

Odds & Ends

Jun 07

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GENERAL. First let me congratulate all of you and express my appreciation for completing another very successful school year and for supporting the numerous short notice requirements which were thrust upon us as a result of additional funding being released late in the FY. I do appreciate what all of you do day in and day out in support of our cadets and the program overall. This Odds & Ends will be rather short compared to previous ones. However, make sure you read all 3 enclosures which contain the bulk of the information.

INSTRUCTOR TRAINING SEMINAR. Fourth Brigade will host an Instructor Training Seminar 9-11 Sep 07, in Fayetteville, NC. See enclosure 1 for more details.

KEY SUSPENSE DATES.

Training Seminar Orders - ASAP
Unit Report - 15 Jul 07
Master Training Schedule - 1 Sep 07
Annual Inventories – 1 Sep 07
All Electronic Reports – 1 Oct 07
Weight Control - 15 Oct 07

BUDGET. As most of you are aware of by now, all school budgets are now located and managed by Eastern Region at Ft. Knox, KY. This is mostly transparent as long as everything is working as it should. I will go into more detail during our discussions at the upcoming Instructor Training Seminar in September. However, if you are currently experiencing problems or have questions about your budget please contact me at (910) 396-4066 or by email at john.sovine@usacc.army.mil. Effective 1 Jul 07 all remaining funds (OMA and MPA) will be consolidated into a Brigade withhold account. All expenditures after 1 Jul 07 must be approved by Brigade. It is my intent to first set aside all necessary funds for must pay items such as laundry and then use the remainder to address any Unfinanced Requirements (UFRs) that may have been submitted. With a little luck we will start approving UFRs around the middle of July.

MARKSMANSHIP.

a. Reminder that units desiring to conduct marksmanship training for cadets must comply with the Cadet Command Marksmanship MOI located on the 4th Brigade JROTC website. Many instructors have forgotten the annual requirement to complete Marksmanship DL on the JSOCC DL site. Ranges that were inspected by CMP and have not changed location will be re-inspected during this year Unit Visit or Formal Inspection.

b. Brigade will conduct a CMP Certification at the Brigade Instructor Conference in September 2007. If this does not meet your needs, contact 1SG Jenkins, Southern Lee

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HS, Phone 919-718-2414, or email at djenkins.sl@lee.k12.nc.us and he will work with you to get this done.

JCLC

a. JCLC AAR is 23 Aug 07, at Fourth Brigade Headquarters. Due to budget constraints we are requesting that only JCLC Commandants attend. Be prepared to hand in your written AAR, see JCLC MOI for example, at the end of the meeting. All travel will be paid by SF 1164, those Commandants desiring to spend the night must contact George James or Chuck Perry for approval.

b. Vouchers should be sent to 4th Bde NLT 5 working days after completion of travel. Brigade will review and submit completed travel claim and attach ITO's for all those that did not receive an ITO at JCLC. POV travel must have prior approval from JCLC Commandant.

c. Schools that submitted a request for transportation funds to transport cadets to and from JCLC must complete a services rendered memo and provide an invoice to Brigade in order to process the payment to the vendor or school.

d. I would like to thank all that assisted this year with JCLC. It is because of you that we are successful. Great Job! We have been told that JCLC will be funded for FY 08, so we will get ahead of the game for next summer. Brigade will brief the approved JCLC locations and dates at the 9-11 Sep 07 training seminar.

Legion of Valor winners will be announced NLT 31 July 2007.

Rappelling. The next rappelling certification training is 6 – 9 August 2007, Oak Ridge Military Academy. Instructors desiring to participate should contact Steve Anderson, 910-396-0136, or email at steven.anderson@usacc.army.mil . Rappel tower inspections and risk assessments must be submitted annually to this headquarters.

Reports. Suspense for reports has not changed, 1 October annually. We did ask that you submit the Intentions of Grads and America's Promise as soon as possible to assist Cadet Command. Remember to download JUMS PATCH 16 from the web portal prior to running the reports. If you have any questions contact George James or Chuck Perry at 396-8706/8606 for assistance.

3 Enclosures

- 1 - Instructor Training Seminar MOI
- 2 - Fourth Brigade Training Guidance
- 3 - USACC JROTC Training Guidance



DEPARTMENT OF THE ARMY
HEADQUARTERS FOURTH BRIGADE
US ARMY CADET COMMAND
FORT BRAGG NC 28310-5000

ATOE-D-JR

29 June 2007

MEMORANDUM OF INSTRUCTION

SUBJECT: Fourth Brigade JROTC Instructor Training Seminar

1. **General.** Fourth Brigade will host its JROTC Instructor Seminar 9-11 September 2007 at the Holiday Inn located in Fayetteville, NC. Travel days will be 9 and 11 September. Reporting time at the hotel on 9 September will be 1300-1500. The seminar will start at 1515 on 9 September and conclude at 1200 on 11 September

2. **Lodging/Reservations.** Three different hotels will be used for lodging, the Holiday Inn, the Hampton Inn and the Sleep Inn for overflow. These are the only hotels authorized for use during the TDY period. All hotels are located just off Exit 49 on I-95. The Holiday Inn has 170 rooms and the Hampton Inn has 60 rooms and the Sleep Inn will accommodate any additional lodging requirements we may have. All three hotels are within 200 yards of the seminar site. All check-in terminals will be manned during check-in times to facilitate a smooth and quick check-in. Hotel rooms will cost \$60 per night plus 12.75 percent tax. **Reservations should be made as soon as possible but no later than 7 August 2007. Hotels will not honor the rate if reservations are made after this date. When making your reservations use the group code "JROTC Seminar".** The hotel addresses and phone numbers are shown below.

Holiday Inn
1944 Cedar Creek Road
Fayetteville, NC 28312
910-323-1600

Hampton Inn
1922 Cedar Creek Road
Fayetteville, NC 28312
910-323-0011

Sleep Inn
1925 Cedar Creek Rd
Fayetteville, NC 28312
910-433-9990

4. **Attendance.** Attendance is mandatory for one instructor from each JROTC program and each DAI office. Newly hired instructors are highly encouraged to attend as there will be a presentation for new instructors on the seminar agenda.

5. **Uniform.** The uniform on 9 September (first day) and 11 September (last day) will be proper civilian attire (no blue jeans, shorts or tee shirts). The uniform for the remainder of the Seminar will be Class B's.

