit insignia.

(1) JROTC instructors will wear the Cadet Command shoulder sleeve insignia on the left sleeve. Insignia of former wartime units may be worn on the right sleeve according to AR 670–1.

(2) School epaulet insignia may be worn if the design has been approved by TIOH. When worn, it will be as prescribed in AR 670–1. USACC insignia will be worn if the school does not have an approved insignia.

f. Instructors are authorized to wear the Army PT uniform or the BDU instead of Class A/Bs when actively engaged in conducting cadet challenge. Civilian PT attire is not authorized.

10–3. Cadet uniforms

a. Authority. Each cadet authorized to participate in JROTC may be furnished, at Government expense, in-kind uniforms. The authority for issuing in-kind uniforms to cadets is CTA 50–900. Schools that provide a cadet-type uniform or desire to purchase issue-type uniforms from the Army or commercial sources may be authorized to do so in place of receiving Army-issued uniforms. The operating policies and procedures concerning the supply of issue uniforms to schools are outlined in AR 700–84.

b. Types of uniforms. This section outlines basic policies on uniforms for JROTC cadets and students. The Army green uniform and the BDU are authorized for wear by JROTC cadets. The Class A or B green uniform is the standard for the classroom and campus. The BDU is to be worn only on an exceptional basis for adventure training, camp, or special team activities, but not on campus during the school day. An exception may be obtained for the wear of the BDU uniform for exceptional circumstances. The request must be signed by either the principal or superintendent and be sent through their brigade and region to USACC.

(1) Issue-type uniform. A uniform identical to that issued to enlisted members of the Army, Reserves, or National Guard, or one so similar in design and fabric that it normally cannot be distinguished from the other. JROTC programs electing to wear the issue-type uniform must comply with the following guidelines.

(a) Uniform wear and display of ribbons and accouterments must comply with this regulation.

(b) Issue-type uniforms must include insignia that distinguishes them from standard Army uniforms.

(c) Braids and stripes are not an authorized part of the uniform.

(2) Cadet-type uniform. A uniform must be so distinctive in design and/or fabric that it cannot be confused with an issue-type uniform. Programs electing to wear cadet-type uniforms must request and receive approval for uniform design, style, and material from CG, USACC.

c. The mix of civilian attire with the Army uniform, such as school jacket, sweater, etc, is not authorized**.**

d. Institutions are encouraged to support drill teams, raider teams, rifle teams, drum and bugle corps, bands, color guards, and other appropriate extracurricular activity teams. Modification of the issue cadet uniforms for these activities is not authorized; however, special uniform accessories such as chrome helmets, colored webbing, and authorized colored berets are acceptable if obtained at no cost to the Government.

10-4. Wearing the JROTC uniform

a. Cadets will wear Class A or B uniforms at least once a week.

b. Unless specifically authorized, uniforms will not be worn outside the United States and its territories. The local installation commander will establish guidelines for the wear of uniforms in the DoDDS schools.

c. The DAI/SAI publishes guidelines for wearing the uniform. However, an AI/SAI or DAI may not publish guidelines that counter this regulation or that support any activity other than those specifically related to the JROTC Program. The following are considered appropriate occasions to wear the uniform.

(1) Leadership laboratory.

(2) When visiting a military installation to participate in military drill or exercises.

(3) Military social functions.

(4) Parades and similar ceremonies.

d. JROTC Cadets are prohibited from wearing the Army uniform in the following situations:

(1) In connection with the furtherance of any political or commercial interests, or when engaged in off-duty civilian employment.

(2) When participating in public speeches, interviews, picket lines, marches, rallies, or public demonstrations, except as authorized by the Commander, USACC.

(3) When attending any meeting or event that is a function of, or is sponsored by, an extremist organization.

(4) When wearing the uniform would bring discredit upon the Army.

(5) When specifically prohibited by Army regulations.

e. Instructors who fail to inform cadets of this regulatory guidance or permit cadets to participate in such activities in uniform will be immediately probated and/or decertified. Cadets who knowingly violate this regulation will be disenrolled from the program.

f. School administrators may not authorize or ask instructors to authorize wear of the uniform that supports any activity other than those specifically related to the JROTC Program.

g. JROTC Cadets on special teams may at the discretion of the DAI/SAI wear Army authorized black boots with class A/B uniforms. (This will not increase boot authorizations).

10-5. Purchase of uniforms and insignia

a. Eligible students may wear the uniform prescribed for cadets while attending JROTC courses of instruction. These students may be issued a uniform at no expense to the Government.

b. Schools hosting NDCC units will procure and maintain uniforms at no expense to the Government.

c. The Government purchases JROTC distinctive insignia and accouterments for issue to cadets.

d. In NDCC units, the distinctive insignia and accouterments are procured at no expense to the Government.

10-6. Authorized wear of uniform insignia

a. The insignia and accouterments prescribed in this regulation will be worn on the issue-type uniform.

b. Insignia other than that prescribed for wear with the issue-type uniform may be worn with the cadet-type uniform at the discretion of the institutional officials. However, the distinctive JROTC shoulder sleeve insignia is mandatory. TIOH approves distinctive insignia and accouterments.

10–7. Unauthorized wear of uniforms and insignia
The following are not authorized for wear with JROTC uniforms or by persons associated with the JROTC Program:

a. Designs of medals, badges, ribbons, and shoulder cords that conflict with those authorized for wear by the Federal or any foreign government.

b. Insignia consisting of the letters ’U.S.’

c. Badges or insignia that resemble badges of other Services, other than the Marksmanship Badge.

d. Oak leaf clusters, palms, stars, or similar items that, that resemble Federal designs.

e. JROTC Cadets are not authorized to wear green, tan, maroon, and black berets or similar colors issued to rangers, Special Forces, and airborne soldiers. The wear of the above berets is reserved exclusively for units of the Active Army.

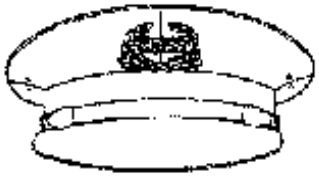
10-8. Cap insignia

The JROTC cap insignia is a wreath 1 3/16 inches in height containing the letters ’ROTC’ on a panel inside the wreath, with gold color metal (figure 10-1).

(**Figure 10-1. ROTC cap insignia)**

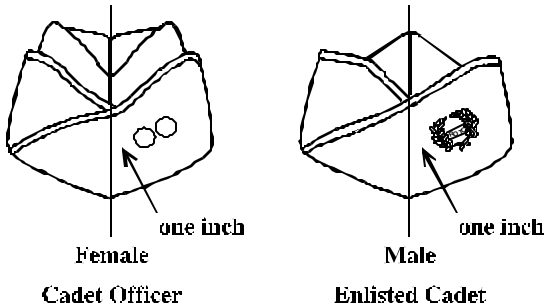
a. How worn.

(1) The cap insignia is worn on the service cap centered over the eyelet (figure 10-2).



(Figure 10-2. ROTC insignia on cadet-type cap)

(2) The insignia is worn centered on the garrison cap left curtain, 1 inch from the front crease (figure 10-3).



(Figure 10-3. ROTC insignia on garrison cap)

b. The NDCC cap insignia is a wreath 1 3/16 inches in height and 1 25/32 inches in width, containing the letters 'NDCC' on a panel, all in gold color metal (fig 10–4).

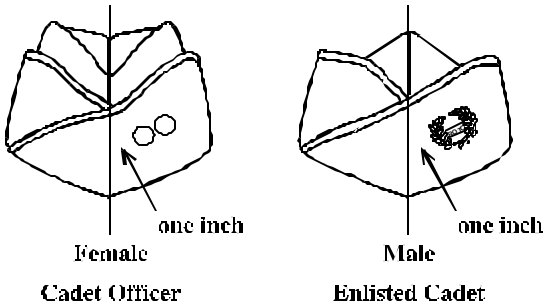
(Figure 10-4. NDCC insignia)

(1) How worn.

(a) The NDCC insignia is worn on the service cap centered over the eyelet (fig 10-5).

(Figure 10-5. NDCC insignia on cadet-type cap)

(b) On the garrison cap the NDCC insignia is worn centered on left curtain, 1 inch from the front crease (fig 10-6).



(Figure 10-6. NDCC insignia on garrison cap)

c. School design. Cap insignia of approved TIOH design will be worn as prescribed by the school official for other than issue-type uniforms.

10-9. Corps and collar insignia

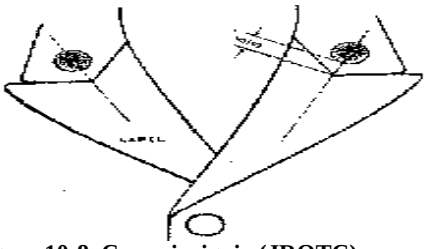
a. The JROTC Corps insignia is the Torch of Knowledge (from the Statue of Liberty), radiant with a raised rim on a disc, 5/8" inch diameter, of gold colored metal (fig 10–7 The corps insignia will be worn by all participants on Class A and cadet-type uniforms, and by all participants except cadet officers on Class B uniforms.

(Figure 10-7. Corps insignia (JROTC))

(1) How worn on Class A uniforms.

(a) By cadet officers as show in figures 10-10 and 10-14. The collar insignia (letters) are worn centered on both lapels of the coat, parallel to the inside edge of each lapel, and placed so the bottom edge is 5/8 inch above the notch of the lapel. The corps insignia (discs) are worn centered on both lapels of the coat, parallel to the inside edge of each lapel, and placed so the top edge is 5/8 inch below the notch of the lapel.

(b) By all other cadets as shown in figures 10-8 and 10-12. The corps insignia (discs) are worn centered on both lapels of the coat, parallel to the inside edge of each lapel, and placed so the bottom edge is one inch above the notch of the lapel.



(Figure 10-8. Corps insignia (JROTC) on coat collar)

(2) How worn on Class B and BDU uniforms.

(a) By cadet officers, the collar insignia (letters) are worn on the left collar of the outer garment shirt when insignia of grade is worn on the right collar. Rank and collar insignia are centered between the inside and outside edge of the collar and one inch above the lower edge of the collar, with the center line of the insignia parallel to the lower edge of the collar, bottom of the insignia to the outside. When insignia of rank (shoulder marks) are worn on shoulder epaulets, no insignia is worn on the shirt collar.

(b) By all other cadets, corps insignia (discs) are not worn on Class B or BDU uniforms when pin-on insignia of rank are worn on shirt collars or shoulder marks are worn on shoulder epaulets.

b. The Collar Insignia (JROTC) for cadet officers consists of the letters ROTC, 3/8 inch in height in cutoff form of gold colored metal. The Collar Insignia (NDCC) for cadet officers consists of initials of the school, 3/8 inch in height in cutout form of gold colored metal. TIOH must approve the insignia. How worn on distinctive cadet-type uniforms.

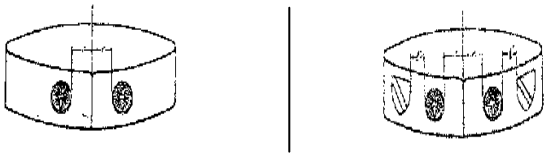


Figure 10-9. Corps insignia
(JROTC) on collar of cadet-type uniform and distinctive insignia on collar of cadet-type uniform)

(1) Corps insignia may be worn on the uniform blouse collar as shown in figure 10-9.

(2) When distinctive Class B-type cadet uniforms are worn, corps insignia (discs) may be worn as shown in figure 10-13.

(3) Insignia are centered between the inside and outside edge of the collar and one inch above the lower edge of the collar, with the center line of the insignia perpendicular to the lower edge of the collar.

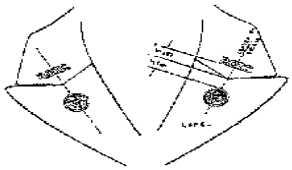


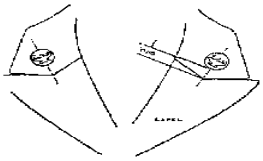
Figure 10-10. Corps and collar insignia (JROTC) on cadet officer coat)

c. The corps Insignia (NDCC) is the Lamp of Knowledge, lighted, in relief on a flat disc one inch in diameter of gold colored metal (fig 10-11). The NDCC insignia will be worn by NDCC cadets and students, except cadet officers.

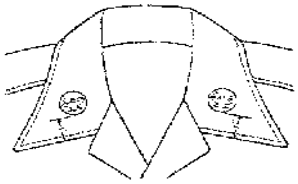
(1) Description. The insignia is a Lamp of Knowledge lighted, in relief on a flat disc 1 inch in diameter, all gold color metal (fig 10–11).

Figure 10-11. Corps insignia (NDCC)

(2) How worn. It is worn on the coat collar as shown in figure 10–12 and on both ends of the collar of the shirt when worn as an outer garment as shown in figure 10–13.



(Figure 10-12. Corps insignia (NDCC) on coat collar)

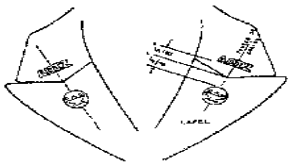


(Figure 10-13. Corps insignia (NDCC) on outer-garment)

(3) As worn by cadet officers:

(a) Description. It is the Corps insignia (Lamp) as described in *b(1)(a)* above. For NDCC school collar insignia, letters that are the initials of the school, 3/8 inch in height, in cutout form, or gold color metal are worn. TIOH must approve the insignia.

(b) How worn. It is worn as shown in figure 10–14. Corps insignia (Lamp) will be placed on the left collar of the outer garment shirt when insignia of grade is worn on the right collar. When grade is worn on the collar of outer garment shirts, it will not be worn on the shoulder epaulets.



(Figure 10-14. Corps and collar insignia (NDCC) on cadet officer coat)

10-10. Insignia of grade for cadet officers

a. Description. The insignia for cadet officers consists of silver (white) color on black background, cloth epaulet sleeve with lozenges and discs. The sleeve is 4 inches in length for males and 3 inches in length for females.

b. Officer rank. Officer ranks will be limited to those listed in figure 10–15.

(1) Cadet Colonel. The cadet colonel is identified by three lozenges.

(2) Cadet Lieutenant Colonel. The lieutenant colonel has two lozenges.

(3) Cadet Major. The cadet major has one lozenge.

(4) Cadet Captain. The cadet captain has three discs.

(5) Cadet First Lieutenant. The cadet first lieutenant has two discs.

(6) Cadet Second Lieutenant. The cadet second lieutenant has one disc.

c. How worn. These rank insignia are worn on both shoulder epaulets of the AG 344 and the Army Shade 415 gray-green shirt.

10-11. Insignia of grade for cadet noncommissioned officers and enlisted members

a. Description. Insignia is of gold color on black background, cloth shoulder epaulet sleeve with chevrons, bars, and triangle, star or star within wreath, indicating noncommissioned officer grades. The shoulder epaulet sleeve is 4 inches in length for males and 3 inches in length for females.

b. Grades. Grades will be indicated on the shoulder epaulet sleeve as follows:

(1) Cadet Sergeant Major. Three chevrons above three bars with a star within a wreath between the chevrons and bars.

(2) Cadet Staff Sergeant Major. Three chevrons above three bars with a star between the chevrons and bars.

(3) Cadet First Sergeant. Three chevrons above three bars with a triangle between the chevrons and bars.

(4) Cadet Master Sergeant. Three chevrons above three bars.

(5) Cadet Sergeant First Class. Three chevrons above two bars.

(6) Cadet Staff Sergeant. Three chevrons above one bar.

(7) Cadet Sergeant. Three chevrons.

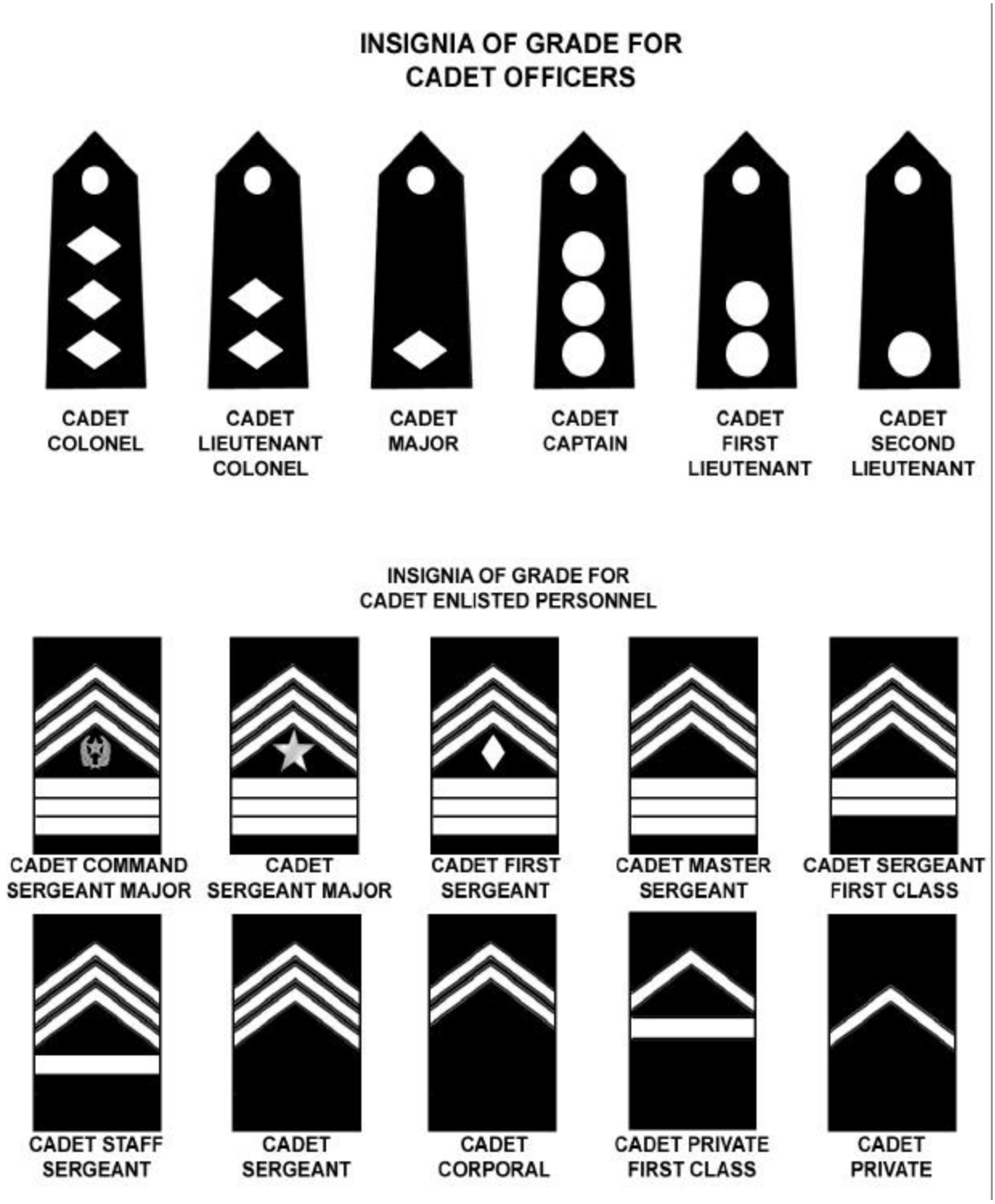
(8) Cadet Corporal. Two chevrons.

