USACC Overview
Presented to
Foreign Military Attachés

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Army Commissioned Officers are educated professionals of character who lead Army units and plan Army operations. They are experts in their field and are held to the highest standards of ethics and conduct. The Officer Corps is accountable to the President of the United States and the American People for the Army and for the successful accomplishment of its missions.
The US Army Cadet Command selects, educates, trains, and commissions college students to be officers and leaders of character in the Total Army; instills the values of citizenship, national and community service, personal responsibility, and a sense of accomplishment in high school students.

**Mission**

**Train to Lead**

**Leader Development**
- Recruit
- Develop
- Retain
- Commission

**Cadet Command Vision**
USACC is America’s preeminent leadership program, academically unrivalled, sought out by students, staffed by master level development professionals, and achieving the requirements and expectations of the US Army.

**“Talented / Critical Thinker”**

**Scholar Athlete Leader We Seek**

**Warrior Leader**
Students can participate in Army ROTC at over 1300 universities and colleges …..from Stanford and Harvard to one near his/her hometown.

**Army Senior ROTC**
- 275 Host Universities
- 1,066 Partnership Universities
- Approx. 33,000 Senior Cadets

**US Army Cadet Command**
- 7 Regional Brigades
- 1 Military College Brigade
- 275 Battalions

**Hosts:** Have a PMS and an assigned detachment.
**Partners:** Provide support to a host
**Affiliated:** Students travel to host

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*Train to Lead*

**US Army Cadet Command**
Train to Lead

US Army Cadet Command
Higher Command Relationships

- ASA M&RA
- Army G1
- TRADOC
- HRC

- Policy
- Production Mission
- Admin & Logistics
- Information Technology Support

AMRG
Marketing Guidance and Support

USACC
Train to Lead

The ROTC Battalion – A Complicated Business

Host University

- PMS/O5
- SMI/E8
- ROO/O3
- APMS
- APMS/AGR
- HRA
- Log
- Inst/2Lt

60 Cadets

Partnership College

- 10 Cadets

Cadre Challenges
- Mentor, counsel cadets
- Teach 240 lessons
- Recruit
- Market
- University relations
- Geographic dispersion
- Disparate manning

Partnership College

- APMS
- SMI/E7/AGR

20 Cadets

Affiliated Schools (up to 40)

114 total Cadets

Active Duty
GS Civ
AGR
New LTs
U.S. Army Cadet Command
- 275 host universities
- 1,066 partnership universities

35,096 Cadets
- 15,667 (45%) under contract
- 11,005 (31%) on scholarship
- 7,786 (22%) female

Cadre Assigned: 3419
- 20% Officer
- 20% EM
- 60% Gov’t Civilian

FY14 Commission mission
Total ROTC 5,350
- Active 2,860
- ARNG 1,470
- USAR 845
- Nurse 175

We expect to commission 5,486 cadets in 2014

ROTC Ethnic Breakdown

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian</td>
<td>67%</td>
</tr>
<tr>
<td>AfricanAm</td>
<td>14%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>10%</td>
</tr>
<tr>
<td>Asian</td>
<td>6%</td>
</tr>
<tr>
<td>Amind</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

Mission/Production History

- 2006: 5350
- 2013: 5600

Graph showing the trend of mission and production from 2006 to 2013.
Train to Lead
Army ROTC Scholarships

- We are the largest grantor of college scholarships in the United States
- In FY13 we gave scholarships to just over 12,000 students totaling $240 million
- Scholarships can be for 2, 3, or 4 years (competitive)
  - Money can be for tuition or room & board (not both by law)
- Scholarships students also qualify for $1,200 for books/supplies
- And a monthly stipend of $300, $350, $450, and $500, depending on year

### Cadets on Scholarship

<table>
<thead>
<tr>
<th>Scholarship Duration</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>9%</td>
<td>2 Year: 3%</td>
<td></td>
</tr>
<tr>
<td>4 Year: 24%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Year: 9%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Scholarship Winner Profile