6. **Invitational Travel Orders (ITO).** Submit your ITO request online at the Fourth Brigade JROTC web site (www.ajrotc.us) **no later than 18 July 2007.** When on the Fourth Brigade site, follow the link at the top of the page to the online request form. If your online request fails, print the completed form and fax it to 910-396-3854 attn; Buck Jenkins. Instructors attending the seminar will be paid mileage from their school address and return, not from their residence. Each instructor will receive a welcome packet and their ITO during registration at the JROTC table in the lobby of the hotel. For those cadre not authorized an ITO due to the close proximity

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to the seminar location a SF Form 1164 may be filed for mileage to and from the seminar location for each day of training. Hotel costs, per diem, and mileage can be claimed after the seminar using DD Form 1351-2. Appropriate forms will be available at the seminar for individuals to claim their expenses. All travel claims will be sent to Fourth Brigade for review and processing. The JROTC staff will forward travel claims to DFAS, Indy after review.

7. **Training/CEUs.** Each person attending the seminar will receive a training certificate. This certificate can be used to meet Cadet Command's requirement for continuing education, as well as each state's education requirement. It is the responsibility of the person attending the seminar to share all information received with their fellow instructors.

8. **Agenda.** We are currently developing the agenda. If you have recommendations for subjects that you would like to see included please contact Mr. Jenkins.

9. **Additional Requirements.** If you have not done so by the time the seminar takes place please submit the following during the check-in process.

- a. Master Training Schedule
- b. Rappel Tower Inspection
- c. Rappel Risk Management Forms
- d. Current Proof of Bond/Insurance
- e. Annual Inventories (Cadet Command Forms 194-R and 195-R)
- f. Updated Photos
- g. Current Physicals
- h. Height and Weight Forms

10. POC is Mr. Buck Jenkins, Commercial (910) 396-6384, Fax (910) 396-3854, email buck.jenkins@usacc.army.mil

JOHN W. SOVINE
Chief
Fourth Brigade JROTC



DEPARTMENT OF THE ARMY
HEADQUARTERS FOURTH BRIGADE, EASTERN REGION
UNITED STATES ARMY CADET COMMAND
FT BRAGG, NC 28310-5000

REPLY TO
ATTENTION OF:

ATOE-D

28 June 2007

MEMORANDUM FOR 4th Brigade Battalion Commanders/Professors of Military Science

SUBJECT: 4th Bde Annual Operational and Training Guidance - FY 2008

1. References:

- a. CC Reg 145-3, Pre-Commissioning Training and Leader Development, dtd Nov 2002
- b. Memorandum, USACC Eastern Region dtd 18 May 2007, Eastern Region School Year 07-08 Command Training Guidance (enclosure)
- c. Memorandum, USACC dtd 15 May 2007, SY 08/08 Training Guidance, Fall Semester
- d. Mentorship Policy letter, 4th Bde dtd 7 Feb 06, revised 17 June 06
- e. FY08 Brigade Operations and Training Calendar

2. Purpose: To provide written guidance for all subordinate Senior and Junior ROTC programs in 4th Bde . This guidance reflects and supplements current verbal, e-mail, and otherwise communicated guidance we have received from our higher headquarters in recent months. I have enclosed Eastern Region's and Cadet Command's guidance for required reading. These documents are inseparable and important. This is prescriptive and directive in nature; it is not optional.

3. Mission: Our mission is to recruit, retain, develop, and train the future officers of the Army, and to make better citizens of the JROTC Cadets and those who do not complete the Senior program.

4. METL: Our METL is to

Recruit: Recruit scholars, athletes and leaders in sufficient numbers

Retain: Save those we have who are already in the fold

Develop: Lead those with potential to develop into future officers

Train: Train to standard those who will lead America's Army

5. Endstate: Each year we commission quality lieutenants in sufficient numbers, both nurse and line, to meet our missions. Those lieutenants are strong in will, character, and body and excel in most everything they do. They are skilled in fieldcraft, are physically fit and excel even on their worst days, can swim, navigate while dismounted, and have a positive mental outlook that allows them to overcome any obstacle, and the brains to figure out how to do it.

Encl 2

6. METL Task Crosswalk.

a. Recruit

1. PMS makes recruiting a top priority; ROO works as an Operations officer; Manages recruitment effort and tasks Bn cadre and staff with prospect recruitment goals
2. PMS ensures Bn ROO is trained at CC ROO course
3. Recruiting Operations effort coordinated by ROO; all cadre and staff recruit SALs
4. Instructors select progression students and recruit them; ensures the progression prospect is identified to ROO for tracking and support for future enrollment
5. Each student tracked by ROO either electronically or paper
6. PMS develops Recruitment and Enrollment Action Plan (REAP) that has a campaign plan showing means by mission set
7. All objectives are definable and attainable
8. REAP campaign plan quantified and matched to BCFS
9. REAP campaign plan communicated to all; all understand and buy-in

b. Retain

1. Each Cadet is enrolled correctly on CC 139R and gated to plan
2. Each file checked by HRA, primary instructor, and PMS once per sem
3. 104R done each sem and counseling follows on paper by instr
4. Contracted Cadets sworn in a contracting ceremony
5. Mentorship program viable and to standard; phased for success
6. Intervention techniques set; cadre know when to tap out and elevate
7. PMS and SMI are wickered into university support structure
8. HRA and PMS understand waivers process
9. PMS calls Bde CDR on any waiver he/she iffy on
10. All cadre try everything possible to get a Cadet to potential
11. Cadre set example in everything
12. Force protection/Safety tantamount in all activities; intrinsic

c. Develop

1. Each Cadet including enrolled has JPSC if attending FTX/STX
2. Each Cadet counseled on 16 dimensions and values as routine
3. JPSC lists all opportunities, blue cards in file
4. 104R and ROTC program compliment each other
5. Weak areas ID'd in counseling (written) and stressed till attain strength
6. Training timeline peaks 3 weeks before LDAC for fieldcraft, physical
7. Mentorship plan done by peer approved by cadre counselor

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8. Cadets given freedom to fail, mandate to improve, time to accomplish
9. Scholarship Cadets must be top - immediate suspension if trigger met
10. Use all motivational tools - whatever it takes
11. Recognize all don't get it all at once

d. Train

1. Train 5 things: Fieldcraft, Swimming, Land Nav, PT, MDMP/Orders.
2. LDAC is focus for contracted Cadets; it is a test, know the requirement
3. Ranger Challenge is a supporting effort, not the main effort
4. Teach the POI, but train only the 5 things mentioned in 1 above
5. Conserve FTX/STX time; > 120 hours per year must ask Bde permission
6. Teach/train principles, then techniques - must be equipment-neutral
7. Teach how to think vice what to think.
8. Gender Neutral Training with the exception of the APFT
9. Academics come first; protect exam periods

7. Specific Guidance on Operational Area (s):

Nurse: All ROOS must understand that the nurse mission is extremely important to our Army and must do everything possible to recruit, retain, and safeguard our nurses. The Bde Nurse, MAJ Hartley, develops a relationship with each nurse Cadet in this Bde... make sure you contact him when you have a nurse prospect, a student that is interested in nursing, or a transfer.