(9) Cadet Private First Class. One chevron above one bar.

(10) Cadet Private. One chevron.

(11) Cadet Basic. No insignia of grade.

c. How worn. The shoulder epaulet sleeve is slipped over shoulder epaulet of uniform so that the insignia will be centered on the outer half of both shoulder loops of the coat, overcoat, or shirt when worn as an outer garment.



(Figure 10-15. JROTC shoulder sleeve insignia)

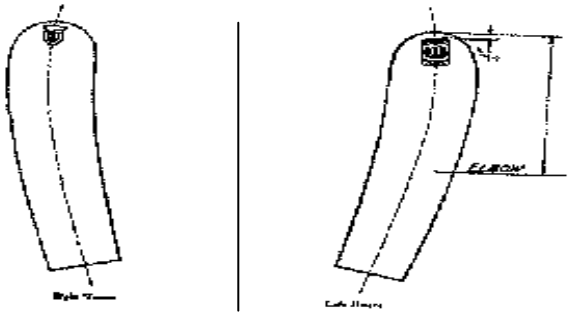
10–12. JROTC and distinctive shoulder sleeve insignia

a. The JROTC distinctive shoulder sleeve insignia.

(1) Description. The shoulder sleeve insignia is a rectangular device 3 5/8 inches in height and 2 1/2 inches in width, consisting of a gray center edged with a 1/8 inch scarlet border at the top and bottom. On this device is a yellow olive wreath surmounted in the vertical center by a yellow torch inflamed. Above the center is a white horizontal scroll inscribed 'U.S. Army' and below the center is a white scroll inscribed 'JROTC' all in scarlet letters 5/16 inch in height. The entire device is within a 1/8 inch scarlet border (fig 10–16).

(Figure 10-16. JROTC shoulder sleeve insignia)

(2) How worn. It is worn on the upper part of the outer half of the left sleeve of the coat and BDU uniform (fig 10–17). The top of the insignia will be worn 1/2 inch below the top of the shoulder seam.

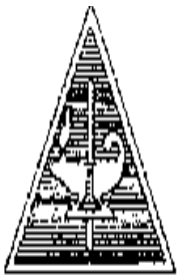


(Figure 10-17. JROTC shoulder sleeve insignia)

(3) Uniform worn. Issue or cadet-type uniform.

(4) JROTC subdued distinctive shoulder sleeve insignia. The subdued shoulder sleeve insignia may be worn when wearing the BDU.

b. NDCC distinctive shoulder sleeve insignia (fig 10–18).

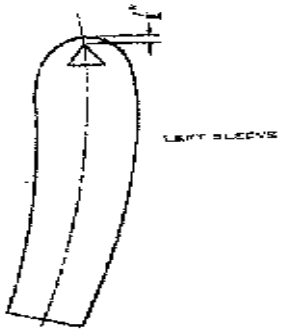


(Figure 10-18. NDCC shoulder sleeve insignia)

(1) Description. This insignia is a blue triangle with a 1/8 inch white border, 3 3/8 inches on a side, a white sword, point up, in front of a Lamp of Knowledge counterchanged.

(2) How worn. It is worn on the upper part of the outer half of the left sleeve of the coat and BDU uniform (fig 10-19). The top of the insignia will be worn ½ inch below the top of the shoulder seam.

(3) Uniform worn. Issue or cadet type uniform.



(Figure 10-19. Wearing of NDCC shoulder sleeve insignia)

c. School shoulder sleeve insignia. Insignia will be procured at no expense to the Government.

(1) Description. Approved designs that have been submitted to and approved by TIOH, USA.

(2) How worn. On right sleeve in the corresponding position to the shoulder sleeve of the coat and BDU uniform. The top of the insignia will be worn 1/2 inch below the top of the shoulder seam.

(3) Uniform worn. On issue or cadet-type uniform.

10–13. Academic achievement insignia

Cadets with at least a B average in all subjects and an A average in JROTC are authorized to wear the academic achievement insignia. The insignia will be worn on the issue or cadet-type uniform only during the academic term following the term in which the grades were earned.

a. Description. This insignia is a gold colored metal wreath 7/8 inch in height (fig 10–20).

(Figure 10-20. Academic achievement insignia)

b. How worn. It is worn centered immediately above the right breast pocket on the coat or shirt when worn as an outer garment. If the Honor Unit insignia is worn, the wreath will be pinned so that the star will be worn with the wreath (fig 10–21).

(Figure 10-21. Wearing academic achievement insignia with honor insignia)

c. Subsequent awards. Receipts of subsequent awards are indicated by a felt pad centered background worn beneath the wreath so as not to protrude beyond its edges.

(1) For second award - a red pad.

(2) For third award - a silver gray pad.

(3) For fourth award - a gold pad.

10–14. Honor Unit, Honor Unit with Distinction, and Merit Unit insignia

a. Description.

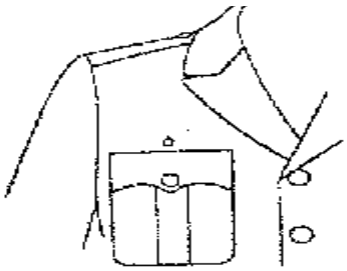
(1) Merit Unit insignia; a five-pointed star of white enamel on gold colored metal, 9/16 inch in diameter.

(2) Honor Unit insignia; a five-pointed star of blue enamel on gold colored metal, 9/16 inch in diameter.

(3) Honor Unit with Distinction insignia; a five-pointed star of yellow enamel on gold colored metal, 9/16 inch in diameter).

(Figure 10-22. Honor unit insignia)

b. How worn. These insignia are worn centered 1/4 inch above the right breast pocket, with one point of the star up, on the coat or shirt when worn as an outer garment (Fig 10–23).



(Figure 10-23. Wearing of Honor Unit/ Merit Unit/Honor Unit with Distinction insignia)

10-15. Nameplate

Nameplates must conform to the description below and will be worn on issue uniforms.

a. Description. Nameplates will indicate the last name only and will be 1 by 3 inches (may be longer in case of lengthy names) with white block type lettering 1/4 to 3/8 inch high on a jet-black background. (It may have a white edge or border not exceeding 1/32 inch in width).

b. How worn. Nameplates are worn in accordance with AR 670–1.

10-16. Nametape
The JROTC nametape will be—

a. Woven tape of olive green cloth, 1 inch wide, with the inscription 'JROTC' in black block letters 3/4 inch high.

b. Worn on the BDU in accordance with AR 670–1.

10–17. ROTC Lapel Button
Lapel buttons are available at Government expense for wear as an identification device.

a. Description. The lapel button depicts a torch 3/8 inch in height in front of a panel, 3/32 inch in height by 1/2 inch in length with irregular ends, bearing the letters 'ROTC' all on gold metal (fig 10–24).

(Figure 10-24. ROTC lapel button)

b. How worn. The pin is worn on the lapel or collar of a civilian garment.

10–18. Optional items
Distinctive Unit Insignia (DUI), shoulder cords, and color trimmings described in this paragraph are optional items.

a. These items may be procured (subject to funding availability) at Government expense for schools electing to prescribe their wear or by individuals who are voluntary members of authorized JROTC military organizations. DUI, shoulder cords, and color trimmings will be worn only after specific design, materials, and quality associated with their manufacture have been approved by TIOH.

b. School officials may prescribe the wear of approved DUI. Procurement will be as stated in *a* above. The DUI will be worn as shown in figures 10–25.

c. Insignia of national or local military honor societies, at the option of the SAI, may—

(1) Be substituted for school insignia and worn in accordance with *b* above.

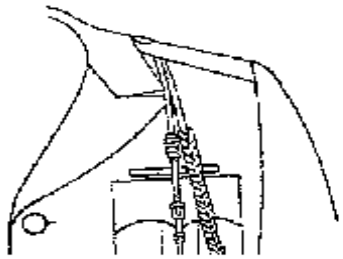
(2) Approved DUI insignias will be worn on the right pocket as shown in figure 10-25. Command, region and school insignias will be worn on the left pocket as shown in figure 10–25.

(Figure 10-25. Wearing of distinctive insignia on right and left pocket of coat)

d. DUI worn on the left loop representing a group must also be worn on the right loop. If insignia representing another group is to be worn, it will be as prescribed in *b*. School organization DUI will not be worn on insignia of grade shoulder epaulet sleeves. School or organization DUI will not be worn on the BDU uniform.

e. If worn on the class B uniform, the DUI will be worn ¼" above the right chest pocket or 1/8" above the unit rating insignia or academic wreath above the right chest pocket.

f. Shoulder cords. Shoulder cords may be procured at Government expense (subject to funding availability). Solid, single color, or multi-colored shoulder cords may be designed and authorized to designate a host institution, unit, activity or cadet position. Shoulder cords must be approved by USACC. No more than one cord may be worn on each shoulder as shown in figure 10–26.



(Figure 10-26. DUI shoulder cords)

(1) Shoulder cords will be used to designate participation in extra-curricular activities including but not limited to -

(a) Color Guard - white (Cable #65005).

(b) Drill activity - red (Cable #65006).

(c) Musical activity - blue (Cable #70147).

(d) Marksmanship activity - tan (Cable #65015).

(e) Honor organizations, such as national and local honor societies - gold (Cable #70157).

(f) Orienteering activity - green (Cable #70063).

(g) Adventure type activity - black (Cable #65018).

(h) Honor Guard - orange (Cable #65004).

(2) Shoulder cords will be awarded only to bona fide team, squad, or other group members, not cadets participating in training.

(3) The above cords may be designated for other purposes at the discretion of the DAI/SAI if a cord is not needed for the designated activity.

f. Color trimming made of discs of suitable material, when approved for wear, may be worn beneath corps insignia. The disc will not exceed a diameter of 1 1/4 inches.

g. Special JROTC team pins designating various JROTC teams may be worn on the right chest pocket with DAI/SAI approval. Team pins approved for wear are color guard, flag detail, drill team, JROTC bands, drum and bugle, academic, rifle team, honor guard, cadet challenge, raider team, annual camp, orienteering, and physical training excellence.

Chapter 11
Awards

11–1. General

a. Awards may be given to recognize distinguished, heroic, meritorious, and other commendable acts of an individual and his or her status and achievements. The same medal is available for both JROTC and NDCC units. It is particularly important that awards be given—

(1) To deserving individuals.

(2) Promptly.

(3) During an appropriate ceremony.

b. Army medals may be engraved at Government expense, in a reasonable period of time, by the U.S. Army Support Office, SSCPM–ARSOS, PO Box 13460, Philadelphia, PA 19145–3460. The expense of maintaining decorations, medals, badges, ribbons, and similar items will be borne by the cadet or student. Replacement of Army decorations and awards is authorized if the request includes a statement that the item was lost, damaged, or destroyed through no fault or neglect of the individual.

c. Decorations and awards issued by DA for presentation to individuals may not be retained by schools without written permission of the individual concerned. These items, together with the complete name and last-known address of the intended recipient, will be sent to Commander, PERSCOM, 200 Stovall Street, Alexandria, VA 22332, if undeliverable.

d. Only the awards, decorations, and badges prescribed in this regulation, or approved by TIOH, will be worn by JROTC cadets on the uniform prescribed for wear in the JROTC program at their institution. Other awards and decorations, subject to law and regulation, may be accepted by cadets and students, but will not be worn on the prescribed uniform. Medals for which a ribbon device is provided may not be worn on a JROTC uniform when other ribbons are worn. In the case of multiple units, election boards may be convened by the Director of Army Instruction (DAI) with the concurrence of the head of the school system concerned. Composition of the board will be as prescribed in this regulation except that the DAI will be president of the board and the Senior Army Instructor (SAI) of each school concerned or the individual whom the SAI designates will be a member of the multiple-unit selection board.

11–2. Recommendation for awards
Any individual with personal knowledge of an act, achievement, or service believed to warrant the award of a decoration should submit a recommendation for consideration.

11–3. Civilians
No part of this regulation, subject to law and other regulations, will be interpreted to preclude the privilege of civilians, who are entitled to awards; to wear them as may be prescribed by law and regulation.

11-4. Awards for JROTC Instructors/Civilians

a. Decoration for Distinguished Civilian Service. This award is the highest honorary award that the Secretary of the Army may grant to a private citizen.

(1) Eligibility. Any individual is eligible for this award, except for those Army civilian employees who are eligible for Department of the Army civilian honorary award, military personnel, or civilians who work for Army contractors.

(2) Criteria. Nominees for this award must demonstrate distinguished service that makes a substantial contribution to the accomplishments of the Army's mission.

(3) Submit a current DA Form 1256 (Incentive Award Nomination and Approval). Must complete Part II, Equal Employment Office (EEO)/Civilian Personnel Office (CPO) review, for awards requiring DA and/or TRADOC approval. Forward all paperwork through the chain of command to USACC.

(4) Supporting narrative: Single space on plain bond paper following the format in the DA Pam 672-20 at paragraphs 2-3a(3) through (8).

(5) Army policy provides that honorary awards should follow a progressive sequence of recognition, except under circumstances where a contribution is so extraordinary that recognition with a lesser award would be insufficient. If nominee has not previously received the award, as prescribed below in sequence, provide a statement explaining why receipt of a lesser award would be insufficient under the subheading, "Previous Awards and Publications."

(6) Awards requiring Secretary of the Army approval should be submitted to Instructor Management, JROTC Directorate, USACC, 90 days before an anticipated presentation date.

b. Outstanding Civilian Service Award. This award is the second highest public service honorary award. The Secretary of the Army or a major commander (Major General or above) may grant this award to a private citizen.

(1) Eligibility. Any individual is eligible for this award except for those Army civilian employees who are eligible for Department of the Army civilian honorary award, military personnel, or civilians who work for Army contractors.

(2) Criteria. Nominees for this award must show outstanding service that makes a substantial contribution or is of significance to the Major Command (MACOM) concerned.

(3) Submit request following paragraphs *(a), (3), (4),* and *(5)* above. Forward all paperwork through the chain of command to Instructor Management Division, JROTC Directorate, USACC.

(4) Awards requiring Commander, USACC approval should be submitted 45 days before anticipated presentation date.

c. Commander's Award for Public Service. This award is the third highest public service honorary award that may be granted to a private citizen and may be granted by a Commander (06 and above).

(1) Eligibility. Any individual is eligible for this award, except for those Army civilian employees who are eligible for Department of the Army civilian honorary award, military personnel, or civilians who work for Army contractors.

(2) Criteria. This award is given to recognize service or achievements that contribute significantly to the accomplishment of the mission of an Army activity, command, or staff agency.

(3) This award is approved at region or brigade level, as determined by the Region Commander.

(4) Forward a copy of all documentation to Instructor Management Division, JROTC Directorate, USACC, for inclusion into the recipient's permanent personnel file.

d. Certificate of Appreciation for Patriotic Civilian Service. This certificate recognizes patriotic civilian service, and may be granted by a commander (Lieutenant Colonel and above).

(1) Eligibility. Any individual is eligible for this award except for those Department of the Army civilian employees who are eligible for Department of the Army civilian honorary award, military personnel, or civilians who work for Army contractors. It also may be awarded to groups, including volunteers business firms, and fraternal organizations.

(2) Criteria. This award recognizes patriotic civilian service that contributes to the mission of an Army activity, command or staff agency, or to the welfare of Army personnel.

(3) This award is approved at region or brigade level, as determined by the Region Commander.

(4) Forward a copy of all documentation to Instructor Management Division, JROTC Directorate, USACC, for inclusion into the recipient's permanent personnel file.

e. Cadet Command JROTC Instructor of the Year. The United States Army Cadet Command (USACC) JROTC Instructor of the Year Award honors effective and dedicated JROTC Senior Army Instructors (SAI) and Army Instructors (AI). Each Region will board their nomination packets and submit one SAI nominee and one AI nominee, annually, NLT 1 April by memorandum to HQ Cadet Command, ATTN: ATCC-PMD, Fort Monroe, VA 23651-5000.

(1) Eligibility Criteria:

(a) Service time as JROTC Instructor must be at least nine (9) months.

(b) Certified as a JROTC instructor and have met all JROTC requirements with no adverse actions taken against him/her.