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 5% of Class</td>
<td>48%</td>
<td>46%</td>
<td>44%</td>
</tr>
<tr>
<td>Top 25% of Class</td>
<td>85%</td>
<td>83%</td>
<td>81%</td>
</tr>
<tr>
<td>Honor Society</td>
<td>49%</td>
<td>46%</td>
<td>47%</td>
</tr>
<tr>
<td>Mean SAT (Reading + Math)</td>
<td>1267</td>
<td>1254</td>
<td>1246</td>
</tr>
<tr>
<td>High School GPA</td>
<td>3.7</td>
<td>3.6</td>
<td>3.6</td>
</tr>
</tbody>
</table>
Train to Lead

Summer Training

Leader Development & Assessment Course (CLC)

Mission:
To evaluate, train and develop junior officer leadership ability

- Evaluates leadership potential, reinforces warrior skills
- 29 Days of training and assessment at FT Knox, KY
- 6,052 participated in FY13; 6200 will participate in FY14

Leader’s Training Course (CIET)

Mission:
To qualify and motivate Cadets for lateral entry into Senior Reserve Officers’ Training Corps.

- 28 Days of training at Fort Knox, KY
- Introduces cadets to Warrior ethos and Army values
- 1506 in FY13; Over 1500 will participate in FY14

Culture and Language Training

Cadet Overseas LREC Leader Development
- Cadet month long deployments in support of CCMD Security Cooperation Lines of Effort
- 1,400 Cadets selected for Summer 2014 missions

On-Campus Foreign Language Programs
Cadets can earn a Culture and Language bonus of up to $3K annually:
- More than 1,500 Cadets complete 2,200 Strategic Foreign Language courses annually earning the Culture and Language Incentive Pay – CLIP bonus

Cadet Practical Field Training (CPFT)

- Cadet Leader Training (1,299 in FY13, 900 in FY14)
- Military Schools (1,100 in FY13, 11940 in FY14)
- Internships (380 in FY13, 450 in FY14)

Total Cadets in summer training last summer 11,423
“Leadership development .... must inculcate the ideals ...to operate independently in more dynamic environment”

“Major Objective 1: Develop Army Leaders and Imbue the Army Profession”

“Commission officers and leaders of character who are agile and adaptive, possess critical thinking and problem solving skills,”

USACC Strategic Plan completely nested with key documents in support of DA Leader Development Initiatives

“The Army Profession

Army Leader Development Strategy 2013

Army Doctrine 2015

TRADOC Strategic Plan

USACC Strategic Plan

2012 Army Strategic Planning Guidance

“The Army Training Strategy

This unprecedented holistic review... to shape the Army of 2020”

“Leadership development ...and increase the rigor, relevance, and effectiveness......Invest in Individual Learning Infrastructure. This requires investment”

“Leadership development... must inculcate the ideals...to operate independently in more dynamic environment”

“Major Objective 1: Develop Army Leaders and Imbue the Army Profession”

“Commission officers and leaders of character who are agile and adaptive, possess critical thinking and problem solving skills,”

USACC Strategic Plan completely nested with key documents in support of DA Leader Development Initiatives

11
Basic Officer Leader Development (BOLD) Transformation is an evolution in recruiting, educating and training the Army’s future officers to meet the expectations and requirements for the Army of 2020.

- **Leader Development Transformation**
  - In order to prepare cadets for the increasingly complex environment of the 21st Century, Cadet Command is changing its development program to focus on teaching cadets “how,” rather than “what” to think. 22 hours of on-campus instruction will shift to a new summer training event, permitting increased classroom emphasis on ethics and critical thinking.

- **Leader Development and Assessment Course Relocation**
  - Cadet Command moves its Capstone Training event from Joint Base Lewis-McChord, WA, to Ft. Knox, KY. In addition to saving $9 million per year, this also enables the Command to improve the cadet developmental experience significantly.

- **Command Re-Posturing**
  - Cadet Command plans to realign resources to increase its presence in core and growth regions such as New York, Chicago, and Los Angeles.