8. Specific guidance for the remainder of FY07 and FY08:

a. Background: We are in a time of change. The Army's transformation includes increasing tooth to tail ratios in support of war fighting units. At the expense of this increased "tooth " ratio is the tail, or institutional Army. TRADOC has to change - and we can no longer afford to be as parochial, as stilted and staid as we once were. Cadet Command will change, and this change is being driven from TRADOC. If we are slow to embrace change, we will still change nonetheless. In our AO, this translates to 3 main areas:

- We are in a time of shrinking cadre resources, and see no help in the future
- We are in a time of relative stasis in the satisfaction level of the field in the lieutenant that we produce - they're pretty happy with new lieutenants

So what this means for the 4th Bde is that we are going to have to figure out how to maintain the standard in training while saving money by HOW we do business. We have to be smarter, and train tougher, using less money. This is relatively easy in concept, but requires a change in culture.

b. Event/Topical Guidance:

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1. CDR/CSM Visits: We will ID programs that need help and use the chain of command to ID and fix problems. Staff will inspect as usual. Expect us around often.

2. FY08 Budget:

- We can expect similar funding levels for FY08 as we were allocated in FY07. We must continue to manage cost closely and explore more cost efficient methods of doing business. We also need to work harder to leverage other people's money: University funding, obtaining additional university services at reduced or no cost, seeking reduction in cost of parking fee's and gym fee's, and establishing solid UFR list with strong justification for Region and CC funding. Our installation funds management team has transitioned to Fort Knox (see below). With that, it is imperative each Battalion's budget officer establishes and maintains good communications with your budget Analyst.

- Status of Funds reports will continue to be a management tool used by Brigade, Region and CC; however, inaccurate accounting of transactions for each month occurs due to GPC card billing card closure timeline (usually 19th of month), purchase discrepancies on bank cards, ect. No one knows your specific fiscal posture better than the individual school and budget officer. SOF reports will continue to be a general management tool, but budget officers must maintain exact status of fund accounts locally. Use your budget analysts to confirm status and to help resolve discrepancies.

- We will develop a BDE UFR List early in Fiscal year, fund internally were possible, and submit a reworked Bde UFR to Region much as we did this past year. Need your help in prioritizing your requirements so we can focus limited dollars to the most critical needs. We will tentatively fund Bde funded UFRs in May 08, your Battalion UFR priority and justification will be due in Apr 08 (below).

Budet Analyst:

Fort Eustis Schools (William and Mary, Elizabeth City, Hampton, Norfolk State, Old Dominion): Mrs Mary Singleton (502) 624-1029

Fort Bragg Schools (Campbell, Duke, East Carolina, NC A&T, Staint Augustine, UNC Chapel Hill, Wake Forest): Mrs Mary Singleton (502) 624-1029

Fort Lee Schools (Richmond, UVA, VMI, Virginia Tech, VSU):

Mrs Eileen Heinen (502) 624 1062

Fort Jackson Schools (UNCC): Mrs Elisa Domingo (502) 624-1210

Cadet Command University TDY Accounts: Mrs Ragna Newman (757) 788-4097

3. Billbacks and Obtuse Acts: We have had several cases billbacks for use of mid-grade fuel. The Army mandates the use of regular unleaded fuel. Use of mid-grade and premium fuels in GSA vehicles will result in the Cadre member paying for the fuel.

- Only use regular fuel, save receipts.
- Sign out any GSA using the form and log the miles

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- Each school has a fleet manager, and the fleet manager controls the books and checks for compliance, and makes everyone go by the rules.

- If you take a GSA off-road, you can be liable for the damage. We have a survey right now for a van that had to have a new fuel tank because a cadre member used the van on a land nav site and drug the fuel tank off the vehicle. Consider other means like borrowing a tactical vehicle from a local National Guard unit.

4. Welcome Back Picnic/ Summer Recognition: I want each school to find a way to recognize the summer performance. One easy way to do this is to organize a welcome back picnic using school funds, and you do it simply. (this is only a technique, accomplish the intent) You find a no-cost venue like a park, open field, or the back of the ROTC detachment. You buy \$75 worth of hotdogs, chips, and kool-aid - that's all. Then you make a list of all of the awards that your Cadets earned during the summer and the first day of lab when you have the most students there you recognize all of them. You talk about LDAC, LTC, and maybe even read off a few comments from the excellent CER's from Warrior Forge. You pin on jump wings (again), air assault, and tell about CTLT and where they went. This turns into a great event for the students and a good one for you as well because it recruits for you too. Make it less than 2 hours in duration and plan to sweat. I hope you each have developed a school certificate with your individual branding on it - PowerPoint works for this. Back brief me on how you plan to do this - you don't have to use a picnic, but this is an easy way to do it.

5. Scholarship Module Updating Before 1st Day of School: Pay attention to this and have your ROO if you have one to update the scholarship status module and all of the ancillary modules and subsystems in CCIMS to correctly reflect completion of LDAC and LTC. Traditionally we give this short shrift until mid semester, but *we cannot afford to wait that long this year*. We are running short now on MS10 dollars, and it is critical to have truth in the system early.

6. DTS and Travel Claims: Do these within 5 days of returning from the camps. Make sure you save receipts and scan them into DTS by printing the fax cover sheet under expenses: substantiating records, and put all receipts into DTS. Don't think that you "don't have to put a receipt in if it's less than \$75," just put all of the receipts in. CC is looking for every dollar, and they will not hesitate to return or not pay a claim that looks bogus. If there is anything weird in your voucher, explain it in clear sentences using no passive voice in the "comments" area.

7. Commo Mechanisms for LDAC/LTC and Accessions Boards: Make sure you have the ability to react to a board on your Cadets. Have at your fingertips a smart book that lists all PT scores to the second level of detail, HGT, WGT, and BF sheets, Campus CER's and leadership positions held listed on the JPSC, and the MS3 OML score and why they were there. If you are at LDAC or LTC and the HRA has to respond to the board, make him/her smart enough to get the information to them and immediately get the PMS involved. If a Cadet of yours goes to the board, the PMS must talk to the LDAC or LTC LNO at a minimum, personally.

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The smart PMS will have this info ready at a moment's notice for BCFS. If you have to generate it for a BCFS brief, then save that as your base document for your smart book.