(c) Meet the eligibility criteria for the award of the JROTC Instructor's Gold Badge.

(2) Selection Criteria. Nominations for the award will be based on the assessment of the school principal in the following areas:

(a) Effectiveness in the classroom and community.

(b) Examples of dedication to the profession of teaching.

(c) How the nominee compares to the school's top classroom instructor.

(d) What activities other than JROTC, is the nominee an active participant (member of a school committee, community involvement or advisory panel).

(e) Increased enrollment or retention rate of the JROTC program.

(f) Significant events that would weigh in the selection process; (Teacher of the Week, Teacher of the Year and other unique training initiatives).

(g) Is the instructor using the current authorized curriculum.

(h) Is the instructor proficient with automation and applications.

(3) Nomination Procedure: Memorandum of recommendation from Principal, through Brigade, and Region Commanders (ATTN: High School Division). HQ, Cadet Command (ATCC-JROTC) will convene a board to select a winner. Each nomination packet will also include a full-length photograph taken in the class B uniform within 30 days of the application (does not have to be of professional quality and can be a regular sized photograph). The nomination for the award must be from the instructor's principal with the recommendation of the immediate supervisor (if applicable). A principal may nominate only one instructor per school. Individual instructors will not nominate themselves. Nominations will also include the assessment of the immediate supervisor of the following areas:

(a) Contributions made to the achievements of the mission of JROTC.

(b) Results of the last formal inspection and unit report.

(c) Enrollment and retention rate of the JROTC unit.

(d) Completion of professional development courses/classes.

(e) Competency in techniques and current instructional techniques/methodologies to instruct JROTC course material.

(f) Examples of how the instructor has had impact on cadets.

(4) Approval Authority: Commanding General, Cadet Command.

(5) Frequency and Presentation: Annually. The award will be presented by the Commanding General, Cadet Command at an appropriate ceremony.

(6) Merit:

(a) The JROTC Instructor of the Year will receive The Outstanding Civilian Service Medal and plaque.

(b) Nominees not selected at HQ level will receive the Certificate of Appreciation for Patriotic Civilian Service.

f. Distinctive JROTC Instructor Awards.

(1) The award recognizes the diligent work and outstanding achievements of Army JROTC instructors. The order of precedence is Gold, Silver and Bronze.

(2) Presentation of Award. A designated representative will present the Distinguished Instructor Awards at an official ceremony. The award should be presented at the unit's school assembly and the awardees will be recognized at the instructor's annual conference.

g. Distinctive Gold Instructor Awards. Region Commanders will submit gold award nominees to the Director of JROTC.

(1) Eligibility. Distinctive Goal Instructor Award recipients must meet the Silver Award criteria. Nominees must demonstrate that they are encouraging excellence in the classroom, stimulating motivation among instructors through service projects, competitions, and overall program success. The nominees must exhibit full instructor potential.

(2) Criteria. The award will be presented to Noncommissioned officers who possess a baccalaureate degree and officers who attain state academic teacher certification/licensure.

(3) Approval. The approval authority for the Gold Instructor Award is the Director, JROTC, USACC, Fort Monroe, VA 23651-5000.

h. Distinctive Silver Instructor Awards. Brigade Commanders will submit the nominees' packets to their Region.

(1) Eligibility. Distinctive Silver Instructor Award recipients must meet the Bronze Instructor Award criteria. Nominees must demonstrate that they are encouraging excellence in the classroom, stimulating motivation among instructors through service projects, competitions, and overall program success. The nominees must exhibit full instructor potential.

(2) Criteria.

(a) The award will be presented to instructors who are recognized as Teacher of the Week or Year by their school district, or those who serve on advisory panels or other councils within Cadet Command, the school or the community and/or have conducted professional development workshops for other teachers in the school.

(b) Noncommissioned officers who actively work towards a Baccalaureate Degree and officers who meet the requirements for or are working toward academic state teacher certification/licensure.

(c) Instructors who have received grants or other funding to support activities or equipment.

(d) Instructors who recently served as cadre members during summer camp.

(3) Approval. The approval authority for the Silver Instructor Award is the Region Commander.

i. Distinctive Bronze Instructor Awards. The instructors' immediate supervisor will recommend and submit the nominee's packet to Brigade Commanders.

(1) Eligibility. Distinctive Bronze Instructor Award nominees must demonstrate that they are encouraging excellence in the classroom, stimulating motivation among instructors through service projects, competitions, and overall program success. The nominees must exhibit full instructor potential.

(2) Criteria.

(a) Distinctive Bronze Instructor Award recipients must complete the instructor probationary period, achieve certification as a JROTC instructor, complete the JSOCC Distance Learning Course and attend the Residence JSOCC Certification or Recertification course within the past five years.

(b) Nominees must meet the height and weight standards of AR 40-501 and receive an exceptional performance on their annual performance evaluation. Instructors subjected to adverse actions, or those who participated in the overweight program within the past year from the date of the nomination, or instructors whose unit is currently under probation will not be eligible to receive this award.

(c) Instructors must be proficient in presenting the student-centered four-phase lesson plan and enhancement programs.

(d) Actively participate in JROTC activities (i.e. service projects, competitions, cadet challenge, and other activities within the community.

(e) Recipients of the award must demonstrate a commitment to providing quality education by continuing professional development towards completing a Baccalaureate Degree and ultimately academic state teacher licensure/certification. For example, has completed the follow on requirements for the JSOCC and/or JSOCC DLC and has earned associated graduate or undergraduate credit.

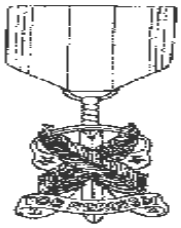
(3) Approval. The approval authority for the Bronze Instructor Award is the Brigade Commander.

11–5. U.S. and foreign awards

Awards, including decorations, medals, badges, ribbons, and appurtenances of the United States and foreign nations as prescribed in AR 600–8–22, are authorized for wear by those to whom they have been or are awarded. Such awards may be worn, under these circumstances, on issue or cadet-type uniforms prescribed for wear in JROTC programs. They will be worn as prescribed in AR 600–8–22. The SAI will obtain a certified record of the award and authority concerned for each individual wearing such awards in the program at his or her institution.

11–6. Medal of Heroism (ROTC and NDCC)

a. Criteria. The Medal of Heroism (fig 11–1) is a U.S. military decoration awarded by the Department of the Army (DA) to any JROTC cadet who performs an act of heroism. The achievement must be an accomplishment so exceptional and outstanding that it clearly sets the individual apart from fellow students or from other persons in similar circumstances. The performance must have involved the acceptance of danger and extraordinary responsibilities, exemplifying praiseworthy fortitude and courage.



(Figure 11-1. Medal of Heroism)

b. Nominations will be—

(1) Initiated by the SAI based on achievements described in a above. Such acts may have been accomplished while on or off the institution property.

(2) Submitted by the SAI to the appropriate subordinate commander concerned for approval or disapproval. DA Form 638 (Recommendation for Award) or a letter will be used. Statements of eyewitnesses (preferably in the form of certificates, affidavits, or sworn statements), extracts from official records, sketches, maps, diagrams, or photographs will be attached to support and amplify stated facts. The final approval authority is the Region Commander.

c. Requisitions for the medals may be submitted to Defense Personnel Support Center, ATTN: DPSC–T, 2800 South 20th Street, Philadelphia, PA 19101 through the supporting installation.

d. Presentation of this award will be made during an appropriate ceremony by a general officer or other senior officer of the Active Army.

11–7. Superior Cadet Decoration

a. The JROTC medal and NDCC medal (fig 11–2) are U.S. military decorations awarded by DA and limited to one outstanding cadet in each LET level in each JROTC and NDCC institution.

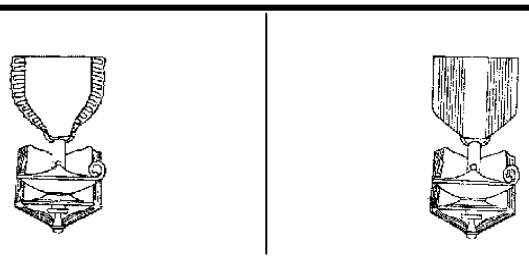


Figure 11-2. Superior Cadet Decoration (JROTC and NDCC))

b. To be considered eligible for these awards, an individual must be—

(1) A JROTC or NDCC cadet.

(2) In the top 10 percent of his or her class in JROTC or NDCC academically and in the top 50 percent of his or her class in overall academic standing.

(3) Recommended by the SAI and principal or head of the appropriate institution.

c. Nominations for this award will be made by the SAI based on results of a selection board. The composition of the board will—

(1) Be mutually agreed upon by the SAI and the head of the institution.

(2) Provide military and civilian representation.

(3) Be sufficiently competent to evaluate the individual, using criteria and procedures prescribed by this regulation.

(4) Have the SAI as president of the board.

(5) Include active duty members that may be assigned and at least one authorized JROTC or NDCC instructor who has regularly instructed the class in which the cadet being considered is a member.

(6) In the case of JROTC and when possible, NDCC, include one or more selected civilian school official or faculty member not to exceed one-third of the board members.

d. The selection board (described in *c* above) will be constituted at the beginning of the school year and the members will observe the performance of the students in order to make sound selections. The president will convene the board at a date not later than 2 months before the scheduled end of the academic year, to review cadet records, and select the nominee of the award in each class. The criteria and the point weights for use in selection of recipients will be based on a maximum of 300 points, as follows (table 11–1):

Table 11–1
Selection criteria and point weights

Criteria	Points
Military scholarship and grades (grades earned in JROTC or NDCC course)	50
Academic scholarship and grades (grades earned in all courses other than JROTC or NDCC)	50
Military leadership	50
Academic leadership (separate from academic grades attained in JROTC, NDCC, and regular courses. Includes all demonstrated qualities of leadership in student organizations, constructive activities, participation in sports, etc.)	50
Demonstrated qualities of discipline, courtesy, and character, and consistently demonstrated potential qualities as an officer (to be an overall estimate for all pertinent elements of the cadet's performance)	100
Total point weight against which leading students are selected	300

e. Nominations will be forwarded annually to the Region Commander to be received not later than 45 days before the end of the academic year. Nominations will be typed on a single sheet of bond paper, size 8-1/2 by 11 inches, showing the name of the institution, the full name of each nominee, the class-year, and the signature of the SAI. If a multiple-unit selection board is convened, the DAI may endorse the nominations, but will not delay them. The nominations must be submitted by each school to the appropriate subordinate commanders and will not be placed on a consolidated list for forwarding purposes. The subordinate commander will retain nominations on file for 2 years following receipt.

f. The appropriate USACC Commander will approve the nomination by signing the proper certificate (DA Form 1773-1 (JROTC Citation) or DA Form 1773–3 (NDCC Citation)). These forms are available through normal publication supply channels and will be presented with the award.

g. The award consists of the blue pendant ribbon, blue-ribbon bar and clip, lapel button, and case with the appropriate certificate. A subsequent award (decoration, ribbon attachment, Superior Cadet Award) to the same cadet is indicated by a four-pointed star. Requisitions for the awards will be submitted through the appropriate supporting installation to Defense Personnel Support Center, ATTN: DPSC–T, 2800 South 20th Street, Philadelphia, PA 19101.

h. The names of the recipients will be announced annually by the SAI at a close-of-the-year ceremony. The SAI will notify appropriate news agencies in order that suitable news releases may be given to hometown and local press. It is not necessary to advise HQDA of the names of the recipients of the awards.

11–8. Legion of Valor Bronze Cross for Achievement

a. General. The Legion of Valor of the United States of America, Inc., to stimulate development of leadership, gives an award annually for achievement of scholastic excellence in military and academic subjects. This award, a bronze cross and certificate, is awarded to outstanding LET–2 (3-year program) and LET–3 (4-year program) cadets. The number of awards authorized per ROTC region or overseas command is based upon the following criteria: one award is authorized for each 4,000 LET–2/LET–3 cadets enrolled within an Army JROTC region or overseas command, plus one additional award for each fraction of that. The total number of eligible JROTC cadets and NDCC cadets are combined to determine the authorized number of awards per region or overseas command. (For example, 12,448 LET–2/LET–3 cadets, authorized four awards; 3,980 LET–2/LET–3 cadets, authorized one award.)

b. Criteria. The criteria for selecting students for the Legion of Valor Bronze Cross for Achievement will be the same as that for Superior Cadet Decoration (para. 11–6, above).

c. Selection. The selection board convened for the Superior Cadet Decoration Award will recommend one LET–2/ LET–3 cadet for the Legion of Valor Cross for Achievement. The SAI will submit the nomination according to command guidance, endorsed by the principal or head of the school to the ROTC subordinate or overseas command not later than 1 June. The ROTC subordinate or overseas command will forward the nominations of those determined best qualified in the numbers indicated in *a* above, to the Director of Awards of The Legion of Valor of the USA, National Adjutant, 4706 Calle Reina, Santa Barbara, CA 93110-2018, telephone (805) 692–2244. The Legion of Valor will send Bronze Crosses and certificates to the appropriate ROTC region commanders concerned.

d. Presentation. These awards should be presented in early fall during the cadet's last year in school by members of the Legion of Valor, when possible. The Legion of Valor will send along with the awards, names of members residing in the vicinity of the school having winners. The DAI/SAI will invite one or more Legion of Valor members to participate in the presentation. If no member is available, the award will be made by active military personnel who are recipients of the Medal of Honor, Distinguished Service Cross, Navy Cross, or Air Force Cross, or who occupy positions of appropriate prestige. JROTC parades or similar traditional school events, if held early in the school year, are considered suitable occasions for presentation.

11–9. Sons of the American Revolution (SAR) Award

a. General. The Sons of the American Revolution gives the award to a meritorious cadet enrolled in Army JROTC at each school (or one medal for each 500 cadets enrolled at time of the award), and recognizes an outstanding second-year cadet in a 3-year program or a third-year cadet in a 4-year secondary school program. This award consists of a bronze medal pendant and ribbon bar.

b. Criteria. Recipient must—

(1) Exhibit a high degree of merit with respect to leadership qualities, military bearing, all-around excellence in JROTC activities, and community service.

(2) Be currently enrolled in the JROTC program.

(3) Be in the top 10% of their JROTC class.

(4) Be in the top 25% of their overall class.

c. Selection. The SAI or authorized representative will select the recipient. The award may be presented at the end of a cadet's second year in a 3-year program, or at the end of the cadet's third year if in a 4-year program. A recipient of the award will not be eligible for a second award.

d. Source. A representative of SAR will present the award, and the State or Local SAR organizations will correspond directly with each JROTC unit within their areas. The SAI may inquire about the award to the Local or State SAR organizations, or to National SAR headquarters.

11–10. The Military Order of the World Wars (MOWW) Award

a. General. This award, which consists of a medal pendant, ribbon bar, and certificate is authorized for award annually to high school cadets and cadets at Class MI schools. The award in each case will be given for overall improvement in military and scholastic studies during the school year.

b. Criteria. Cadet must—

(1) Be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

(2) Have shown marked improvement in both military and scholastic grades at the time of selection and presentation of the award.

(3) Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve his or her country.

(4) Not have previously received this award.

(5) Participate in the program the following semester.

c. Selection. Selection will be made by the DAI/SAI with concurrence of the ranking school official present. Award may be made to a deserving cadet in each class or to a single cadet at a school. Approval must be obtained from the MOWW before awarding more than one medal at the school.

d. Source. The DAI/SAI may request medals from the nearest local chapter of The Military Order of the World Wars. If no local chapter is available, information may be obtained from the National Headquarters, The Military Order of the World Wars, 435 North Lee Street, Alexandria, VA 22314.

e. Presentation. Arrangements will be made by the DAI/SAI for an MOWW member to present the award to the recipient at an appropriate military ceremony. If a member is not available, any active, reserve, or retired commissioned officer, or individual with prior commissioned service who served honorably by full time active duty in the armed forces during a period of hostilities may present the award.

11–11. Daughters of the American Revolution (DAR) Award

a. General. This award, which consists of a bronze medal and ribbon bar, is presented annually by the Daughters of the American Revolution to a cadet at each school for outstanding ability and achievement.

b. Criteria. The cadet must—

(1) Be a member of the graduating class.

(2) Be in the top 25 percent of the cadets in JROTC and academic subjects.

(3) Have demonstrated qualities of dependability and good character, adherence to military discipline, leadership ability, and a fundamental and patriotic understanding of the importance of JROTC training.

c. Selection. Selection will be made by the DAI/SAI and the head of the school.

d. Source. Requests for sponsorship of the DAR award may be made by the DAI/SAI to the local DAR Chapter Regent. If local contacts are unavailable, information may be obtained from the National Defense Committee, National Society, Daughters of the American Revolution, 1776 D Street, NW, Washington, DC 20006.

e. Presentation. The award should be presented at an appropriate ceremony by a DAR Chapter Regent, a National Defense Chairman, or an appointed DAR representative.

11–12. Association of Military Colleges and Schools (AMCSUS) of the United States Award

a. General. This award, which consists of a gold medal pendant, is called 'The AMCS President's Medal' and may be awarded annually at those schools holding membership in the association. One award per year per school is authorized.

b. Criteria. This award may be presented at the discretion of the member school according to criteria that best suits the individual school's standards and programs. The individual selected should be a full-time student/cadet who has completed at least 2 full years before being considered for the award.

c. Selection. A board composed equally of academic and military faculty members will make selection. They will nominate a recipient to the principal or head of the school, who will make the final selection.

d. Source. Address requests for information about this award to the Association of Military Colleges and Schools of the United States, 515 Wythe Street, Suite 201, Alexandria, VA 22314.

e. Presentation. The principal, the head of the school, or his or her representative at an appropriate ceremony, will make presentation during the commencement period at the end of the normal academic year.