- **Manning Initiatives**
  - Cadet Command plans to “re-green” by increasing its active component authorizations and replacing some of its civilian cadre with soldiers newly available as a result in drawdown of deployments. This will leverage the Army’s combat experience to help develop new leaders.
Train to Lead

Leader Development Model

Current Model

Progression Model

MS 1 → MS 2 → MS 3 → MS 4

Lateral Entry

Cadets with special qualifications may enter here

Leader's Training Course

Warrior Forge Leader Development & Assessment Course

End State (COA 3)

Education / MS Curriculum

MS 1 → MS 2 → MS 3 → MS 4

Cadet Leader Tng (CLC)

CPFT

CIET

Progression Cadets

Basic Military Skills

Lateral Entry Cadets

Transformation Method

- Cadet Initial Entry Training (CIET):
  - All Cadets attend CIET except those with prior service experience (28 Day Basic Military Skills)
  - MS3 Cadets serve as leader / trainers
- Complete Transformation of LDAC to Cadet Leader’s Course (CLC):
  - Multi-echelon squad and platoon level training events attended by all Cadets
- On-campus curriculum:
  - Balanced / enhanced MSI-IV curriculum
  - Incorporate Lateral Entry Module (LEM) into Lateral Entry process

Outcome: Improved Leader Development

- Creating a BCT like summer training event (CIET) attended by all Cadets results in:
  - Standardized Basic Military Training event that reduces variance of Cadet proficiency of basic military skills
  - Opportunity to improve / redesign on-campus curriculum to achieve higher level learning
### Train to Lead

#### Curriculum Transformation

**Current Curriculum**

<table>
<thead>
<tr>
<th>Curriculum Hours</th>
<th>Personal Development</th>
<th>Tactics &amp; Techniques</th>
<th>Values &amp; Ethics</th>
<th>Leadership</th>
<th>Officership</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MS2</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>MS3</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>MS4</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

- Focuses on **What to Think**
- Educational Theory Behavioral
- Task, Condition, Standard orientation
- Stresses Assessment on Tasks
- Content heavy on tactics and techniques at the expense of other tracks

**Curriculum Hours**

- MS1
- MS2
- MS3
- MS4

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**Transformation Method**

- Increase MSI/MSII credit hours
- MS Curriculum tailored to Cadet developmental needs
- Re-allocate and re-balance curriculum hours
- Increase critical thinking and problem solving
- Improve values and ethics training
- Improve cadre preparation and education

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**Future Curriculum**

<table>
<thead>
<tr>
<th>Curriculum Hours</th>
<th>Personal Development</th>
<th>Officership</th>
<th>Tactics &amp; Techniques</th>
<th>Values &amp; Ethics</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS1</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>MS2</td>
<td></td>
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<tr>
<td>MS3</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>MS4</td>
<td></td>
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</tbody>
</table>

- Focuses on **How to Think**
- Educational Theory Constructivism
- ASLTE – Socratic Teaching Method on Outcomes

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**Result: Improved Learning**

- Bloom’s Taxonomy
- EVALUATION
- SYNTHESIS
- ANALYSIS
- APPLICATION
- COMPREHENSION

- **Current**
- **Future**
Train to Lead

Junior ROTC

Goals

- Promote citizenship
- Develop leadership
- Effective communications
- Improve physical fitness
- Provide incentive to live drug-free
- Strengthen positive self-motivation
- Provide perspective of military service
- Train to work as a team member
- Inspire Cadets to graduate from high school and make it to the next level

High School

Quality Indicators SY 11-12

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SCHOOL</th>
<th>JROTC</th>
</tr>
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<tbody>
<tr>
<td>Attendance</td>
<td>90.29%</td>
<td>93.54%</td>
</tr>
<tr>
<td>Graduation</td>
<td>83%</td>
<td>93.9%</td>
</tr>
<tr>
<td>Indiscipline</td>
<td>5.2%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Drop Out</td>
<td>8%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>GPA</td>
<td>2.72</td>
<td>2.91</td>
</tr>
</tbody>
</table>

National Competitions
- Leadership and Academic Bowl
- Air Rifle
- Precision Drill
- Raider Challenge

USACC awarded 2538 ROTC scholarships:
- 823 / 32.4% - All JROTC services
- 271 / 10.7% - Army JROTC Cadets

TOTAL of 8.5M Community Service Hours in 2012!

Approximately 20% of Cadets express interest in the military as a career option