8. Swim Tests and PT Tests: I want these done early in the semester - by the 4th lab or the 4th PT session you should have completed both of these events. If you cannot because of resources, tell me why that is. I want the non and weak swimmers ID'd early and a remedial plan applied to them. DO NOT differentiate between a diagnostic PT test and a record PT test. We know that as officers, results count in everything, and everything is a test. You might as well reinforce that culture early. You are probably conducting monthly PT tests for all contracted Cadets; this is good. If you only have one or two PT test results for your Cadets per year, that is not good enough. Back brief me on your PT plans as we visit this fall and explain your program. Generally, I believe you should be hard up front and demand good performance regularly so Cadets expect it and learn to conform to the physical culture early. Be hard, but remember that some don't get it all at once.

9. Contracting Ceremonies: Each school must do a contracting ceremony. It can be simple, but must be emotionally significant - think "crucible," "Army values," "torchlight tattoo," etc. One technique is to have a nighttime ceremony during the fall FTX. It's late enough in the semester to have several that need swearing in, and you can incorporate the upperclassmen into the ceremony. Use the flag and be creative. The idea is that by doing a contracting ceremony, you reinforce the idea that a CADET IS FUNDAMENTALLY DIFFERENT THAN ANY OTHER COLLEGE STUDENT. He behaves differently and is disciplined because he IS different. Again, inculcating the culture of the warrior and brotherhood defeats notions of indiscipline, DUI, overspending, risky sexual behavior, etc, because the Cadet knows he has a lot to lose. Back brief me on your plan.

10. Probation and Retention: To reinforce the CG's guidance we are going to retain as many cadets as practical, but at the same time, I need the PMSs to make the tough calls and disenroll as justified. In other words, put a student on probation IAW CC guidance, and suspend benefits if they are on a scholarship. You have the leeway to go another semester to retain them - they are not automatically out by the second semester if they do not improve. I believe there are some circumstances in a college student's life that he or she cannot necessarily improve in one semester - it might take a year. Each student is different and we will treat each on a case-by-case basis.

11. Mentorship: Use our policy letter to craft your mentorship program, and have it in place this fall. When a Cadet shows problems like the paragraph above, talk to the Cadet but also talk to the mentor separately to figure out parallel strategies. Ideally we would have multiple people working on problems of education, vision, training, and character. More personal problems don't really fall into the "involve a group" mentality. Use your judgment. Mentorship to me is not a panacea, but a tool we can judiciously use.

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12. Supply Accountability and Command Supply Discipline: At each university we have a potential for large problems because we have a great amount of property that is NOT tracked by the unit property book. In fact any item that is less than \$5K is not tracked, but you are still accountable for it. This means you must establish a unit Hand Receipt. EVERYTHING goes on the unit Hand Receipt. Everything. Then, make your supply person or additional duty Supply officer divide the property up into 12 chunks to do monthly 10% inventories. Require your supply to update hand receipts occasionally (once a year). We have had multiple instances of lost property, and we can't afford it. Let's police this up.

13. Ranger Challenge 26-28 Oct Fort Pickett: Ranger Challenge is a good event, but it is NOT the main effort in the fall. Contracting your Cadets and training them up on the basics is the main effort. *Ranger Challenge is an intramural -intercollegiate high adventure event that pays us dividends in recruiting, retention and toughness if done correctly.*

Ranger Challenge is an important event. With this said, also remember that the premiere event is LDAC. Use Ranger Challenge as another tool to train, retain and motivate your cadets. In view of that:

- Each school fields a Ranger Challenge team. You must ask permission to field more than one.
- Region will have a "Sandhurst shoot-out" where the best RC team has the opportunity to compete at FT Knox for the annual Sandhurst competition to be held at West Point this spring. More guidance to follow.
- Transport to Pickett with organic assets only - no bus contracts.
- Use a MIMIMUM of cadre - I would like to get by with 2-3 per school. No "just watchers," no PMS-SMI's attending to just stand around; every cadre member that attends works an event. More to follow in the IPR 16 August and FRAGO.
- No contract meals, large expenditures for T shirts, hot chow at Western Sizzlin' on the way down and back, etc. Box lunches, MRE's, Army Uniforms.
- We will have a 2-Tiered event (schools will compete in 1 of the 2 tiers). Each tier will have its own placements and awards. Tier break-out to be announced at a later date.

We'll have IPR's; the next is 16 August. Expect a FRAGO from the base order published already this year.

14. Fall FTX: I want your fall FTX's to be focused on simply the basics - Land Nav day and night, bivouac and field craft, BRM in some form oriented on the integrated act of shooting and not qualification, and the first inroads into garrison and field leadership. You can accomplish the leadership piece by using Cadet Command LDP's and lane training (battle drills 1, 2 and 2a, 3, 4), or by a field leadership reaction course done locally. This requires very few resources. The idea here is to build FROM this exercise, not TO it. Detailed guidance:

- ALL 1's, 2's, 3's and 4's go

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- Sleep on the ground, no billets.
- Basic skills: (Remember in ROTC you only concentrate on a few areas: PT, Land Nav, Fieldcraft, the Troop Leading Procedures, Swimming, and Character)
- Incorporate a Contracting Ceremony if not done earlier
- Use a low amount of resources. Use the one bus contract you have judiciously. I am going to mandate your attendance to a Brigade FTX in the Spring so be smart. Cadet Command resources us for 2 field exercises and that is all. You MUST stay within your budget; there will be no recourse if you spend the dollars too quickly. Look for every opportunity to foot march to training areas, carry it all on your back, etc.

I need the resource plan for your fall FTX plan now.

Send me a concept sketch and paragraph detailing your fall FTX by mid-September, or obviously earlier if your FTX is in mid-September as many of yours are.

15. Force Protection: In all cases, use common sense. We must train hard, but you have to build up to it.

You need to know the physiological limits of your Cadets based on an informed, skilled analysis of their physical condition, a review of their medical screenings and **YOUR PERSONAL ASSESSMENT**.

a. First Aid_(this is not combat lifesaver!): Make sure your have a current CLS bag and a cadre member trained that knows how to use it. Given that though, there are very few instances that you would ever use the CLS bag - you'll NEED a first aid kit more often though. Have a good well-stocked first aid kit in each vehicle. Include moleskin, alcohol, betadyne, adhesive tape, several cravats, and a crutch or two. Get the Class 8 you need from the Bde Nurse; we'll buy what you need.

b. CLS class 10 December for Ten: We will send 10 from our Bde to Ft. Bragg to recertify in CLS. Contact Mr. Anderson on slotting and reserving a space.

c. Safety Briefings: Do safety briefings before every long weekend, and you may conduct them before every weekend if you desire, but you want them to be fresh. Use stories of Cadets to inject truth. Check tires and wires on POV's; be the interested dad/mom as needed.

d. Risk Assessments: Do risk assessments for every training event. Those that go above Low I must sign. Get in the habit of doing these, and identifying the hazards inherent in operations.

e. Heat Injuries in the fall: There is no excuse for heat injuries. If you are going so fast that your un-acclimatized Cadets can't keep up, then you are going too far, too fast. We had one school that had 8 heat injuries last fall; 3 required emergency room visits. This is unacceptable.