11–13. American Legion Awards

a. General. These awards are given annually to outstanding cadets at each school for general military and scholastic excellence. Not more than one student at a school may be nominated per year for these awards. Students participating in JROTC programs conducted at high schools will receive the bronze medal; students participating at military schools during their Junior year will receive the silver medal. A miniature reproduction of the official JROTC crest is attached to the medal awarded for scholastic excellence. Recipients of either award will also receive a ribbon bar to which the crest or scroll is attached.

b. Criteria. A cadet may receive an award for general military excellence and an award for scholastic excellence for the same school year or for more than one year.

(1) General Military Excellence Award. The cadet must—

(a) Be in the top 25 percent of his or her class in academic subjects and JROTC subjects.

(b) Have demonstrated outstanding qualities in military leadership, discipline, character, and citizenship.

(2) Scholastic Excellence Award. The cadet must—

(a) Be in the top 10 percent of his or her class in academic subjects.

(b) Be in the top 25 percent of his or her class in JROTC subjects.

(c) Have demonstrated qualities of leadership.

(d) Have actively participated in related student activities such as student organizations, constructive activities, or sports.

c. Selection. The DAI/SAI or head of the school or both will make selection.

d. Source. Requests for awards may be made to the local posts of the American Legion. If no local post exists, information may be obtained from the National Security Division, The American Legion, K Street NW, Washington, DC 20006.

e. Presentation. Arrangements will be made by the DAI/SAI for an American Legion representative to present the awards at an appropriate military ceremony.

f. Reporting. Send a follow-on report to the National Security/Foreign Relations Division, The American Legion, that includes—

(1) Name of recipient and type of award.

(2) American Legion Post Number and date award was presented.

(3) Name and title of American Legion representative presenting the award.

11–14. The National Sojourners Award

a. General. This award, which consists of a ribbon with medal pendant, is made annually to an outstanding cadet at each school who contributed the most to encourage and demonstrate Americanism within the Corps of Cadets and on the campus.

b. Criteria. The cadet must—

(1) Be in the second or third year of JROTC.

(2) Be in the top 25 percent of his or her academic class.

(3) Have encouraged and demonstrated the ideals of Americanism by deed or conduct or both.

(4) Have demonstrated a potential for outstanding leadership.

(5) Not have previously received the award.

c. Selection. The DAI/SAI or head of the school or both may make the selection. Final approval rests with the sponsoring chapter of National Sojourners.

d. Source. Request for National Sojourners Award sponsorship may be made by the DAI/SAI to the nearest local chapter. Requests are normally made in January for presentation in April or May. If no local chapter exists, information may be obtained from the National Sojourners, Inc., 8301 E. Boulevard Drive, Alexandria, VA 22308.

e. Presentation. The DAI/SAI will make appropriate arrangements for presentation of the award.

11–15. Scottish Rite of Freemasonry JROTC Award

a. General. This award, which consists of a bronze metal pendent, a ribbon, and a certificate may be awarded annually to one outstanding cadet who demonstrates scholastic excellence and Americanism.

b. Criteria. The cadet must—

(1) Have contributed the most among cadets on campus to encourage and demonstrate Americanism, by deeds or conduct during participation in extracurricular activities or community projects.

(2) Have demonstrated academic excellence by being in the top 25 per cent of his or her academic class.

(3) Have demonstrated a potential for outstanding leadership by exhibiting qualities of dependability, good citizenship, and patriotism.

(4) Be in the second year of a 3-year program or in the third year of a 4-year program.

(5) Not have previously received this award.

c. Selection. Selection will be made by the DAI/SAI or other senior service official or the head of the school (or both).

d. Source. Requests for the award should be made to the nearest Scottish Rite Valley of the Southern Jurisdiction. Requests may be made at any time during the calendar year. If the location of the nearest Valley is unknown, that information is available from the National Headquarters. Call (202) 232–3579 or write to the Supreme Council, Thirty-third Degree, Ancient and Accepted Scottish Rite of Freemasonry, Southern Jurisdiction, USA, 1733 Sixteenth Street, N.W., Washington, DC 20009–3199.

e. Presentation. With 30 days prior notice of the presentation ceremony, the local Scottish Rite Valley that provided the award will select and provide a presenter.

11–16. U.S. Army Recruiting Command (USAREC) Award for JROTC

a. General. This award is presented annually by USAREC to a cadet at each school in recognition of outstanding achievement and contributions to the JROTC program. The award consists of a bronze medal and ribbon bar.

b. Criteria. The cadet must—

(1) Be in the second year of a 3-year program or in the third year of a 4-year program.

(2) Be in the top 25 percent of his or her academic class.

(3) Have demonstrated outstanding leadership traits and possess the potential for assuming positions of increased responsibility.

(4) Participate in extracurricular activities that foster both scholastic and military excellence.

(5) Demonstrate qualities of dependability and good character, respect military discipline and standards, and possess a fundamental and patriotic understanding of the importance of JROTC training.

(6) Not have previously received the award.

c. Selection. School officials will make the selection with the assistance of the DAI/SAI.

d. Source. The bronze medal and ribbon bar will be provided by USAREC. Submit requests to Commander, U.S. Army Recruiting Command, ATTN: RCAPA–PA, Ft Knox, KY 40121–2726.

e. Presentation. The award will be presented at the end of the school year along with the annual awards program. A representative of USAREC will make the presentation.

11–17. Noncommissioned Officers Association (NCOA) Award for JROTC

a. General. This award is presented annually by NCOA to each unit's most outstanding noncommissioned officer cadet during the past school year. The award consists of a medal, ribbon, and certificate. Larger units in excess of 150 cadets may coordinate with NCOA for approval to present additional awards.

b. Criteria. The cadet must have consistently exhibited the best military bearing, personal appearance, deportment, and leadership ability in his or her unit.

c. Selection. Candidates for this award should appear before a board composed of JROTC instructors who will select the cadet in accordance with the above criteria. The board's recommendation including the cadet's name and rank, and date, time, and place of ceremony will be sent in writing to the nearest NCOA chapter, the nearest NCOA Service Center, or Roadrunner Chapter #153, NCOA, P.O. Box 2027, Glendale, AZ 85311–2027.

d. Source. This program is administered by the Roadrunner Chapter #153, NCOA. For additional information, call or write NCOA JROTC Award Coordinator, P.O. Box 2027, Glendale, AZ 85311–2027, Telephone (602) 347–7657, FAX (602) 814–6771.

e. Presentation. The medal, ribbon, and certificate, provided by NCOA, will either be presented by an NCOA representative at an appropriate ceremony or will be mailed to the SAI.

11-18. Association of United States Army (AUSA)

The AUSA medal shall be presented to cadets (1 per high school) who are recognized for outstanding leadership and academic achievement. The SAI and the local AUSA chapter will establish the criteria selection for the award. The SAI should contact the local AUSA chapter or write to AUSA, 2425 Wilson, Blvd, Arlington, VA 22201.

11-19. The Retired Officers Association (TROA)

a. The TROA JROTC medal shall recognize an outstanding cadet who is in their next-to-last year in the Program and who has demonstrated exceptional potential for military leadership. To be eligible for an award the candidate must:

(1) Be in the next-to-last year of the Program.

(2) Be in good academic standing.

(3) Demonstrate a high degree of loyalty to the unit, school, and the country.

(4) Demonstrate exceptional potential for military leadership.

b. The recipient will be selected by the individual's unit commander who coordinates the selection and the presentation with the local chapter. However, when the local chapter is sponsoring the award, final approval rests with the chapter and a representative of the chapter should make the award.

c. In the event there are no chapters in the local community, the SAI may request the medal and/or certificate from TROA national directly by contacting the Council and Chapter Affairs Department at (800) 245-8762, ext. 118, or by addressing the request to TROA, Council and Chapter Affairs Department, 201 N. Washington St., Alexandria, VA 22314-2539.

11-20. Military Order of the Purple Heart
The Military Order of the Purple Heart Award recognizes an outstanding cadet who is enrolled in the Program and demonstrates leadership ability.

a. The recipient of the award must—

(1) Hold a positive attitude toward the Program and country.

(2) Hold a leadership position in the cadet corps.

(3) Be active in school and community affairs.

(4) Attain a grade of "B" or better in all subjects for the previous semester.

(5) Not have been a previous recipient of this award.

b. The DAI/SAI will select and present the award annually at an appropriate ceremony with a representative of the Military Order of the Purple Heart, if available.

c. Request the award from the nearest local MOPH unit before February for presentation in April or May. If no local MOPH unit is available, obtain the award by writing the MOPH, 5413 Backlick Road, Springfield, VA 22151.

11-21. Veterans of Foreign Wars (VFW)
Veterans of Foreign Wars awards are presented to cadets in the Program for recognition of outstanding achievement and exceptional leadership ability. The medal pendant with matching ribbon bar is 1 3/8 inches in width overall consisting of the 1/8 inch gold stripe, a 1/8 inch purple stripe, a 7/8 inch gold stripe, a 1/8 inch purple stripe and a 1/8 inch gold stripe. Students in 10th grade or above who are currently enrolled in the Program and actively engaged in Program activities are eligible for the award.

a. Criteria. Possession of individual characteristics contributing to leadership including:

(1) Positive attitude toward the Program.

(2) Outstanding military bearing and conduct in and out of uniform.

(3) Personal attributes (self-confidence, initiative, flexibility, and judgment).

(4) Patriotism (commander or member of color guard, drill team with or without arms, flag protocol instruction team and actively promote Americanism).

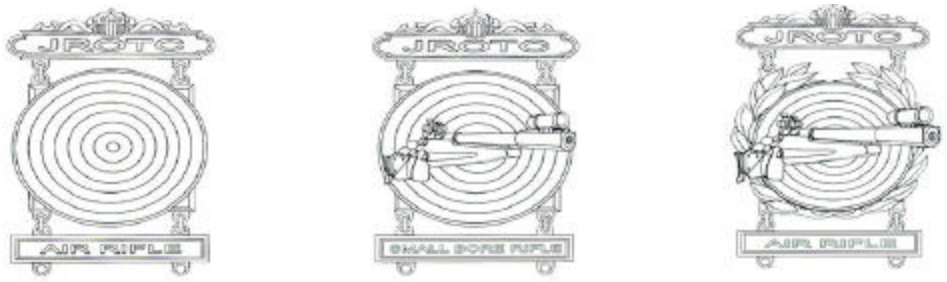
(5) Courtesy (dependability, punctuality, human relations, respect, cooperation).

(6) Growth potential (capable of assuming high leadership responsibilities in the unit with additional training and experience).

b. The recipient of the award will be selected by the unit. It is recommended that the award be presented annually at an appropriate ceremony. It is further recommended that a representative of the VFW be on hand to present the award if available.

11-22. Qualification Badge

JROTC marksmanship qualification badges (fig 11-3) will be worn centered on the flap of the left breast pocket of the Class A uniform coat or Class B uniform shirt, or in a similar location on the distinctive cadet-type uniform blouse. Only the latest award will be worn. Qualification standards are at Appendix O.



1. Marksman 2. Sharpshooter 3. Expert

(Figure 11-3. The three levels of JROTC Marksmanship Qualification Badges)

11–23. Schools awards

a. To ensure ribbon awards are uniformly designed, DA has approved 36 designs (Appendix M) that will be made based on criteria specified in Appendix N and by subordinate commanders. These designs are divided into four series:

(1) Academic awards - 10 designs.

` (2) Military awards - 15 designs.

(3) Athletic awards - 5 designs.

(4) Miscellaneous awards - 6 designs.

b. The order of merit of these awards, by series, is academic, military, athletic, and miscellaneous. The order of merit within a series is determined by the last digit of the numerical designations (Appendix N).

c. Any other medals, badges, or ribbons awarded by host schools will be procured at no expense to the Government. They may be worn on the JROTC uniform only when the design has been approved by TIOH, USA. (Design approvals previously granted remain in effect.)

d. Multiple awards of any ribbon or medal will be designated with a lamp device as follows: 2nd award; bronze lamp, 3rd award; silver lamp, 4th award; gold lamp, 5th award; 1 gold lamp and 1 bronze lamp, 6th award; 1 gold lamp and 1 silver lamp, 7th award; 2 gold lamps, and so on. (in no case will more than one of the same ribbon, medal or medallion be worn).

11–24. Marksmanship medals and ribbons

a. Junior Excellence-in-Competition (EIC) badges and Junior Distinguished badges awarded by the Civilian Marksmanship Program are authorized for general wear on issue-or cadet-type uniforms.

b. Other medals and ribbons with medal pendants awarded by the Civilian marksmanship Program, National Rifle Association, American Legion, USA Shooting, or other organizations sponsoring marksmanship competitions may be worn on the JROTC only for special ceremonies and official functions as directed by the DAI/SAI. They cannot be authorized for general wear.

11–25. Other awards

Institutions, agencies, and military honor societies with established records of support for JROTC programs and services to the Nation may present awards to cadets in these programs. However, they must be without expense to the Government, the design must be approved by TIOH, and the award and criteria used must be approved by HQDA. Filing of corporate papers, constitution and bylaws, letters of agreement, or other documents may be required.

11–26. Unit awards

a. General. A Merit Unit (MU) is one that has demonstrated significant performance in all areas of the JROTC program, as determined by CG, USACC, and designated in permanent orders. An Honor Unit (HU) is one that has maintained a high standard of instruction and performance during the school year, as determined by the CG, USACC and designated in permanent orders. An Honor Unit with Distinction (HUD) is one that has demonstrated exceptional performance in all areas of program operation. To receive such ratings is a reflection on both the unit and the school.

b. Initial issue. Streamers will be provided at Government expense to all units awarded the HU, the HUD, and the MU JROTC rating. To order streamers for HUD, HU, OR MU, submit a DD Form 1348, along with a copy of the orders designating the unit as such, through the support installation to U.S. Army Support Activity, ATTN: SSCPM–ARSO, P. O. Box 13460, Philadelphia, PA 19145–3460. They will be issued in pairs, one showing the Honor Unit or Honor Unit with Distinction designation and one showing the years in which the awards were earned. Dates after the initial issue of the streamers will be added without expense to the

Government. When the date streamer is filled, an additional date streamer will be provided at Government expense for future awards.

c. Replacement. Streamers embroidered to show designation or years of awards may be issued at Government expense to replace ones that become unserviceable because of fair wear and tear.

d. Description. Streamers are swallow-tailed and distinctive in color. The streamer will be displayed attached to the pike or lance of the school colors right below the spearhead. The streamer is an integral part of the JROTC school colors. Date streamers will be the colors of the unit class. Dimensions are 2-3/4 inches wide and 3 feet long for display with school colors.

(1) Honor unit with distinction colors:

(a) Class MI will be dark yellow 3/8 inch, dark orange 2 inches, and dark yellow 3/8 inch. The orange stripe is embroidered in dark yellow with the inscription 'Honor Unit with Distinction' followed by a star, both 1-1/4 inches in height. Dark yellow numerals, 1-1/4 inches in height, will denote award years on the date streamer.

(b) Class HS will be dark yellow 3/8 inch, medium blue 2 inches, and dark yellow 3/8 inch. The blue stripe is embroidered in dark yellow, with the inscription 'Honor Unit with Distinction' followed by a star, both 1-1/4 inches in height. Dark yellow numerals, 1-1/4 inches in height will denote award years on the date streamer.

(c) NDCC will be medium blue 3/8 inch, dark yellow 2 inches, and medium blue 3/8 inch. The yellow stripe is embroidered in medium blue with the inscription 'Honor Unit with Distinction' followed by a star, both 1-1/4 inches in height. Dark yellow numerals, 1-1/4 inches in height will denote award years on the date streamer.

(2) Honor unit/school colors:

(a) Class MI will be gray 3/8 inch; bright yellow 2 inches, and gray 3/8 inch. The bright yellow stripe is embroidered in gray with the inscription 'Honor Unit' followed by a star, both 1-1/4 inches in height. Gray numerals, 1-1/4 inches in height will denote award on the date streamer.

(b) Class HS will be bright yellow 3/8 inch, scarlet 2 inches, and bright yellow 3/8 inch with the inscription 'Honor Unit' followed by a star, both 1-1/4 inches in height. Bright yellow numerals, 1-1/4 inches in height, will denote award years on the date streamer.

(c) NDCC will be white 3/8 inch, dark blue 2 inches, and white 3/8 inch. The dark blue stripe is embroidered in white with the inscription 'Honor Unit' followed by a star, both 1-1/4 inches in height. Numerals, 1-1/4 inches in height, will denote award years on the date streamer.

(3) Merit Unit colors are as follows:

(a) Class MI will be a silver gray streamer with the inscription 'Merit Unit:' followed by a star, both embroidered in white. The inscription will be 1-1/4 inches in height and the star will be 1-7/16 inches in height. While numerals, 1-1/4 inches in height will denote award years on the date streamer.

(b) Class HS will be a yellow streamer with the inscription 'Merit Unit' followed by a star, both embroidered in white. The inscription will be 1-1/4 inches in height and the star will be 1-7/16 inches in height. White numerals, 1-1/4 inches in height will denote award years on the date streamer.

(c) Class NDCC will be an oriental blue streamer with the inscription 'Merit Unit' followed by a star, both embroidered in white. The inscription will be 1-1/4 inches in height and the star will be 1-7/16 inches in height. White numerals, 1-1/4 inches in height, will denote award years on the date streamer.