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Realize it will be extremely hot in August and September, and plan your big FTX for later in the year. Use STX's for supplementary training, but do it intelligently. In my book, heat injuries and cold weather injuries are telltale leadership failures.

f. Labeling of Heat Injuries: Having said the above, you must use precise terms precisely: Not many cumulative fatigue or dehydration cases are heat injuries. A doctor will make the final diagnosis for record. Inaccurate use of certain heat-related terminology may cause a lingering medical condition flag in a cadet's medical record. This is not, repeat not to suggest potential heat-related problems should be downplayed, but rather to use caution in LABELING how cadet conditions are categorized in communications prior to full evaluation and diagnosis by competent medical personnel at the appropriate level.

g. Foot/Boot Conditioning: Issue 2 pair of boots to all contracted 3's by February 07.

16. Brigade/Region Conference in Opryland Hotel, 26-30 Nov: This is historically a great event that we have brought back for this year in the interest of saving money and combining functions. The first 2 days the Region will have an agenda, and then we (Bde) will have the last day and a half. Plan on bringing your spouse (at your own cost of course); it is a great venue and there will be something for them to do. CC will pay for one plane ticket for the PMS, but the hotel room will be free for your spouse.

17. ROO Conference 12-13 Dec 07: Planned for 4th Bde to share practices. The ROO drives to Bde HQ in a GSA. We will invite a rep from Cadet Command to attend.

18. Staff Rides: Do not make these elaborate affairs. There is a lot of military history near all our campuses. A great majority of the Civil War was fought on the ground around our campuses; find a venue within 100 miles of your campus and use that to go to. Do it all in one day, and use organic assets if possible to transport your class.

19. Leadership and LDP in your battalion: I want you to brief me on the Cadet chain of command and show me some JPSC's during my visits. Explain the roles and functions of your Cadet battalion staff and how you have maximized leadership opportunities for those second and third tier Cadets who are not in a primary leadership position. Show me your rotation plan.

20. Spring FTX: Right now we do "cluster" FTX's with differing standards and resources. By all rights we do okay on performance, but clearly if we are to have one standard and gain efficiencies, we should have a consolidated FTX once. We have an advantage in that we are all relatively close - we can drive anywhere in this Brigade in about 4-5 hours. This year I am mandating that all schools except VMI come to Fort Pickett for the Bde FTX. This means all contracted MS3's (should be about 320) plus support MS4's (about 120). This will increase our footprint on Pickett, but I believe they can handle that. This standardization should decrease the load on several of our schools, and help us all in our assessment of the Cadets.

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More to follow on this later, but do not plan on Cluster FTX's this year. If you believe that your school has a better training plan for a smaller cluster FTX or by yourself; arm yourself with meaningful statistics and talk to me early. Tentatively we plan to have the Spring FTX 27-30 Mar 08.

21. BRM. The Enhanced Skills Trainer (EST) 2000 is an excellent system for assisting cadets on learning the fundamentals of rifle marksmanship. Every Annual Training Plan will include an EST utilization plan.

Contact your support installation to schedule use of the system. If you do not plan to use this system, I need to know why so I can report this to my boss.

22. Fall and Spring BCI Schedule and IG Visits

Fall BCI:	ECU – 16 Oct	Spring BCI:	ECSU – 24 Jan
	ODU – 14 Nov		UNC Charl – 28 Jan
	HU – 15 Nov		UVA – 3 Apr
	UNC-CH – 5 Dec		
	Duke – 10 Dec		

IG Visits (Dates TBD):	VSU
	UVA
	UNC Chapel Hill
	St Augustine's
	ECSU
	Duke

23. LDAC/LTC Camp Support: LDAC and LTC are main events/mission essential - all go

24. Max Thurmond Award: Pertains to North Carolina schools only. Compile stats on your LDAC returnees using CCIMs, and compare their CER's as you go through developing your OML post-camp. You'll see a tasking shortly to send a packet back to Bde detailing why your best Cadet should be the Max Thurmond Award winner - the best Cadet in NC in LDAC performance. Look for that as we finish LDAC.

25. Training Plans and Schedules. I am keeping a rolling, long range training plan. I need you to submit your Yearly Training Plans and Calendars to my Training and Operations NLT 22 August. Update these plans quarterly. Project training out one year. Each update should include an additional quarter as the previous quarter drops off. Submit the plan utilizing the format that my headquarters provides. All logistical support requests must be at my headquarters NLT 30 days prior to the training event.

26. Cluster Brief. Plan on a Cluster Brief similar to last year. Cluster Briefs are now annual events. I am looking into Mid-December time frame. More to follow.

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Additionally, I am scheduling mini-cluster events in school-centric geographical locations and will task a school in each area to host the event.

27. JROTC. JROTC is our premier citizenship program in the Nation. I expect battalion commanders to establish close relationships with their assigned JROTC programs. Visit each JROTC school at least once a year. When assets are available, assist JROTC during formal inspections; act as guest speakers at key events; host and or support competitive events; sponsor university visits. Conduct the annual supply inspection for assigned JROTC programs. JROTC cadets have a high predisposition to serve, so work ASB assets into major events. Also, Get your ROOs to the Drill and Air Rifle championships as well as the JCLC events. These events are attended by large numbers (thousands) of high school students with a high propensity to serve. Dates and locations of these events will be posted at a later date.

10. Guidance for JROTC cadre.

a. JROTC Cadet Leadership Challenge (JCLC). JCLC is once again being fully funded. As such, beginning with SY07/08 and beyond, it is once again a mandatory event worth 50 points on your unit report. All programs are expected to participate in a consolidated primary JCLC encampment. "Alternate JCLC" events will only be approved on an exception basis and only after ample justification is provided. Do not initiate planning an alternate JCLC unless approved by the Brigade. Additionally, JCLC routinely takes place during the summer months and all cadre are required to be available during this time in support of JCLC. Dates and locations of Brigade approved JCLC events will be published during the second quarter of FY08.

b. JROTC School of Cadet Command (JSOCC). The requirement to attend JSOCC is delineated in CCR 145-2. Attendance is required within the first 18 months of becoming a JROTC instructor and every 5 years thereafter. Completion of JSOCC Distance Learning is a prerequisite for attendance at JSOCC. A list of available class dates will be published at a later date. Be proactive and request a slot if you are required to attend.

c. JSOCC Distance Learning (JSOCC DL). JSOCC DL is comprised of 2 components; Basic JSOCC DL consists of 22 courses and a final exam while Advanced DL consists of 4 courses. The basic courses must be completed within 6 months of becoming a JROTC instructor. The advanced courses must be completed no later than August 2007 for those instructors hired prior to August 2005. All others have 2 years from the date of hire to complete the advanced courses. JSOCC DL courses are periodically updated. It is your responsibility to routinely check the Distance Learning site for any new requirements. Each time a course is updated or added it must be completed. The ethics module is an annual requirement for all cadre and the marksmanship module is an annual requirement for those with marksmanship programs. Also, the course description includes time estimates that may be converted to Continuing Education Units (CEUs).