Appendix A
References

Section I
Required Publications

AR 5-9
Area Support Responsibilities

AR 37-1
Army Accounting and Fund Control

AR 40-3
Medical, Dental and Veterinary Care

AR 40-501
Standards of Medical Fitness

AR 60-20
The Army and Air Force Exchange Service Operating Policies

AR 71-32
Force Development and Documentation-Consolidated Policies

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

AR 145-2
Junior Reserve Officer's Training Corps Program: Organization, Administration, and Support

AR 190-11
Physical Security of Arms, Ammunition, and Explosive

AR 190-13
The Army Physical Security Program

AR 190-40
Serious Incident Reports

AR 385-63
Policies and Procedures for Firing Ammunition for Training

AR 600-9
The Army Weight Control Program

AR 600-8-22
Military Awards

AR 600-20
Army Command Policy

AR 601-210
Regular Army and Army Reserve Enlistment Program

AR 670-1
Wear and Appearance of Army Uniforms and Insignia

AR 700-84
Issue and Sale of Personal Clothing

AR 710-2
Inventory Management Supply Policy Below the Wholesale Level

AR 725-50
Requisition, Receipt and Issue System

AR 735-5
Policies and Procedures for Property Accountability

CCR 145-3
Senior Reserve Officer's Training Corps: Pre-commissioning Training and Leadership Development

CCR 145-8-3
Senior Reserve Officer's Training Corps: Organizational Inspection Program Checklist: Inspection of JROTC Battalions

CCR 700-1
Logistics: ROTC Standardized Logistics Policy and Procedures

Section II
Related Publications

A related publication is a source of additional information. The user does not have to read it to understand the publication.

AR 11-12
Management Control

32 CFR 111

32 CFR 542.1

JFTR
Joint Federal Travel Regulations, Volumes 1 and 3

Title 10, United States Code, Section 773

Title 10, United States Code, Section 972

Title 10, United States Code, Section 1201

Title 10, United States Code, Section 1223

Title 10, United States Code, Section 2031

Title 18, United States Code, Section 703

Title 18, United States Code, Section 704

DOD 1205-12

DOD 1342.6

DOD 4513.R

DOD 4515.13.R

DOD 5500.7R

DOD Defense Reutilization and Marketing Manual 4160.21M

DOD Instruction 1205.13

Supply Bulletin 700-20

Section III
Prescribed Forms
Except where otherwise indicated below the following forms are available on the Army Electronic Library (AEL) CD ROM (EM0001) and the U.S. Army Publishing Agency Web-site (www.usapa.army.mil).

DA Form 134
Military Training Certificate Reserve Officer's Training Corps

DA Form 254
Military Training Certificate-National Defense Cadet Corps

DA Form 5500-R
Body Fat Content Worksheet

DA Form 1173-1
Citation for the Superior JROTC Cadet Decoration Award
DA Form 1773-3
Citation for the Superior National Defense Cadet Decoration Award

DA Form 2754
Pay Certification Worksheet for Entitlement Computation

DA Form 2767
Annual Certification of Pay and Data Form

DA Form 3126
Application and Contract for Establishment of a Junior Reserve Officers' Training Unit

DA Form 3126-1
Application and Agreement for Establishment of a National Defense Cadet Corps Unit

DA Form 7410
Evaluation Worksheet, Potential Army JROTC Program

CC FM 211-R
Abbreviated Report of Medical Examination for JROTC

IACP&D Form 45
Instructor Annual Certification and Pay Data

Section IV
Reference Forms

DA Form 11-2-R
Management Control Evaluation Certification Statement

DA Form 145
Army Correspondence Course Enrollment Application

DA Form 638
Recommendation for Award

DA Form 2028
Recommended Changes to Publications and Blank Forms

DD Form 2
Armed Forces Identification Card (Retired)

SF 85P
Questionnaire for Public Trust Position

SF 123
Transfer Order – Surplus Personal Property

SF 1034
Publication Voucher for Purchases and Services Other Than Personal

Appendix B
Authorized Impact Purchases for Curriculum Related Items

Written Communications for Sergeants
(703) 680-7488
Ms. Susan Hughes
E-mail: hughes-s@erols.com

Chief Justice
www.chiefjustice.com
Mr. Bob Aucone
(415) 883-3530
(415) 892-7479 (Fax)

Lions Quest (basic curriculum and supplemental materials)
www.quest.edu
PO Box 4850
1984 Coffman Rd.
Newark, OH 43055-4850
(800) 446-2700

IntelliLearn Materials
www.intellilearn.org
Dr. Laurence Martel
National Academy of Integrative Learning, Inc. PO Drawer 5784
Hilton Head Island, SC 29938
(843) 686-4050

Skills Mapping (Success Profiler)
Materials will be distributed through the JROTC directorate when available

Interactive Nights Out
WILL Interactive, Inc.
www.willinteractive.com
Toll free 877-255-9455

Leadership Education Aptitude Drill (LEAD Game)
sseals@ipa.net
Port Adventure, Inc.
421 Grant Co., Road, #167056
Sheridan, AR 72150
(870) 942-7677

Appendix C
Junior Reserve Officers' Training Corps Curriculum Requisition Procedures

1. **JROTC curriculum materials** must be ordered electronically through the U.S. Army Publishing Agency in St. Louis, MO, using the USAPA World Wide Web (www) Home Page. Please note that paper copies of DA Form 4569 and telephonic orders are no longer accepted. The home page address of USAPA is http://www.usapa.army.mil./ Once connected to the home page, publication account holders will find a data entry screen that is an electronic version of the DA Form 4569. If you are having problems with pending orders, contact USAPA customer service personnel in St. Louis at DSN 693-7305 or Commercial (314) 263-7305, Ext. 266 or 268.

2. Leadership Education and Training (LET) materials supporting the new curriculum have been distributed to all units, Brigades and Regions. Newly established units will receive materials after Brigade or Region notifies USACC that the unit has met all establishment criteria.

3. Audiovisual videos and CD-ROMS that are part of the JROTC curriculum are listed below. Many of these videos are the same videos that have been in our curriculum for many years. The videos have been digitized and placed on CD-ROMS. The two (2) *Winning Colors* videos are in a set. The original *Winning Colors* video is to be used in the classroom. The second *Winning Colors* video is for instructors. When ordering the set use (PIN 711070). DO NOT reorder videos that you already have. THESE ARE THE SAME VIDEOS!

Davey, The High School Experience: (PIN— 711620)

The Heimlich Maneuver: (PIN— 711621)

Mental Training for the Junior Shooter: (PIN— 711622)

Unlocking Your Potential: (PIN— 711623)

You the People: (PIN— 711397)

Sexual Harassment in Schools: (PIN— 711068)

Winning Colors: (PIN— 711070)

Steps to Success: (PIN—711071)

Cocaine to Crack: Gina's Story: (PIN— 711073)

Freedoms: Your American Citizenship: (PIN — 711075)

Colin Powell - The Making of a Leader: (PIN— 711076)

(Figure C-1 (Page 1) JROTC Curriculum Requisition Procedures)

Once More with Feeling: (PIN— 711079)

Spaceship Earth: Our Global Environment: (PIN— 711080)

Speaking of Comedy: Techniques of Communication: (PIN— 711082)

A Clean Start: Spirit of American Citizenship & JROTC: (PIN— 711083)

Saving Sergeant Pabletti: JROTC Edition: (PIN—711571)

JROTC Today: Tomorrow's Leaders: (PIN—711572)

Service Learning: (PIN—711573)

4. JROTC instructors may order the United States Army Values videos series in support of the JROTC curriculum.

Introduction: (PIN—-711146)

Respect: (PIN—- 711147)

Honor: (PIN— 711149)

Integrity: (PIN— 711150)

Selfless Service: (PIN— 711151)

Loyalty: (PIN— 711152)

Personal Courage: (PIN— 711153)

How Army Values Helped Me: (PIN— 711361)

Leaders and Army Core Values: (PIN— 711360)

5. The videos listed above are currently reproduced and stocked at the Defense Automated Visual Information System/Defense Instructional Technology Information System (DAVIS/DITIS) in Tobyhanna, PA. To obtain these video productions, including service-related videos referred to throughout the curriculum, please access Internet at http://dodimagery.afis.osd.mil/and follow directions provided. If the Internet is not available, the e-mail address is mailto:vibuddy@hq.afis.osd.mil. If neither Internet nor e-mail is available, the request may be faxed to JVISDA at (570) 895-6106 or DSN 795-6106 and must include the following:

Figure C-1 (Page 2) JROTC Curriculum Requisition Procedures)

a. Complete address (include street address, building and room number, city, state, and 9-digit zip code)

b. PIN/PAN No. and title

c. Quantity

d. Required Delivery Date (normally a 15-day timeframe is required - if needed before then, a justification must be provided).

6. If you have any questions, please contact a JVISDA customer service representative at (570) 895-7438 or DSN 795-7438 for zip codes beginning with 0 through 4 and (570) 895-7192 or DSN 795-7192 for zip codes beginning with 5 through 9.

7. Other points of contact that provide support to the JROTC curriculum are listed below:

a. High School Financial Planning Program
www.nefe.org
Mrs. Elizabeth Scheiver
5299 DTC Boulevard, Suite 1300
Englewood, CO 80111-3334
(303) 224-3510

b. Groundhog Job Shadow Day
www.jobshadow.org
(410) 810 7910

8. JROTC instructors may requisition maps and other related materials from the Richmond Map Facility after establishing an account with the Defense Supply Center Richmond (DSCR). Instructors may access DSCR web site at http://www.dscr.dla.mil/PC9. Click "ordering info" and complete the Defense Logistics Agency (DLA) Form 1832. Instructors must complete DLA Form 1832 for all existing and new accounts and mail to: DEFENSE SUPPLY CENTER RICHMOND, ATTN: PRODUCT CENTER 9 (DSCR-JNB), 8000 JEFFERSON DAVIS HIGHWAY, RICHMOND, VA 23297-5335 or FAX TO: (804) 279-6510 or DSN 695-6510

9. Upon notification by DSCR that the account has been established, open the web account by accessing "System Access Request" in the Web Ordering Procedures menu. Instructors will receive a password and login name 8 to 10 days after submitting the web data sheet. Catalogs are published by DSCR to provide a comprehensive listing of all available NIMA products and instructions on how to obtain them. The catalog will be issued to all customers annually upon request.

(Figure C-1 (Page 3) JROTC Curriculum Requisition Procedures)

Appendix D
Sample Request for Hire Letter

(Letterhead of School/District Hiring Authority or business format letter) (include fax number)

Commander
Headquarters, U.S. Army Cadet Command
ATTN: ATCC-J-IM
Fort Monroe, Virginia 23651-5000

Dear Sir:

Request approval to hire the following named individual as a JROTC Instructor (Cost shared or non-cost shared basis) at (school name, city, state):

Retired Rank and full Name:

SSN: _____.

Date of Retirement: _____.
Years and months of Active Federal Service for retired pay: _____ years, ____ months

Date of Employment on an Army Non-cost-shared basis:

Number of Months: _____.

Ending date of contract: _____.

Reason: € Initial hire (Army Approved New Program)

€ Replacement hire

Rank/Name of previous incumbent:
Termination date:

€ Army-approved increase in authorized staffing

Headquarters that approved the increase:
Date of approval memorandum:

An initial estimate of the individual's minimum instructor pay € is € is not requested.

(Signature of Hiring Authority)

Appendix E
Application for Employment in the JROTC Program

DATA REQUIRED BY THE PRIVACY ACT OF 1974:

TITLE OF FORM: Application for Approval of Employment in the JROTC Program
AUTHORITY: Title 10, United States Code 2031
PRESCRIBING DIRECTIVE: AR 145-2
PRINCIPAL PURPOSE: To check the professional qualifications of prospective JROTC Instructors
MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: Disclosure of information is voluntary, but failure to do so will preclude the individual from further consideration as a prospective JROTC Instructor.

Please type or print legibly
Part 1: General Information

Last Name **First Name** **Middle Name**

Social Security Number: **Date of Birth:**
Current Grade: **Years of Active Service:**
Grade at Retirement:
If different from current grade, attach documentation or explain in Part 7 Remarks)

Date of Retirement: **Date Available for Employment:**
Branch/MOS: **GT Score:**
Marital Status: **Number of Dependents:**
Are You a United States Citizen: **? Yes** **? No**
Mailing Address (include zip code):

Home Telephone (include area code): ( )
Work Telephone (include AUTOVON if available): ( )
I may be reached at the above location until (date):

Part 2: Education

High school graduate? **? Yes** **? No** **? GED Date:**
College/University credit/degree? **? Yes** **? No** **# yrs** **Degree**
Graduate/Postgraduate credit/degrees? **? Yes** **? No** **# yrs** **Degree**
Name of College or University **Field of Study** **Yrs Attended** **Degrees/Hrs Completed**

(If necessary, continue in Part 7: Remarks.)

Part 3: Instructor/Assignment/Employment Experience

Instructional ability is a vital qualifying criterion. Be sure to indicate any experience you have in this area. Use Part 7: Remarks, if necessary.

Have you ever had experience in any of the following:

JROTC instructor? ? **Yes** ? **No**

School **Year**

Senior ROTC Instructor? ? **Yes** ? **No**

School **Year**

Service School Instructor? ? **Yes** ? **No**

School **Year**

Civilian Instructor? ? **Yes** ? **No**

School **Year**

Other Instructor/teaching experiences?

Subjects taught:

Administrative Experience? ? **Yes** ? **No**

Supply Experience? ? **Yes** ? **No**

Last active duty, location of personnel records:

Employment since retirement:

Employer	Job Description	Dates	Reason for Change

Name and address of supervisor in current job (include zip code):

Telephone (include area code):

Part 4: Medical History

Did you retire with any physical disability: ? Yes ? No

If so, what percent? %

Have you had any serious illnesses since retirement? ? Yes ? No

Do you have any speech defects? ? Yes ? No

Do you have any hearing defects? ? Yes ? No

Do you have any uncorrected visual defects? ? Yes ? No

Have you ever had any drinking/drug problems? ? Yes ? No

If you answered "yes" to any of the above questions, give details in Part 7: Remarks.

Date of last physical examination (Must be within 5 years if active duty, within 1 year if retired) HEIGHT WEIGHT

Part 5: Service Record

Were you ever dishonorably discharged from any previous enlistment or prior service? ? Yes ? No

Have you ever been tried by court martial or received an Article 15? ? Yes ? No

Have you ever been detained, held, arrested, indicted or summoned into court as a defendant in a criminal proceeding? ? Yes ? No

Have you ever been convicted, fined, imprisoned or placed on probation? ? Yes ? No

Have you ever been ordered to deposit bail or ? Yes ? No

or collateral for the violation of any law, police regulation or ordinance (excluding minor traffic violations for which a fine or forfeiture of $50 or less was imposed?)

If you answered "yes" to any of the above questions, give detailed explanation in Part 7: Remarks.

Part 6: Preferred Location for Employment
(You may list up to four states or countries. Do not list a state unless you are willing to pay to relocate yourself to the job. Overseas hires ordinarily include relocation costs.)

1.	**3.**
2.	**4.**

Part 7: Remarks
Use this section for any details, explanation or completion of Parts 1 through 6. If necessary, attach a continuation sheet.

I certify that the information provided in this application is correct to the best of my knowledge. I authorize Cadet Command to verify the information I have provided from official military personnel records, a national security agency check or other information that may be available. **I understand that knowingly providing untrue information on this application will bar me from employment by JROTC, and if employed, will result in withdrawal of certification and termination as a JROTC instructor regardless of how long I might have been employed.**

I accept that I must maintain prescribed standards of dress and personal appearance, including the weight standards of AR 40-501, as conditions of initial certification and continuing employment.

I authorize Cadet Command to release copies of this application and the documents in my application packet to school officials considering me for employment. (Note: Granting this authorization is voluntary. If you wish you may elect to authorize such release only on a case by case basis.

Date_____ Signature of Applicant
_____

Enclosures: (**Check before mailing**) Photograph, Memo from security manager (active duty only), last five evaluation reports, ORB or Forms 2a and 2-1, DD 214 or PQR for AGR (upon retirement for active duty personnel), physical exam, typed and signed one page letter stating why you want to be an instructor, and tape test if over height/weight standards. **Retain a copy of everything for your records!**

Mail to: Headquarters, US Army Cadet Command
ATTN: ATCC-JR-IM
Ft Monroe, VA 23651-5000

Questions? Call---JROTC
DSN: 680-4001 or
1-800-347-6641

Appendix F
JROTC Coaching Rubric

Instructor: _____ **School:** _____

Evaluator: _____ **Length of Observation:** _____

Instructor Skill and Performance Rubric

Master (M): Exhibits the quality all or most of the time. Demonstrates the skill with consistency and with only minor problems if any.

Apprentice (A): Does not exhibit the skill to a reasonable degree of proficiency. Would benefit from additional work to improve the level of skill through individual practice, coaching from a colleague, observing other teachers at the master level.

Classroom Climate			
M, A	**Indicators**	**M, A**	
	(1) Uses active listening		**(5) Communicates expectations for acceptance of diversity**
	(2) Shows concern for the social, emotional, and physical well-being of students		**(6) Encourages positive student interaction with activities like affirmations (thank you's)**
	(3) Creates an encouraging and supportive classroom		**(7) Manages student behavior and conflict in an appropriate manner and encourages cooperation**
	(4) Provides students with an opportunity to succeed		
Comments			

Planning			
M, A	**Indicators**	**M, A**	
	(1) Shows evidence of planning		**(4) Arranges room to provide for student interaction and group work**
	(2) Identifies objectives clearly		**(5) Manages lesson time effectively**
	(3) Matches objectives to standards and district goals		**(6) Displays evidence of student learning IE: student work, projects**
Comments			

Lesson Delivery/Technology			
M, A	Indicators	M, A	
	(1) Displays appropriate knowledge of the lesson content		(6) Uses correct grammar
	(2) Follows the structure and organization of the four phase lesson format		(7) Includes the appropriate unit and lesson CD to support the lesson objectives
	(3) Uses energizers and a variety of activities to teach concepts and skills		(8) Posts charts around the room as reference points for learning
	(4) Shows enthusiasm through gestures, voice inflection, or movement about the room		(9) Creates colorful charts based on student input
	(5) Gives encouragement to students using smile, head nod, verbal praise, eye contact		
Comments			

Thinking Skills			
M, A	Indicators	M, A	
	(1) Processes learning activities by asking higher level questions e.g. metacognitive (What affected your thoughts), EIAG (describe experience, identify feelings, analyze reaction, generalize uses), PAC (Practical, Analytical, Creative)		(2) Includes graphic organizers in lesson
Comments			

Learning Styles			
M, A	Indicators	M, A	
	(1) Includes two or more multiple intelligences with every lesson		(2) Provides students a variety of learning activities e.g. observing and watching, experiencing and performing, discussing and explaining, processing and reflecting
Comments			

(Figure F-1 (Page 2) JROTC Coaching Rubric)

Feedback			
M, A	Indicators	M, A	
	(1) Provides students feedback on their progress through a variety of methods		(2) Requests feedback from students using a variety of methods
	(3) Encourage student Questioning for purposes of clarity and understanding.		(4) Provides feedback in a timely manner.
Comments			

Authentic Assessment			
M, A	Indicators	M, A	
	(1) Incorporates the lesson authentic assessment (AA) handouts		(3) Includes a variety of AA techniques such as Checklists, Rubrics, Learning Logs, Objective tests, Portfolios
	(2) Ensures students understand assignment requirements and scoring using AA handouts		
Comments			

Reflection			
M, A	Indicators	M, A	
	(1) Incorporates reflection into each phase of lesson.		Reflects on effective use of strategies, methods and materials within the lesson.
	(2) Asks questions to elicit responses which demonstrate student learning of objective.		
Comments			

(Figure F-1 (Page 3) JROTC Coaching Rubric)

JROTC INSTRUCTOR ANNUAL PERFORMANCE APPRAISAL

1. NAME(Last, First, MI) 2. SSN 3. Grade

4. SCHOOL, CITY, STATE 5. PERIOD COVERED 6. TOTAL MONTHS 7. YEAR HIRED

8. SIGNATURE OF RATED INDIVIDUAL 9. DATE 10. RATING

HIGH DEGREE PROFICIENCY LOW DEGREE

<_____>

E AA A BA U

EXPLANATION OF RATINGS: E=EXCELLENT AA=ABOVE AVERAGE A=AVERAGE BA=BELOW AVERAGE U=UNSATISFACTORY

	RATER	SENIOR RATER
a. Possesses capacity to acquire knowledge and grasp concepts.	☐	☐
b. Meets all conditions set forth in AR 145-2.	☐	☐
c. Displays military bearing and appearance, exemplary conduct and moral character.	☐	☐
d. Effectively conducts instruction and demonstrates professional abilities to develop leadership skills.	☐	☐
e. Successfully executes administrative supply and security functions.	☐	☐
f. Is clear and concise in written and verbal communication.	☐	☐
g. Seeks and accepts responsibility.	☐	☐
h. Maintains standards and qualifications that are established and approved by the school.	☐	☐
i. Develops appropriate teacher-student relationship.	☐	☐
j. Supervises extracurricular JROTC activities.	☐	☐
k. Maintains height/weight standards and physical fitness.	☐	☐

l. Current Age _____ Current Height _____
Current Weight _____

11. Counseling Dates (AI Mandatory, SAI Optional) On Quarterly Basis — Initial Later Later Later

12. RATER (Mandatory Comments)

13. SENIOR RATER (Mandatory Comments)

14. REVIEWER CONCUR WITH RATER AND SENIOR RATER (Comments optional in Block 38)

NONCONCUR WITH RATER AND SENIOR RATER (Comments mandatory in Block 38)

CC Form 214-R
May 96

JROTC INSTRUCTOR ANNUAL PERFORMANCE APPRAISAL
SECTION C - EMPLOYMENT POTENTIAL

15. Rating	Retention	*Probation	*Decertification
a. Rater	_____	_____	_____
b. Senior Rater	_____	_____	_____
c. Reviewer	_____	_____	_____

*** if either column is annotated, then appropriate remarks are mandatory.**

SECTION D - AUTHENTICATION

16. Rater (Last, First, MI)		17. Signature	18. Date
19. Grade	20. Duty Assignment		21. Position
22. Senior Rater (Last, First, MI)		23. Signature	24. Date
25. Grade	26. Duty Assignment		27. Position
28. Reviewer (Last, First, MI)		29. Signature	30. Date
31. Grade	32. Duty Assignment		33. Position
Medical Certification	I certify that Block 10(l) is accurate.		34. Medical Position
35. Medical (Last, First, MI)		36. Signature	37. Date

38. Additional Comments (if more space is needed, use blank sheet)

39. Administrative Review (Last, First, MI)	40. Position Title
41. Signature	42. Date

(Figure G-1 (Page 2) JROTC Instructor Annual Performance Appraisal)

SINGLE UNITS

RATED	RATER	SENIOR RATER	REVIEWER
AI	SAI	School Official	*Bde Cdr
SAI	School Official	NA	*Bde Cdr

MULTIPLE UNITS

RATED	RATER	SENIOR RATER	REVIEWER
AI	SAI	School Official	*Bde Cdr
SAI	School Official	DAI	*Bde Cdr
DAI	School Official	Bde Cdr	Rgn Cdr

*Bde Cdr or designated representative (i.e., Bn Cdr, JROTC LNO, Bde XO, etc). The reviewer must be designated in writing.

OVERSEAS SCHOOLS

RATED	RATER	SENIOR RATER	REVIEWER
AI	SAI	School Official	DODDs Official
SAI	School Official	NA	* DODDs Official
DAI	DODDs Official	NA	ODSPER Official

In a DAI situation in Germany the reviewer will be the DAI.

Appendix I
Abbreviated Report of Medical Examination for JROTC Instructors

ABBREVIATED REPORT OF MEDICAL EXAMINATION FOR JROTC			DATE OF EXAM
1. LAST NAME, FIRST NAME, MIDDLE INITIAL	**2. SOCIAL SECURITY NUMBER**	**3. DATE OF BIRTH**	**4. AGE**
5. HOME ADDRESS and TELEPHONE NUMBER	**6. EMERGENCY CONTACT (*Name and address of contact*)**		
7. NAME OF EXAMINING FACILITY or EXAMINER *(Address)*	**8. REASON FOR MILITARY DISCHARGE: RETIRED/MEDICAL (circle one)**		
	9. REASON FOR MEDICAL DISCHARGE:		

10. CLINICAL FINDINGS (REQUIRED)

NORMAL	CHECK IN APPROPRIATE COLUMN	ABNORMAL	NORMAL	CHECK IN APPPROPRIATE COLUMN	ABNORMAL
	a. BP 1. Sitting: 2. Standing:			h. RECTAL EXAMINATION	
	b. PULSE:			i. HEARING	
	c. HEIGHT/WEIGHT			j. PYSCHIATRY (*Specify any PersonalityDeviation)*	
	d. AUSCULTATION OF THE HEART			k. EYE *(acuity, refraction, intraocular pressure)*	
	e. BREAST EXAMINATION			l. EXTREMITIES	
	f. INGUINAL HERNIA CHECK			m. SPINE (*Alignment*)	
	g. PAP SMEAR (*female*)				

11. REQUIRED LABORATORY AND TEST: *U/A :* ☐ *[Albumin, Glucose, Blood]* *HB/ HCT:* ☐ *SERUM CHEMISTRY* : ☐ *HIV:* ☐	**12. ABNORMAL LABORATORY**

Comments:

13. TYPED OR PRINTED NAME OF EXAMINER	**14. SIGNATURE**	**15. DATE**

Cadet Command Form, CC FM 211-R, Dec 1999

Appendix J
Instructor Weight Control Program

ATCC-J-IM DATE

MEMORANDUM FOR (JROTC Instructor)

SUBJECT: Weight Control Program

1. Your annual evaluation indicated you were _____lbs overweight. This does not comply with CCR 145-2, which requires you to maintain your weight IAW standards published in AR 40-501. For you this standard is _____lbs and ____% body fat. Therefore, you are hereby enrolled in the Weight Control Program until meet the body fat standards.

2. You may be placed on probation for six months or until you meet the body fat percentage as prescribe for your age category. You will be taped and weighed monthly in the presence of your supervisor who must report your weight and body fat percentage monthly to Brigade. You must lose between 3-8 pounds per month to make satisfactory progress in the weight control program. Two consecutive months without satisfactory weight loss or without reporting your weight to Brigade are grounds for withdrawal of certification to teach JROTC.

3. You will be removed from the weight control program when you attain your goal body fat percentage as stated in paragraph one above. Should you not attain your goal body fat percentage, I will do one of the following:
*

a. Continue to monitor your progress on the program with the advice of your physician as to the time required for achieving weight loss for underlying medical condition. I will set a new suspense for attaining your goal weight.

b. Initiate action to withdraw your certification.

4. You will complete the 1st Endorsement (Encl) and return to Brigade NLT five working days from receipt of this memorandum.

Encl
as

BRIGADE COMMANDER
SIGNATURE BLOCK

CF:
Region
School Principal

(Figure J-1 (Page 1) Instructor Weight Control Program - Notification letter)

Office symbol
Individual's name/mmm/tele
SUBJECT: Weight Control Program

FOR Commander, _____ Brigade, High School Division, Address

SUBJECT: Acknowledgement of Weight Control Placement

I acknowledge that I am _____lbs overweight and my body fat is _____% as prescribed by AR 40-501. I understand that I must weigh-in and be taped by my superior, medical personnel, or a Brigade representative, monthly and have the results filed with Brigade Headquarters. I further acknowledge that failure to comply with this requirement will result in the initiation of decertification actions.

CADRE MEMBER'S
SIGNATURE BLOCK

(Figure J-2 (Page 2) Instructor Weight Control Program – Acknowledgement letter)

WEIGHT VERIFICATION

NAME (Last, First, MI)

_____

SCHOOL (City and State)

_____

EFFECTIVE DATE OF EMPLOYMENT

_____

HEIGHT_____INCHES WEIGHT_____POUNDS

AGE_____

BODYFAT _____% (ATTACH WORKSHEET)

I have personally verified the body fat percentage, height and weight of the individual listed above.

_____ _____

(TYPED NAME AND POSITION) (SIGNATURE)

(Figure J-3 (Page 3) Instructor Weight Control Program – Weight Verification)

Table 2-1 Military acceptable weight (in pounds) as related to age and height for **males**—

Maximum weight by years of age

Height	Min weight any age	17-20	21-27	28-39	40 & over
60	100	139	141	143	146
61	102	144	146	148	151
62	103	148	150	153	156
63	104	153	155	158	161
64	104	158	160	163	166
65	105	163	165	168	171
66	107	168	170	173	177
67	111	174	176	179	182
68	115	179	181	184	187
69	119	184	186	189	193
70	123	189	192	195	199
71	127	194	197	201	204
72	131	200	203	206	210
73	135	205	208	212	216
74	139	211	214	218	222
75	143	217	220	224	228
76	147	223	226	230	234
77	151	229	232	236	240
78	153	235	238	242	247
79	159	241	244	248	253
80	166	247	250	255	259

Note: If a male exceeds these weights, percent body fat will be measured per the method described in AR 600-9.

Maximum body fat by years of age

17-20	21-27	28-39	40 & over
24%	26%	28%	30%

(Figure J-4 (Page 4) Instructor Weight Control Program – Male Weight Table)

Table 2-2 Military acceptable weight (in pounds) as related to age and height for **females** ¾

Maximum weight by years of age

Height	Min weight any age	17-20	21-27	28-39	40 & over
58	90	112	115	119	122
59	92	116	119	123	126
60	94	120	123	127	130
61	96	124	127	131	135
62	98	129	132	137	139
63	100	133	137	141	144
64	102	137	141	145	148
65	104	141	145	149	153
66	106	146	150	154	158
67	109	149	154	159	162
68	112	154	159	164	167
69	115	158	163	168	172
70	118	163	168	173	177
71	122	167	172	177	182
72	125	172	177	183	188
73	128	177	182	188	193
74	130	183	189	194	198
75	133	188	194	200	204
76	136	194	200	206	209
77	139	199	205	211	215
78	141	204	210	216	220
79	144	209	215	222	226
80	147	214	220	227	232

Note: If a female exceeds these weights, percent body fat will be measured per the method described in AR 600-9.

Maximum body fat by years of age

17-20	21-27	28-39	40 & over
30%	32%	34%	36%

(Figure J-5 (Page 5) Instructor Weight Control Program – Female Weight Table)

ATCC-J (145) DATE

MEMORANDUM FOR Colonel (Ret) Joan Q. Public, Director of Army Instruction (DAI), Flinthill Independent School District, 3700 Rifle Avenue, Imagine, USA 12345-6789

SUBJECT: Junior Reserve Officers' Training Corps 2001 Annual Camp Commander Appointment

1. You are appointed as Camp Commander of the Fort Dodge Annual Camp, 14-20 June 2001.

2. You are authorized to make direct coordination with Fort Dodge agencies and participating JROTC units.

3. You have the authority to establish, implement, and enforce policy and procedures deemed necessary for the safe and orderly conduct of Annual Camp 2001 at Fort Dodge, Utopia.

4. You are also the final authority on matters pertaining to personnel (cadre and cadets), training, administration and logistics.

5. Fort Dodge has been informed of your appointment.

FOR THE COMMANDER:

VICTOR M. TRADITION
Colonel, IN
Deputy Commander

CF:
RM, 1ROTC Region
Fort Dodge, UT

(Figure K-1 (Page 1) Annual Camp - Appointment Orders)

ANNUAL CAMP CHECKLIST

Camp In briefing

_____(1) Briefing from Camp Commander and Camp CSM.

_____(2) Briefing from Camp S-3.

Mandatory Training Activities

_____(1) Rappelling.

_____(2) Leadership Reaction Course.

_____(3) Map Reading/Land Navigation.

_____(4) Confidence/Obstacle Course/Team Building.

_____(5) Aquatic Activity/Drown proofing.

_____(6) Awards/Graduation Ceremonies.

NOTE: The mandatory training activities must be conducted unless the brigade commander, in writing grants an exception and a copy will be forwarded to Cadet Command JROTC Directorat*e*.

_____ Are the core training activities being conducted? If not has an exception been granted.

Integrated Training Activities

_____(1) Physical training.

_____(2) Field sanitation/personal hygiene

_____(3) Leadership training.

_____(4) Drill and ceremonies.

(Figure K-2 (Page 2) Annual Camp - Checklist)

Optional Training Activities

_____(1) Marksmanship/Safety (.22 rifle/pellet rifle)

_____(2) Survival Skills.

_____(3) Water Rafting.

_____(4) Jump Tower.

_____(5) Static Displays

_____(6) Math and Science modules. (camp or on-campus)

_____(7) Alcohol/Drug Abuse Prevention Class

_____(8) Orienteering.

_____(9) Army Values.

_____(10) Rope Bridges.

_____(11) Organized activities such as movies, swimming pool, post exchange, amusement parks, organized athletic competition etc.

NOTE: Activities other than those listed must have approval by the brigade commander.

Safety

_____(1) Has the camp commander appointed a Safety Officer?

_____(2) Are safety slogans implemented and are cadets made aware of slogans?

_____(3) Are Risk Assessments worksheets completed for activities and updated as situations change?

Other Observations

_____(1) Cadre wearing proper uniform.

_____(2) Cadre in compliance with weight control policy.

(Figure K-3 (Page 3) Annual Camp - Checklist continued)

CONVENANT NOT TO SUE
OFF-CAMPUS TRAINING AND PRACTICAL FIELD/HIGH RISK TRAINING

(1) AUTHORITY: Title 10, U.S. Code 23-1.
(2) PRINCIPAL PURPOSE(S): To release the U.S. Government, the host institution and the state in which said institution is located from liability for injury; death, or damages for JROTC cadets participating in voluntary off-campus training programs, practical field, and high risk training.
(3) ROUTINE USES: Normal personnel actions. Disclosures of information may be provided to proper authorities in actions regarding law enforcement, legal actions as a result of injury or death, and investigations of accidents resulting from such voluntary off-campus training, practical field, and high-risk training.
(4) MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: Voluntary. Failure to complete form will disqualify JROTC cadet from participating in specific voluntary training exercises.

I_____, residing at_____,_____
(Type or print full name) (Address) (City)

do hereby agree that in consideration for being allowed to participate in JROTC Camp,

conducted by _____ Army JROTC detachment, and Army
(Name of JROTC Instructor Group)

supervised activity, and whereas I am doing so entirely on my own initiative, risk, and responsibility; and being fully aware of the risk adhering to this type of training, I hereby RELEASE AND DISCHAGE FOREVER, the United States Army, the State of _____ and _____ and all of its officers, agents, and employees, acting officially or (Name of School)

from any and all claims demands, actions or causes of action, on account of myself OR on account of any injury to me which may occur from any cause during said activity or continuances thereof, and I do further covenant and agree to hold the said Government of the United States, State of _____, ____

_____ and all of its officers, agents, and employees, acting officially or otherwise, blameless for any and all damages which I may cause either intentionally or thru my negligence.