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d. Instructor Training Seminar. This year's JROTC Instructor Training Seminar will take place 9-11 Sep 07 in Fayetteville, NC. Our intent is to fund 1 instructor (SAI or AI) from every JROTC program within the Brigade as well as 1 representative from every DAI shop. A detailed MOI will be published in the near future.

11. We have a tremendous collection of talent and experience within the All American Brigade. Keep the passion hot about the mission, and encourage those around you. Be good stewards of your resources - Time, People, Money, and Supplies/Equipment. Remember, good training starts with good examples. Cadre fitness, behavior, and appearance/military bearing set the training stage. Let's make 4th Brigade #1 in Eastern Region and the Cadet we end up commissioning "top of the line"!

12. Train to Lead - We Commission!

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WILLIAM T. WISEMAN
COL, FC
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND
FORT MONROE, VIRGINIA 23651-5000

REPLY TO
ATTENTION OF

ATCC-JR (145)

21 June 2007

MEMORANDUM FOR ALL Junior ROTC STAFF

SUBJECT: Memorandum of Instruction (MOI) U.S. Army JROTC FY08
Training/Guidance

1. **Purpose:** The purpose of this MOI is to outline the FY08
Training Guidance for JROTC units and personnel.

a. Outlines training programs in which JROTC units and
personnel will participate during the FY08 timeframe and pro-
vides approximate timelines for major events.

b. Provides JROTC instructor training requirements: Ini-
tial Qualification Training, the JROTC Distance Learning Course
(Basic and Advanced), the JROTC Residence Certification Course
and Annual Instructor Training.

c. Prescribes criteria, parameters, and proposed dates for
JROTC integrated-curricular Training Initiatives and other sig-
nificant events.

2. **References:**

a. Army Regulation (AR) 145-2, Junior Reserve Officers'
Training Corps Program, Effective Date: August 2000.

b. Cadet Command Regulation (CCR) 145-2, Junior Reserve
Officers' Training Corps Administration and Operation: 1 May
2006.

c. Cadet Command JROTC Program of Instruction (POI) Lead-
ership, Education, and Training, 15 September 2006.

3. **General Overview:**

a. Over the past several years, Cadet Command experienced
a tremendous increase in training technology to assist instruc-
tors and support personnel in developing and conducting more
effective and efficient training. We successfully developed

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and implemented a new POI dated 15 September 2006; distributed and integrated upgraded curriculum throughout our JROTC units; and provided some of the latest automation technology available to assist in their teaching mission.

b. FY08 will provide us an opportunity to significantly increase our support to the field force and motivate a record number of JROTC cadets to excel in their citizenship and selfless service endeavors. We look to provide training to more than 280,000 cadets in 1,645 schools throughout the U.S., its territories and in DODEA schools overseas. Consequently, the training for our JROTC instructors and support personnel for FY08 is geared to ensure all units are fully implementing the latest curriculum and instructional tools, and integrating the newest automation technology available. Additionally, we are committed to ensuring every Director of Army Instruction (DAI), Senior Army Instructor (SAI), Army Instructor (AI), and all JROTC support personnel have every available training tool to accomplish their mission. As we continue to certify and train our new and seasoned instructors, we will also continue to improve our training development process. Additionally, we are proud to say that the Initial and Distance Learning Training courses, as well as our Certification Course are lauded to be among the best courses in the Army by the instructors who have taken these courses.

4. **Responsibilities:** Training and training management is a shared responsibility. While Headquarters, US Army Cadet Command, and specifically the Deputy Chief of Staff, Junior ROTC has overall responsibility for the development and implementation of training and personnel development of JROTC instructors, the Brigades also have shared responsibility to ensure the training process is fully functional.

a. Headquarters, US Army Cadet Command, is responsible for conducting training and program development for all JROTC instructors and support staff. To accomplish this mission, JROTC Training and Operations Division develops and implements the instructor training process and professional development opportunities for JROTC instructors.

b. Brigade JROTC staffs and Directors of Army Instruction have the tremendous responsibility of supporting the Senior Army instructors (SAI) and Army Instructors (AI) in the high school JROTC units. They provide administrative, logistical,

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technological, training support and advice to assist the SAIs and AIs in accomplishing their mission of "To motivate young people to be better citizens."

c. JROTC SAIs and AIs are responsible for accomplishing the assigned JROTC mission by establishing classes and activities as outlined IAW CCR 145-2 and other guidance. Moreover, they must attend annual training and ensure all training is conducted safely and geared toward that mission.

5. **JROTC Instructor Training Program:** US Army Cadet Command is responsible to provide a training program to equip and empower instructors with the best available training and instructional courseware to accomplish the mission. The Command does this by developing, implementing, and continually assessing a multi-faceted training program as outlined below. The JROTC Training and Operations Division has developed and established an instructor training plan and professional development opportunities for JROTC instructors and administrators. The plan provides for initial certification as well as continued certification requirements.

(1) **JROTC Initial Qualification Training:** Initial Qualification Training is a two-hour, multi-media course, to provide potential instructors with an overview of JROTC and teaching techniques for a student-centered classroom environment.

(2) **JROTC Distance Learning (DLC):** The JROTC DLC is a prerequisite to continued certification and attendance at the JROTC residence course. All newly hired instructors and administrators are required to complete the DLC within six months of hire or risk the possibility of termination of their certification. Instructors and administrators are required to review the DLC on an annual basis to keep abreast of new material, new courses, and new requirements. Upon completion of each course, a certificate will be issued with a new date that must be presented for all unit inspections.

(3) **Continuing Education Requirements:** DAIs, SAIs, and AIs are required to complete the following five Educational College Courses (Z-ECC): ZECC 101 (Secondary Methods), ZECC 102 (Learning and the Brain), ZECC 103 (Educational Psychology), ZECC 104 (Classroom Management), and ZECC 105 (Cont Am Ed/Dynamic Teaching). Access to the web-based tutorial is

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through the JSOCC Distance Learning Training module. Instructors must complete each course within six months in order to meet the overall completion requirement of two years. This requirement is in addition to completion of the JROTC DLC.