_____
Typed/Printed Name of Parent or Guardian if Participant is a Minor

_____
Signature of Parent or Guardian if Participant is a Minor

_____
Relationship to Cadet

_____
Date

WITNESSED BY:

_____
Age/Period Covered

_____
Signature of Cadet

(Figure K-4 Annual Camp – Covenant not to Sue)

CONSENT TO MEDICAL TREATMENT

STATEMENT REQUIRED BY PRIVACY ACT OF 1974

(1) AUTHORITY: TITLE 10, U.S. CODE 2102.
(2) PRINCIPAL PURPOSES: A statement authorizing medical care in civilian or government medical facilities while attending or traveling to or from JROTC annual camp.
(3) ROUTINE USES: Normal personnel actions: Disclosure of information may be provided to proper authorities in actions regarding medical treatment, legal actions as a result of injury or death, and investigation of accident resulting from JROTC annual camp.
(4) MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: Voluntary. Failure to complete form will disqualify JROTC cadet from participating in specific voluntary training exercises.

I _____, consent to be treated in an Army Hospital, or any other government

or civilian medical facility, near or enroute to _____,
(Installation, State)

while attending or traveling to or from JROTC annual camp from _____.
(MM/YY)

This consent encompasses all procedures and treatments as are found to be necessary or desirable, in the judgment of the professional staff of any of the above-named medical facilities. I understand that this consent is of a general nature and accordingly list the following exceptions to this consent (if no exceptions write "No Exceptions") _____,_____.

I (am) (am not) on medication. (List type, if on medication)

I (am) (am not) allergic to medication. (List type, if allergic)

It is understood that this consent can be withdrawn in writing or orally at anytime.

_____	_____
Signature of Witness	Signature of Cadet
_____	_____ SSN _____
Print Name of Witness	Print Name of Cadet

PARENT OR GUARDIAN: (When cadet is a minor or unable to give consent), I _____ _____, parent/guardian of _____ have read and understood the above consent to treatment and hereby expressly consent to the above-described treatment.

_____	_____
Signature of Witness	Signature of Parent
_____	_____ SSN _____
Print Name of Witness	Print Name of Parent

(Figure K-5 Annual Camp – Consent to Medical Treatment)

CADET INFORMATION

STATEMENT REQUIRED BY PRIVACY ACT OF 1974

1. **AUTHORITY**: Title 10, U.S. Code 2102

2. **PRINCIPAL PURPOSE(S)**: To gather information, emergency points of contact, and statement of the physical condition of JROTC cadets attending annual camp.

3. **ROUTINE USES**: Normal Personnel Actions—Disclosures of information may be provided to proper authorities in actions regarding medical treatment, legal actions, investigation of accidents, preparation of statistics and training records resulting from annual camp.

4. **MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDIDNG INFORMATION**: Disclosure is voluntary. Failure of cadet to complete form will disqualify JROTC cadet from participating in annual camp.

---

1. **Cadet**: _____
(Rank, Last Name, First, MI)

2. _____ _____
(SSN) (Name of School)

3. I will attend annual camp during ( ) First Cycle or ( ) Second cycle

4. **Parent or Guardian** _____
(Name and Address)

5. Telephone: _____ Other: _____

6. **Family Doctor:** _____
(Name and Address)

7. Telephone: _____ Other: _____

8. **Dentist**: _____
(Name and Address)

9. Telephone: _____ Other: _____

(Figure K-6 (Page 1) Annual Camp – Cadet Information)

NOTE: IF PARENT OR GUARDIAN CANNOT BE CONTACTED, PLEASE LIST ONE OTHER PERSON TO CONTACT IN CASE OF AN EMERGENCY.

10. **Emergency Contact**: _____
(Name and Address)

11. Telephone: _____ Other: _____

STATE OF PHYSICAL CONDITION

(_____)
Initials

To the best of my knowledge, my son/daughter/ward is in good physical condition. Participation in the JROTC Annual camp, in my opinion, will not have an adverse effect on his/her health and well being. I will inform the Camp Commander of any changes.

(_____)
Initials

My son/daughter/ward has a history of (identify illnesses; Heart disease, Asthma, Overweight, Sinus, Rheumatic Fever, Ear Infection, Headaches, or any other ailments)
_____,

and is on _____medication. He/she is allergic to the

following medication: _____.

NOTE: Students that are found to have previous history of any type illness, past injury, and/or symptoms of suspected medical aliment, will be returned home if treatment is needed or desired.

DENTAL RECORDS

I acknowledge my dental records contain detail profiles and/or x-rays of sufficient detail for identification.

I (do) (do not) have a dentist or dental records.

_____ _____
(Signature of Cadet/Parent/Guardian) (Signature of Cadet/Parent/Guardian)

(Figure K-7 (Page 2) Annual Camp – Cadet Information)

ANNUAL CAMP IN/OUT PROCESSING

Last name, First, MI: _____ SSN: _____

Address: _____ City: _____

State: _____ Zip Code: _____

School: _____ Let Level: _____

Unit of Assignment:

Company: _____ Platoon: _____ Squad: _____

Cadre Institutional Representative: _____

Person to be notified in case of emergency:

Name and relationship: _____

Address: _____ City: _____

State: _____ Zip Code: _____

School: _____ Let Level: _____

Date In-processed: _____

Date Out-processed: _____

Parental Release for Camp on File: _____

Special Power of Attorney on File: _____

(Figure K-8 Annual Camp – Summer Camp In/Out Processing)

ATOA-HS

MEMORANDUM THRU Commander, XXX Region (ROTC), U.S. Army Cadet Command, XXXX, XXX 23561-5000

FOR Commander, U.S. Army ROTC Cadet Command, ATTN: ATCC-JR, Fort Monroe, VA 23651

SUBJECT: First Region (ROTC) 2001 JROTC Summer Camps After-Action Report

1. References:

a. AR 145-2
b. CCR 145-2

2. Executive Summary: XXX Region conducted XX highly successful and safe JROTC camps from June 2003 to August 2003. Attending were XXX cadets with XXX cadets graduating. Through an aggressive emphasis on safety no serious injuries occurred.

3. Listed below are issues raised from this years Brigades JROTC Camp AAR's.

Issue:

Discussion:

Recommendation:

4. The following camps are approved for SY 2002-2003.

NAME OF CAMP	BRIGADE	CITY AND STATE

(Figure K-9 Annual Camp – After Action Report)

RISK MANAGEMENT WORKSHEET

(CDTCMD Reg 385-10; proponent agency is Cadet Command Safety)

1. Organization and Unit Location:	2. Page		of	

3. Mission/Task:	4. Begin Date:	5. End Date:	6. Date Prepared:

7. Operational Phase in which the Mission/Task will be conducted:

8. Tasks	9. Identify Hazards	10. Initial Risk Level	11. Develop Controls	12. Residual Risk Level	13. Implement Controls ("How To")	14. Who/How Supervised

15. Determine Overall Mission/Task Risk Level After Countermeasures Are Implemented: (Circle Highest Remaining Risk Level) ™ **LOW (L)** **MODERATE (M)** **HIGH (H)** **EXTREMELY HIGH (E)**

16. Medical Support: Advanced Trauma Life Support (ATLS) is required within 1 hour. On-site Medical Support provided (Circle one): Medic Combat Lifesaver ARC/NSC First-Aid Responder None

17. Prepared by: (Rank, Last Name, Duty Position)	18. Reviewed by Action Officer/Commander: (Rank, Last Name, Duty Position and Signature):

19. Risk Decision Authority (Signature Block and Signature):	**Extremely High Risk**: Not Applicable for Cadet Command **High Risk**: CG or DCG **Moderate Risk**: Brigade Cdr (0-6). At Advanced/Basic Camp – Region Cdr or CofS **Low Risk**: Battalion Cdr. At Advanced/Basic Camp – Committee Chief or Regimental Cdr/TAC Officer

CDTCMD Form 385-1-R-E, Apr 01

Risk Assessment and Risk Management Countermeasure Worksheets in CC Reg 145-3 are OBSOLETE

Sample Risk Management Worksheet

RISK MANAGEMENT WORKSHEET
(CDTCMD Reg 385-10: proponent agency is Cadet Command Safety)

1. Organization and Unit Location: ROTC Battalion | 2. Page 1 of 2

3. Mission/Task: Conduct Rappel Training (include Transportation to and from Tower) | 4. Begin Date: | 5. End Date: | 6. Date Prepared:

7. Operational Phase in which the Mission/Task will be conducted: Throughout training phase

8. Tasks	9. Identify Hazards	10. Initial Risk Level	11. Develop Controls	12. Residual Risk Level	13. Implement Controls ("How To")	14. Who/How Supervised
Transportation to tower.	Driver Fatigue	M	Ensure driver gets adequate rest.	L	AR 385-55, Prevention of Motor Vehicle Accidents	Driver – Self
	Traffic/Congestion	M	Drive slower and defensively.	L		Driver – Self
	Weather Conditions (rain/ice on road)	H	Drive slower than posted speed limit.	M	AR 600-55, Army Driver and Operator Standardization Program	Driver – Self
Rappelling from a 34-ft Tower	Inexperienced cadets	H	Instruct and demonstrate: (1) Fundamentals of rappelling, (2) How to properly tie knots and (3) Safety requirements. Always require use of helmets and gloves.	M	TSP No.1, Basic Rappelling TC 21-24, Rappelling	Qualified Rappel Master will supervise.
	Equipment failure resulting in falls.	H	Conduct a safety inspection of tower and all rappelling equipment prior to training exercise.	M	TC 21-24, Rappelling	Rappel Master will inspect.
			Conduct annual safety inspection of tower.	M	AR 385-10, Safety Program DA Pam 385-1, Unit Safety	Army Safety Officer, CDSO, Univ. Safety.
	Heat Injury/ Dehydration	H	Monitor Heat Index, advise all to drink sufficient volumes of water at frequent intervals, carry canteen(s) and know location of water points.	M	TB MED 507 Water buffalo/jugs on site. GTA 8-5-50	Cadre monitor weather.
	Wildlife, insects and plants	M	Brief cadets to avoid wildlife, insects and plants. Use insect repellent. Have bee stings kits available.	L	FM 21-10 GTAs based on area.	Cadre monitor Heat Index. Use buddy system.

15. Determine Overall Mission/Task Risk Level After Countermeasures Are Implemented (Circle Highest Remaining Risk Level): LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E)

16. Medical Support: Advanced Trauma Life Support (ATLS) is required within 1 hour. On-site Medical Support provided (Circle one): Medic Combat Lifesaver ASC/NSC First Aid Responder None

17. Prepared by: (Rank, Last Name, Duty Position) | 18. Reviewed by Action Officer/Commander: (Rank, Last Name, Duty Position and Signature):

19. Risk Decision Authority (Signature Block and Signature):

Extremely High Risk: Not Applicable for Cadet Command
High Risk: CG or DCG
Moderate Risk: Brigade Cdr (0-6). At Advanced/Basic Camp – Region Cdr or CofS
Low Risk: Battalion Cdr. At Advanced/Basic Camp – Committee Chief or Regimental Cdr/TAC Officer

CDTCMD Form 385-1-R-E, Apr 01 — Risk Assessment and Risk Management Countermeasure Worksheets in CC Reg 145-3 are OBSOLETE

Work Sheet Instructions

Blocks

1 – 8. Self explanatory

9. **Identify Hazards** – Review METT-T factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.

10. **Initial Risk Level** – Assess hazard and determine initial risk for each hazard by applying risk assessment matrix.

11. **Develop Controls** – Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability and/or severity). Specify who, what, where, why, when, and how for each control.

12. **Residual Risk Level** – Determine the residual risk for each hazard by applying the risk assessment matrix, assuming the controls are implemented.

13. **Implement Controls** – Decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal instruction; tactical, safety, garrison SOPs, rehearsals).

14. **Who/How Supervised** – Who and how will each control be monitored (continuous supervision, spot-checks). Evaluate frequently and pass on lessons learned.

15. **Determine Overall Mission/Task Risk** – Select the highest residual risk level and circle it. This becomes the overall mission or task risk level. The commander decides whether the controls are sufficient to accept the level of residual risk. If the risk is too great to continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the COA.

16. **Medical Support** – Select type of on-site medical support provided and circle it.

17 & 18. Self explanatory

19. **Risk Decision Authority** – The decision to accept or not accept the risk(s) associated with an action is made by the appropriate commander or leader responsible for performing that action.

Need to Risk Manage a METT-T Hazard

Hazards not adequately controlled are likely to cause loss of combat power. Answer the following questions about each hazard to determine if it is adequately controlled. If not, hazards needs to be risk managed.

Are the Controls Adequate?	Yes	No
Support – Is type/amount/capability/condition of support adequate to carry out the mission? • Personnel • Supplies • Equipment/Material • Services/Facilities		
Standards – Is guidance / procedure adequately clear / practical /specific to control hazard?		
Training – Is training adequately thorough and recent to control hazard?		
Leader – Is leadership ready, willing, and able to enforce standards required to control hazard?		
Individual/Unit Self-Discipline – Is performance and conduct sufficiently self-disciplined to control hazard?		

If all "yes", no further action required (subject to commander's risk guidance). If one or more "no ", risk manage this hazard

Risk Assessment Matrix

SEVERITY	PROBABILITY: Frequent	Likely	Occasional	Seldom	Unlikely
Catastrophic	E	E	H	H	M
Critical	E	H	H	M	L
Marginal	H	M	M	L	L
Negligible	M	L	L	L	L

PROBABILITY – The likelihood that an event will occur.

FREQUENT – Occurs often, continuously experienced.

LIKELY – Occurs several times.

OCCASIONAL – Occurs sporadically.

SELDOM – Unlikely, but could occur at some time.

UNLIKELY – Can assume it will not occur.

SEVERITY – The expected consequence of an event in terms of degree of injury, property damage, or other mission-impairing factors.

CATASTROPHIC – Death or permanent total disability, system loss, major damage, significant property damage, mission failure.

CRITICAL – Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage, significant mission degradation.

MARGINAL – Minor injury, lost workday accident, minor system damage, minor property damage, some mission degradation.

NEGLIGIBLE – First aid or minor medical treatment, minor system impairment, little/no impact on mission accomplishment.

* FM 101-5, 31 May 1997

Appendix M
JROTC Awards
Award series, criteria, and identification of individual making the award follow (fig N-2).

(Series 1) ACADEMIC AWARDS

N-1-1 Distinguished Cadet Award for Scholastic Excellence

Criteria: Awarded annually to one cadet who exhibits the degree of excellence in scholastics.

Awarded by: Superintendent

N-1-2 Academic Excellence Ribbon

Criteria: Awarded annually to one cadet in each LET level or maintaining highest school academic grades.

Awarded by: Principal

N-1-3 Academic Achievement Ribbon

Criteria: Awarded annually to those cadets who maintain a grade of "A" in all academic subjects.

Awarded by: The Director of Army Instruction or Senior Army Instructor in a single unit.

N-1-4 Perfect Attendance Ribbon

Criteria: Awarded to cadets with no unexcused absences during each quarter/semester.

Awarded by Senior Army Instructor

N-1-5 Student Government Ribbon

Criteria: Elected to a student government office.

Awarded by: Principal

(Figure M–1 (Page 1) JROTC Awards)

N-1-6 Leadership Development Service Ribbon

Criteria: Awarded to cadets successfully completing first quarter/semester of training of each LET year.

Awarded by: Senior Army Instructor

N-1-7 through N-1-10 Optional

Criteria: Awarded based on criteria developed locally.

Awarded by: Senior Army Instructor

(Series 2) ATHLETIC AWARDS

N-2-1 Varsity Athletic Ribbon

Criteria: Awarded annually to cadets in varsity sports.

Awarded by: Principal

N-2-2 Physical Fitness Ribbon

Criteria: Awarded annually to cadets who maintain excellent physical fitness. Male cadets must run 1 mile in 8:30 minutes or less: females in 10:45 or less and score in the 85th percentile in the Presidential Physical Fitness Program.

Awarded by: Senior Army Instructor

N-2-3 ROTC Athletic Ribbon

Criteria: Awarded annually to cadets who excel in ROTC athletics.

Awarded by: Senior Army Instructor

N-2-4 and N-2-5 Optional

Criteria: Awarded based on criteria developed locally.

Awarded by: Senior Army Instructor

(Figure M–1 (Page 2) JROTC Awards)

(Series 3) MILITARY AWARDS

N-3-1 Director of Army Instruction/Senior Army Instructor Leadership Ribbon

Criteria: Awarded annually to the one cadet in each LET level Who displays the highest degree of leadership.

Awarded by: Senior Army Instructor

N-3-2 Personal Appearance Ribbon

Criteria: Awarded annually to cadets who consistently present an outstanding appearance.

Awarded by: Senior Army Instructor

N-3-3 Proficiency Ribbon

Criteria: Awarded annually to those cadets who have demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.

Awarded by: Director of Army Instruction/Senior Army Instructor

N-3-4 Drill Team Ribbon

Criteria: Awarded annually to drill team members.

Awarded by: Senior Army Instructor.

N-3-5 Orienteering Ribbon:

Criteria: Awarded annually to cadets who are members of the orienteering teams.

Awarded by: Senior Army Instructor

(Figure M–1 (Page 3) JROTC Awards)

N-3-6 Color/Honor Guard Ribbon:

Criteria: Award annually to members of color/honor guard.

Awarded by: Senior Army Instructor

N-3-7 Marksmanship Team Ribbon

Criteria: Awarded annually to rifle team members.

Awarded by: Senior Army Instructor

N-3-8 Adventure Team Ribbon

Criteria: Awarded annually to cadets who are members of adventure training type units.
Awarded by: Senior Army Instructor

N-3-9 Commendation Ribbon

Criteria: Awarded to cadets whose performance of duty exceptionally exceeds that expected of cadets of their grade and experience.

Awarded by: Senior Army Instructor

N-3-10 Good Conduct Ribbon

Criteria: Awarded annually to cadets who have demonstrated outstanding conduct throughout the school.