(a. Textbooks for the courses may be ordered through USAPA/St. Louis, and will be issued on the basis of one (1) book per course per instructor.

(b. The courses are offered on two tracks, and may be taken for transcribed college credit granted through the University of Colorado, Colorado Springs (UCCS); or, for non-credit, continuing education. Each instructor and administrator is responsible for completing the 3 activities within each of the 10 lessons: The Reading Assignment; The Tutorial; and The Portfolio. When activities for the lessons have been completed, students must complete the Course Exam which is a 50 question exam that randomizes five (5) questions from each lesson (passing is 80%). Upon successful completion of the course exam, students will be responsible for printing out the certificate for the course. Journal (portfolio) entries will be maintained in each student's records as documentation of completion of all components of the course.

(c. If a student is seeking (transcript) college credit for the courses, the portfolio entries for each of the lessons and appropriate certificate of completion should be compiled into a single document and submitted by e-mail to bob.greene@prodigy.net .

(d. When all Cadet Command requirements have been met, Mr. Greene will register students for the appropriate UCCS course. UCCS has an additional written requirement for each course which must be submitted to the college to obtain transcript credit.

(3) **The JROTC School of Cadet Command (JSOCC) Instructor Training Course:** A five-day resident course conducted by US Army Cadet Command, primarily by the DCS, Army JROTC, to provide new and experienced JROTC DAIs, SAIs, AIs, and DoD Civilian Personnel with improved skills and techniques to execute and support JROTC programs. It provides quality training that allows instructors to model and practice strategies and techniques to accomplish the mission (To motivate young people to be better citizens).

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(a. The JROTC strategic objective is to have a corps of instructors and support staff qualified, trained, and certified to accomplish the JROTC mission. Previous to FY 07, training for JROTC instructors was conducted through resident certification and resident recertification courses. These two 5-day courses provided the necessary hands-on training to certify the field force in doing their jobs and improve how they did them. Since then, the certification and recertification courses have been merged into an Instructors' Training Course geared to both new and experienced instructors.

(b. The JSOCC Instructor Training Course (ITC) provides opportunities for instructors and support staff to train with the latest classroom technology, curriculum materials, innovative classroom teaching strategies, and other educational tools currently available in the training and education environment. Such tools as the 4-Phase Lesson Plan, Thinking Maps, Winning Colors, the Classroom Performance System (CPS), the JROTC Unit Management System (JUMS), Lion's Quest Training and Service Learning are key ingredients in the successful conduct of JROTC programs. Moreover, the course also provides excellent opportunities for face-to-face interactions with JROTC and Cadet Command leadership and support staff, as well as for exchanging ideas and strategies with other instructors.

b. Specialized Training:

(1) **Brigade Annual Instructor Certification Training:** Annual training will be conducted to enhance the skills of instructors and administrators in unit inspection procedures, instructional techniques, and innovational teaching strategies. The training will be executed through seminars, educational workshops, and TNET/VTC. DAIs will attend annually, while the SAIs/AIs will attend the training on a rotational basis. The attendance of a DAI will not meet the requirement of Annual Instructor Certification Training for instructors within their district. The agenda for the training will be developed by the brigade and approved by Deputy Chief of Staff, Junior ROTC staff. Date, time, location, and the number of individuals to be trained will be dependent upon availability of funds.

(2) **Director of Army Instruction Training:** DAI training will be conducted to enhance the skills of all DAIs in unit inspection procedures, instructional techniques, and innovative

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teaching strategies. DAIs are encouraged to include other JROTC units in close proximity to attend their training.

(3) **USACC Logistics Course:** The Logistics Course is for JROTC personnel assigned duties and responsibilities as a cost-shared MPC or those personnel identified by Brigade as having a need to understand logistical procedures. The course will certify individuals in the procurement, inventory, and accountability of government equipment and materials. This is a Senior ROTC course and we can only provide quotas as they become available.

(4) **Annual Interviewer Certification Course:** The Interviewer Certification Course assists JROTC leadership with potential JROTC instructors. Brigades will nominate potential interviewers based on geographical needs and qualifications as outlined in CCR 145-2, and provide the Instructor Management Division with a request for allocations. The JROTC Training and Operation Division, in conjunction with the Instructor Management Division, will post a detailed MOI on the web portal.

<u>Course #</u>	<u>Day of Travel</u>	<u>Course Start</u>	<u>Course End</u>
ITC 401-08	05 Feb 08	06 Feb 08	07 Feb 08

(5) **Annual JROTC Train-the-Trainer (TTT) Certification Training and DAI MPS LOG Training:** The objective of the TTT Training is to assist Brigades and selected instructors in providing assistance to their units as well as required annual Government Purchase Card (GPC) training. The JROTC Training and Operations Division will post a detailed MOI to the web portal. At a minimum every GPC card holder and billing official will attend this training. The LOG Course is to ensure that all DAI MPSS are current in their logistical knowledge and can serve as subject matter experts for their brigades assisting units outside of their school district.

<u>Course #</u>	<u>Day of Travel</u>	<u>Course Start</u>	<u>Course End</u>
DAI MPS Logistics	17 Mar 08	18 Mar 08	20 Mar 08

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<u>Course #</u>	<u>Day of Travel</u>	<u>Course Start</u>	<u>Course End</u>
Brigade	5 May 08	6 May 08	8 May 08

Brigade Personnel
Tng/GPC Workshop
(w/Selected instructors included)

a. **JSOCC Quota Management and Schedule:** We continue to focus on decreasing training deltas during FY08. To accomplish the Strategic Objective of having a qualified, trained, and certified instructor workforce, JROTC will conduct 12 instructor training courses in FY08. FY08 quotas to Brigades are as follows:

<u>Eastern Region</u>	<u>JROTC Units</u>	<u>Monthly Allocations</u>
2 nd Brigade	144 JROTC Units	4 Allocations
4 th Brigade	255 JROTC Units	8 Allocations
6 th Brigade	235 JROTC Units	7 Allocations
7 th Brigade	166 JROTC Units	5 Allocations
	800 JROTC Units	24 Students
<u>Western Region</u>	<u>JROTC Units</u>	<u>Monthly Allocations</u>
8 th Brigade	193 JROTC Units	6 Allocations
9 th Brigade	117 JROTC Units	3 Allocations
10 th Brigade	74 JROTC Units	2 Allocations
11 th Brigade	58 JROTC Units	2 Allocations
12 th Brigade	197 JROTC Units	7 Allocations
13 th Brigade	55 JROTC Units	2 Allocations
14 th Brigade	134 JROTC Units	4 Allocations

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	828 JROTC Units	26 Students
DODDS	16 JROTC Units	1 Student

Note: Regions will have an Order of Merit list to ensure instructors are aware of a course date and to track/monitor quota management. Regions may reallocate to another unit to fill slots. The USACC JROTC Training staff will reassign unfilled quotas 2 weeks prior to the start of the scheduled course date.