Awarded by: Senior army Instructor

N-3-11 Annual JROTC Camp Participation Ribbon

Criteria: Awarded to cadets for annual camps participation.

Awarded by: Senior Army Instructor

(Figure M–1 (Page 4) JROTC Awards)

N-3-12 through N-3-15 Optional

May be awarded based upon criteria developed locally.

Awarded by: Senior Army Instructor

(Series 4) MSICELLANEOUS AWARDS

N-4-1 Parade Ribbon

Criteria: Awarded to cadets who have participated in local community parades; for example, Veterans' Day, Memorial Day and so forth.

Awarded by Senior Army Instructor

N-4-2 Recruiting Ribbon

Criteria: Awarded to cadets who recruit students into the JROTC program each quarters/semester.

Awarded by: Senior Army Instructor

N-4-3 through N-4-5 Optional

Criteria: Awarded based on criteria developed locally.

Awarded by: Senior Army Instructor

N-4-6 Service Learning Ribbon

Criteria: Awarded annually to cadets who participate in service learning projects.

Awarded by: Senior Army Instructors.

N-4-7 Excellent Staff Performance Ribbon

Criteria: Awarded annually to Cadet Staff Officers for excellent performance.

Awarded by: Senior Army Instructor

(Figure M–1 (Page 5) JROTC Awards)

Ribbons will be worn in the order displayed on the ribbon poster (Figure N-2).

Category – DA Awards

1. DA Cadet Command Medal for Heroism

2. DA Superior Cadet Award.

Category – Academic Awards

3. Academic Awards (10 designs). For criteria refer to Appendix M, and for precedence refer to figure N-2.

Category – Military Awards

4. Military Awards (13 designs). For criteria refer to Appendix M, and for precedence refer to figure N-2.

Category – Athletic Awards

5. Athletic Awards (7 designs). For criteria refer to Appendix M, and for precedence refer to figure N-2.

Category – DAI/SAI Awards

6. Miscellaneous Awards (5 designs). For criteria refer to Appendix M, and for precedence refer to figure N-2.

Category – Association Awards

7. The awarding association will establish criteria. Precedence will be established by the DAI/SAI.

(Figure N–1 (Page 1) - JROTC Awards)

(Figure N-2 – JROTC Awards)

Medal for Heroism Awarded to any JROTC cadet who performs an act of heroism.	**Superior Cadet** Awarded annually to one outstanding cadet in each LET level.	**Distinguished Cadet** (N-1-1) Awarded annually to one cadet who exhibits the highest degree of experience in scholastics.	**Academic Excellence** (N-1-2) Awarded annually to one cadet in each LET level for maintaining highest school academic grades.
Academic Achievement (N-1-3) Awarded annually to those cadets who maintain a grade of "A" in all academic subjects.	**Perfect Attendance** (N-1-4) Awarded to cadets with no unexcused absence during each quarter/semester.	**Student Government** (N-1-5) Elected to a student government office.	**LET Service** (N-1-6) Awarded to cadets successfully completing first quarter/semester of training of each LET year.
Optional by SAI (N-1-7)	**Optional by SAI** (N-1-8)	**Optional by SAI** (N-1-9)	**Optional by SAI** (N-1-10)
DAI/SAI Instructor Leadership (N-3-1) Awarded annually to one cadet per LET level who displays the highest degree of leadership.	**Personal Appearance** (N-3-2) Awarded annually to cadets who consistently present an outstanding appearance.	**Proficiency** (N-3-3) Awarded annually to cadets who have demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.	**Drill Team** (N-3-4) Awarded annually to drill team members.
Orienteering (N-3-5) Awarded annually to cadets who are members of orienteering teams.	**Color Guard** (N-3-6) Awarded annually to members of the color/honor guard.	**Rifle Team** (N-3-7) Awarded annually to rifle team members.	**Adventure Training** (N-3-8) Awarded annually to cadets who are members of adventure training type units.
Commendation (N-3-9) Awarded to cadets whose performance of duty exceptionally exceeds that expected of a cadet of his grade and experience.	**Good Conduct** (N-3-10) Awarded annually to cadets who have demonstrated outstanding conduct throughout the school year.	**Summer Camp** (N-3-11) Awarded to cadets for summer camp participation.	**Optional by SAI** (N-3-12)
Optional by SAI (N-3-13)	**Optional by SAI** (N-3-14)	**Optional by SAI** (N-3-15)	**Varsity Athletics** (N-2-1) Awarded annually to cadets that excel in varsity sports.
Physical Fitness (N-2-2) Awarded annually to cadets who maintain excellent physical fitness IAW CCR 145-2.	**JROTC Athletics** (N-2-3) Awarded annually to cadets that excel in ROTC athletics	**Optional by SAI** (N-2-4)	**Optional by SAI** (N-2-5)
Parade (N-4-1) Awarded to cadets who have participated in local community parades (Veterans' Day Parade, Memorial Day Parade, etc.).	**Recruiting** (N-4-2) Awarded to cadets who recruit students into the JROTC program each quarter/semester.	**Optional by SAI** (N-4-3)	**Optional by SAI** (N-4-4)
Optional by SAI (N-4-5)	**Service Learning** (N-4-6) Awarded annually to cadets who participate in service learning projects.	**Excellent Staff Performance** (N-4-7) Awarded annually to cadet staff officers for excellent performance	

☆	**Meritorious Unit Insignia**. Each member of a unit designated as a Meritorious Unit is awarded the Meritorious Unit Insignia (white star).
★	**Honor Unit Insignia**. Each member of a unit designated as an Honor Unit is awarded the Honor Unit Insignia (blue star).
★	**Honor Unit with Distinction Insignia**. Each member of a unit designated as an Honor Unit with Distinction is awarded the Honor Unit with Distinction Insignia (yellow star).
	Academic Achievement Insignia. A gold wreath authorized for wear by cadets in the top ten percent of each JROTC class – based on grades earned in JROTC courses, as determined by the SAI. A felt pad center background indicates subsequent awards. • Second award – red pad. • Third award – silver pad. • Fourth award – gold pad.

Appendix O
RIFLE MARKSMANSHIP QUALIFICATION AWARDS

Marksmanship Qualification Awards. JROTC cadets who participate in rifle marksmanship instruction are eligible to earn qualification badges. The badges designate three qualification levels, Marksman, Sharpshooter and Expert. The Expert badge is the highest ranking and most difficult to earn. The badges signify that the cadets who earn them have demonstrated the knowledge and skill to handle rifles safety and have mastered basic rifle marksmanship skills to achieve required scores in qualification firing tests. JROTC cadets are authorized to wear marksmanship qualification badges on their Class A or Class B uniforms. Cadets may earn more than one badge, but may only wear the highest-ranking badge earned.

Qualification Course Standards. The following standards apply to the conduct of unit qualification firing:

a. Rifles. Air rifle qualification firing must be done with sporter-class air rifles such as the Daisy M853/753/953 series rifles that were issued through the military supply system. If a unit conducts marksmanship instruction with .22 cal. Rifles, qualification firing must be done with standard .22 cal. target rifles issued through the military supply system or similar type rifles.

b. Distance. Air rifle qualification firing must be done at a distance of 10 meters (33 feet). .22 cal. rifle qualification firing must be done at a distance of 50 feet.

c. Targets. Air rifle qualification firing may be done on either the BMC (basic marksmanship course) or AR-1 competition targets. .22 cal. rifle qualification firing may be done on either the BMC target or the A-36 competition target.

d. Clothing and Equipment. During qualification firing, a sling may be used in the prone and kneeling positions, a glove may be worn on the support hand in any position and a kneeling roll may be used in the kneeling position. Shooting jackets may not be worn when qualifying with the air rifle, but may be worn when qualifying with the .22 cal. rifle.

Integration with JROTC Marksmanship Curriculum. Cadets must receive marksmanship instruction before they do qualification firing. These marksmanship qualification standards and procedures are designed for qualification firing to be done in conjunction with the teaching of Unit 7 in the ***Army JROTC Leadership Education & Training*** curriculum. Qualification firing may be done in stages that are coordinated with completing these lessons in Unit 7:

a. Lessons 1-6, which include instruction in gun safety, the operation of the rifle, the standing position, the technique of firing a shot, sight adjustments and scoring, must be completed before qualification firing is done in any firing position. After Lesson 6 is completed, qualification firing in the standing position may be done.

(Figure O (Page 1) Rifle Marksmanship Qualification Awards)

b. After Lessons 1-7 are completed, qualification firing in the standing and prone positions may be done. To qualify for the Marksman and Sharpshooter badges, qualification firing must be done in those two positions, standing and prone.

c. After Lessons 1-8 are completed, qualification firing in the standing, prone and kneeling positions may be done. To qualify for the Expert badge, qualification firing must be done in all three positions, prone, standing and kneeling.

Qualification Scores. To receive a qualification badge, cadets must attain the following scores in qualification firing that is supervised by a unit instructor.

Qualification Badge	Firing Positions	Air Rifle AR-1 Target	Air Rifle BMC Target	.22 Cal. Rifle A-36 Target	.22 Cal. Rifle BMC Target
Marksman	10 shots standing, 10 shots prone	110-129	175-187	100-119	172-184
Sharpshooter	10 shots standing, 10 shots prone	130-200	188-200	120-200	185-200
Expert	10 shots prone, 10 shots standing, 10 shots kneeling	220-300	290-300	210-300	287-300

Qualification Firing Procedures. The unit instructor will designate the times when cadets may do qualification firing. Cadets may be given multiple opportunities to fire qualifying scores.

a. To earn the Marksman and/or Sharpshooter badge, a cadet will be credited with the total of the best 10-shot standing and the best 10-shot prone position scores fired during qualification firing periods designated by the instructor. The standing and prone scores the count for the Marksman or Sharpshooter badges do not have to be fired at the same time or on the same day.

b. To earn the Expert badge, a cadet must fire a 30-shot three-position score (10-shots prone, 10-shots standing and 10-shots kneeling, all fired at the same time) with the following sequence and time limits:

Stage	Time Limit
Preparation Period	10 minutes
Prone position	15 minutes
Changeover to standing	5 minutes
Standing position	20 minutes
Changeover to kneeling	5 minutes
Kneeling position	15 minutes
Practice or sighting shots may be fired in each position before record shots are fired, but any sighting shots and the 10 record shots must be fired within the time limit for that position.	

(Figure O (Page 2) Rifle Marksmanship Qualification Awards)

Glossary

Section I
Abbreviations

AI
Army Instructor

AAP
Army Advisory Panel

CTA
Common Table of Allowances

CONUS
Continental United States

DAI
Director of Army Instruction

DCSPER
Deputy Chief of Staff Personnel

DOD
Department of Defense

DODAAC
Department of Defense Activity Address Code

DODAAF
Department of Defense Activity Address File

DODDS
Department of Defense Dependent Schools

HOEI
Head of Education Institution

HQDA
Headquarters, Department of the Army

JCIMS
JROTC Communications and Information Management System

JUMS
JROTC Unit Management System

JROTC
Junior Reserve Officers' Training Corps

LET
Leadership Education and Training

MI
Military Institute

MJC
Military Junior College

MPC
Military Property Custodian

NCA
North Central Accreditation

NDCC
National Defense Cadet Corps

OMA
Operations and Maintenance, Army

POI
Program of Instruction

RPA
Reserve Personnel, Army

SAI
Senior Army Instructor

TDA
Table of Distribution and Allowances

TRADOC
Training and Doctrine Command

TWCF
Transportation Working Capital Fund

UIC
Unit Identification Code

USACC
United States Army Cadet Command

Section II
Terms

Army Instructors (AI)
Members employed to conduct JROTC. The abbreviation AI may be used in referring to instructors as a group or as individuals.

Beneficiary (payee)
Will always be stated as U.S. Army on the bond/insurance policy in accordance with regulations concerning government property.

Bond
A promise to pay (a bond is not insurance)

Cadet
An eligible student who is enrolled in JROTC and actively participating in a LET level.

Cadet Officer/Noncommissioned Officer
JROTC cadet appointed to a designated cadet rank or grade.

Department of Army (DA) Form 3126/3126-1 Application and Contract for Establishment of a Junior Reserve Officers' Training Corps Unit or the National Defense Cadet Corps
Form used to establish a JROTC unit. School administrators must agree to the conditions of the contract. Forms may be obtained from the U.S. Army Cadet Command.

Department of Defense Dependent Schools (DODDS)
A Department of Defense (DOD) activity that operates an American public school system for family members of DOD personnel.

Director of Army Instruction (DAI)
The officer recognized by the Army as the supervisor of others multiple JROTC host schools grouped under a Senior DAI in the same school district for consolidation of operations, supply, and logistics purposes.

DODAAC - Department of Defense Activity Address Code
A code used to provide the logistics community with an encoded address for use in automated systems.

General Order (GO)
Document signed by the Secretary of the Army's (SOA) office authorizing operation of a JROTC unit at a specific school. GO is issued upon signing of the application and contract (DA Form 3126) by SOA representative.

Government Property
Authorized property acquired by the government, which is issued to a JROTC unit, specifically for use in the JROTC program to support cadets and conduct training. Kinds of property which may be found in a typical JROTC unit (but not limited to these listed) are uniforms, drill rifles, air rifles, telescopes, visual/training aids, field training equipment, IMPE, etc. Government property is acquired with Reserve Personnel Army (RPA) or Operations and Maintenance Army (OMA) funds.

High Schools
Public and private secondary educational institutions that do not fall under the definition for military junior colleges and military institute schools.

Host Institution
College or university hosting a Senior ROTC unit and accepting responsibility for issued government property.

Host Secondary School
High school or military schools at the secondary level and hosting a JROTC unit, or National Defense Cadet Corps Unit (NDCC). (Sometimes used interchangeably with the term "institution.")

Insurance
A commercial property liability insurance of a value sufficient to pay for replacement of all government property maintained by the host institution or school as indicated on the last 100% annual inventory.

JROTC Communication and Information Management System (JCIMS)
A web-based application that consolidates data related to school management, instructor management, and instructor pay. JCIMS allows careful tracking of required forms and supporting documentation improving the accuracy and validity of school and instructor records.

JROTC Unit Management System (JUMS)
An automated unit, cadet records, and reports management program.

Junior Reserve Officers' Training Corps (JROTC)
Organization of units established by the Department of the Army under Title 10, U.S. Code 2031 at public and private secondary educational institutions to conduct a program of leadership instruction for students. It is a program designed to instill in students in United States secondary educational institutions the values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment.

JROTC Unit
An organized group of JROTC cadets and faculty at one secondary school.

JROTC Student
A participating student ineligible to enroll as a member, but authorized to receive JROTC instruction.

Leadership Education and Training (LET)
The JROTC curriculum, which consists of a 3- or 4- year Program of Instruction (LET 1, 2, 3, and 4).

M**ember**
Student meeting all standards and criteria for and enrolled as a cadet in JROTC. Authorized faculty members of JROTC who are active duty or retired members of the Armed Forces.

Military Institute Schools
Schools at the secondary level of instruction which (a) require a 4-year course in military training; (b) organize their military students as a Corps of Cadets;(c) require all members of the Corps, including those members enrolled in military training, to be enrolled as JROTC cadets and to be in appropriate uniform when on campus; and (d) have as their objective the development of the students' character through military training, and the regulation of the students' conduct in accordance with the principles of military standards similar to those maintained at military Service academies.

Military Junior College (MJC)
A military school that provides high school and college level instruction but does not confer baccalaureate degrees. JROTC units established at these schools meet all other requirements of military college institutions, as defined in DOD Directive 1215.8 (reference(c)), and accept and maintain a specially designated program of instruction pre-scribed by the military department concerned.

Military Property Custodian (MPC)
A person selected, and appointed by the HOEI to manage the government property to be issued to the host. May or may not be the Army Instructor employed by the school.

Military Science (MS)
The Senior ROTC curriculum, which consists of two courses—Basic Course (MS–I and –II) and Advanced Course (MS–III and –IV).

Mobilization
Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all units in the approved force structure including Reserve Components, all individual reservists, and provide the material needed for their support.

Multiple JROTC Unit
Any group of five or more JROTC units of one Service organized and sponsored under one school system or district in which the JROTC Program is conducted concurrently in more than one school.

National Defense Cadet Corps (NDCC)
Terminology encompassing students participating in leadership studies at any educational institution under Title 10, USC 4651 and conditions prescribed by the Secretary of the Army.

Nationals
A cadet or student that owes allegiance to or is under the protection of a nation without regard to the more formal status of citizens or subjects.

Professor of Military Science (PMS)
The academic title customarily conferred upon the senior commissioned Army officer assigned for duty with a college ROTC unit.

Public Law 88-647
Refers to the ROTC Vitalization Act of 1964. This law provides all government property, free of charge, to institutions and secondary schools hosting units of the JROTC program. Under this law, all government property issued must be safeguarded and cared for by requiring each JROTC host institution to provide a bond or insurance.

Senior Army Instructor (SAI)
The military instructor recognized by the Army as the supervisor of others employed to conduct JROTC at a school.

Unit
The organization comprising JROTC cadets and military instructors at one school.

Unit Identification Code (UIC)
A six character, alphanumeric code that uniquely identifies the particular JROTC unit. This code is used together with the DODAAC to requisition government property.

U.S. Army Cadet Command (USACC)
The Army command having statutory authority for the conduct, support, and maintenance of all U.S. Army Junior and Senior ROTC programs worldwide. Headquarters, USACC, is located at Fort Monroe, Virginia.

The 100 percent annual inventory
Keystone of the bonding and insurance program. It provides the actual item name, quantity, and replacement value of each item of government property issued to host institutions or schools.