FY 08 Instructor Training Course Schedule

<u>Course #</u>	<u>Day of Travel</u>	<u>Course Start</u>	<u>Course End</u>
CC 201 - 08	14 Oct 07	15 Oct 07	19 Oct 07
CC 202 - 08	4 Nov 07	5 Nov 07	9 Nov 07
CC 203 - 08	9 Dec 07	10 Dec 07	14 Dec 07
CC 204 - 08	13 Jan 08	14 Jan 08	18 Jan 08
CC 205 - 08	24 Feb 08	25 Feb 08	29 Feb 08
CC 206 - 08	30 Mar 08	31 Mar 08	4 Apr 08
CC 207 - 08	20 Apr 08	21 Apr 08	25 Apr 08
CC 208 - 08	18 May 08	19 May 08	23 May 08
CC 209 - 08	8 Jun 08	9 Jun 08	13 Jun 08
CC 210 - 08	13 Jul 08	14 Jul 08	18 Jul 08
CC 211 - 08	17 Aug 08	18 Aug 08	22 Aug 08
CC 212 - 08	14 Sept 08	15 Sept 08	19 Sept 08

b. **Integrated-Curricula Training:** Units may organize integrated training such as Raider Challenge, Cadet Challenge, Academic Bowl, Orienteering, Drill, and Marksmanship. While participation is not required of every cadet, instructors should encourage every cadet to participate in at least one JROTC or high school integrated-curricular activity. Because

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integrated-curricular activities are so important to the success of a JROTC program, each unit will have at least two integrated teams plus a color guard. Cadets participating in integrated-curricular activities must have and maintain a minimum of a 2.0 grade point average.

(1) **FY08 JROTC Drill Competition Guidance:** USACC will conduct two U.S Army JROTC Cadet Command Drill Championships (Eastern and Western) and the National Drill Championships in 2008. All schools with a JROTC unit will be afforded the opportunity to compete in the competitions. Sports Network International (SNI) will provide information and official invitations regarding the competitions. The dates and locations for the Regional and National Drill Championships are as follow:

USACC Eastern Drill Championships:

Date: 27 - 30 March 2009
Location: Macon, GA (Macon Complex)

USACC Western Drill Championships:

Date: 6 - 9 March 2008
Location: College Station, TX (Texas A&M University)

National High School Drill Championships:

Date: 2 - 4 May 2008
Location: Daytona Beach, FL (Ocean Center)

(A Sixth Brigade will serve as the proponent for the Eastern drill competition and Twelfth Brigade will serve as the proponent for the Western competition.

(b Both brigades have authority for direct communications with Sports Network International (contractor) to help facilitate these events.

(2) **FY08 JROTC Air Rifle Competition Guidance:** USACC will conduct two U.S Army JROTC Cadet Command Air Rifle Championships (Eastern and Western) and the National JROTC Championships. All schools with a JROTC unit will be afforded the opportunity to compete in the competitions. **The firing of .22 Caliber rifles is strictly prohibited in Army JROTC. Under no circumstance will a JROTC unit participate in .22 caliber rifle firing or any live firing of rifles under the auspices of Army JROTC.** The only authorized marksmanship training in JROTC is with the use of the .177 caliber air rifle. The Civilian

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Marksmanship Program (CMP) will provide information and official invitations regarding the competitions. The dates and locations for the Regional and National Air Rifle Championships are as follow:

USACC Eastern Air Rifle Championships:

Date: 14 - 17 February 2008

Location: Fort Benning, GA (U.S. Army Marksmanship Unit)

USACC Western Air Rifle Championships:

Date: 21 - 24 February 2008

Location: Colorado Springs, CO (Olympic Center)

USACC National Air Rifle Championships:

Date: 27 - 30 March 2008

Location: Fort Benning, GA (U.S. Army Marksmanship Unit)

(a) Eighth Brigade will serve as the proponent for the Eastern drill competition and Eleventh Brigade will serve as the proponent for the Western competition.

(b) Both brigades have authority for direct communications with the Civilian Marksmanship Program to help facilitate these events.

(3) **Marshall Foundation Leadership Symposium:** The FY08 JROTC General George C. Marshall Leadership Symposium will be conducted 11 - 13 October 2007 in Lexington, VA. It will be co-hosted by US Army Cadet Command and the General George C. Marshall Foundation at Virginia Military Institute and WASHINGTON & Lee University. The theme for the FY 06 is JROTC: Citizenship, Scholarship, Service and the Uniform.

(4) **Junior ROTC Cadet Leadership Challenge (JCLC).** JCLCs provide JROTC cadets an opportunity to practice leadership skills in an unfamiliar environment and to participate in citizenship building exercises. They also give cadets the opportunity to experience living and interacting with their peers from other units in a military setting and to participate in adventure and other hands-on training not normally available to JROTC cadets.

(a. JROTC executed a total of 143 successful JCLCs at 80 locations in FY 07. We will continue to provide challenging and rewarding training opportunities for our cadets.

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As support from the active and reserve forces continues to decrease, USACC encourages JCLC Commandants to seek the assistance and support of other organizations to execute JCLCs.

(b. All DAI/SAIs serving as JCLC Commandants will be familiar with the content of CCR 145-2, Chapter 9 (JCLC).

(c. JCLC attendance is a privilege, not a right; therefore, the SAI is responsible for carefully screening and selecting cadets for attendance based on performance, potential, and medical requirements.

(d. Brigades will submit projected FY08 JCLCs NLT: 15 Feb 08.

(e. Brigades are responsible to submit JCLC consolidated closing reports and After Action Reviews to USACC NLT 31 Oct 08, Attn: Deputy Chief of Staff, Junior ROTC, Training and Operations Division.

6. Safety and Risk Management:

a. Training safety and risk management are most important both in and out of the classroom. To ensure safety is always observed, every instructor is tasked with the responsibility of conducting a risk assessment before, during, and after training, and to become familiar with the five steps process of risk management.

b. USACC does not conduct extreme high-risk training. High risk training sites, i.e. rappelling sites, will be inspected as often as necessary to ensure safety is maintained.

c. Serious Incident Reports (SIRs): Serious incidents, accidents, and injuries will be reported through command channels within 24 hours (telephonic notification as a minimum) as outlined in Cadet Command Policy #9, Serious Incidents Reports (SIRs), dated 1 June 2005.



CARLOS R. GLOVER
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Junior ROTC