

**Leadership Schools**

State of California-Military Department  
Joint Force Headquarters  
Sacramento, California  
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**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

CR 3-1  
Leadership School

\*This updates the previous edition of the regulation to include the new awards structure in CR 1-1.

\*The requirement that brigades notify Headquarters, California Cadet Corp of the conduct of Leadership Schools and provide the written curriculum has been eliminated.

\*The number of hours of each course of instruction has been changed to reflect the requirements of CR 1-1.

\*The courses at each level of instruction have been slightly modified.

\*A provision has been added to announce the availability of sample leadership school tests on the Cadet Corps website.

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## LEADERSHIP SCHOOLS

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**History.** This updates the previous edition of Cadet Regulation 3-1 and includes changes noted in the Summary of Changes above.

**Summary.** This regulation describes the training program of Leadership Schools to be conducted by brigades, regiments, and units of the California Cadet Corps (CACC).

**Applicability.** This regulation applies to all schools currently maintaining membership in the CACC.

**Proponent and exception authority.** The proponent of this regulation is the Executive Officer, CACC. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and

regulations. The proponent may delegate this approval authority, in writing, to a field-grade man-day staff officer or State Projects Officer. Activities or units may request a waiver to this regulation by providing full justification that includes a full analysis of the expected benefits. All waiver requests will be endorsed by the senior commandant officer of the requesting activity or unit and forwarded through their higher headquarters to the policy proponent.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval, in writing, from the Executive Officer, California Cadet Corps. Send a draft copy of each supplement to – Youth Programs, California Cadet Corps, ATTN: Executive Officer, 10620 Mather Blvd., Suite 6, Sacramento, CA 95655

**Suggested improvements.** Users are invited to send comments and suggested improvements in memorandum form directly to the address listed above.

**Distribution.** This publication is available in electronic media only and is intended for all levels of the California Cadet Corps organization and is authorized for public distribution. Printed copies of this publication may be provided, within budget limitations, at the discretion of the Joint Force Headquarters, California

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# CHAPTER 1

## GENERAL

### 1-1. Authority.

Section 516.1 of the California Military and Veterans Code authorizes the California Cadet Corps (CACC) and its members to conduct encampments for the purpose of training.

### 1-2. Leadership School Defined.

A leadership school is an activity conducted at the brigade level and designed to provide in-depth basic, intermediate, and advanced leadership training. Leadership schools are normally conducted on an annual basis, with one or more levels of instruction presented, concurrently, at the same training site. To be recognized as a leadership school for which cadets may be awarded leadership awards, the school must provide between six and twelve hours of instruction. A brigade headquarters may conduct as many leadership schools per year as is necessary to develop leadership qualities among its cadets.

### 1-3. Objectives.

*a.* The objectives of the leadership school are:

- (1) To develop the qualities and techniques of leadership.
- (2) To provide the cadet staff personnel the opportunity to exercise training management techniques developed at the unit level.
- (3) To provide cadets the opportunity to develop and practice instructional skills.
- (4) To provide additional training not otherwise available at the unit level.

### 1-4. Responsibility.

The Brigade Advisor is primarily responsible for planning, scheduling, and conducting the leadership school. The Cadet Brigade Commander and staff will develop a mission statement for the school along with goals and measurable objectives. In addition, the Cadet Commander and staff will prepare necessary operations orders and annexes in the areas of personnel management, accountability, administration, training schedules, lesson planning, supply management, logistics planning, public affairs operations, and command and control functions.

### 1-5. Training Philosophy.

Instruction should allow for extensive hands-on training (practical application) and should be presented by cadets to the maximum extent possible. Commandants and Assistant Commandants should be present to supervise and monitor training and to support the cadet cadre during the training.

### 1-6. Training Concept.

As many cadets as possible should attend the brigade leadership school. It is an opportunity for cadets throughout the brigade to gather, develop a common knowledge of subjects taught, and to develop skills not usually taught in the school setting. The following subject matter is recommended for each level of leadership school.

*a.* Basic. The basic level leadership school is composed of first and second year cadets who have not attended a previous brigade leadership school. Basic leadership training includes a minimum of six hours of instruction in topics such as those listed below:

- (1) Understanding and applying the 14 traits and 11 principles of leadership.

(2) Platoon and squad leadership duties and responsibilities (squad leaders, platoon sergeants, and platoon leaders) including basic drill instruction techniques.

(3) Conduct of inspections by platoon sergeants, platoon leaders, company first sergeants, and company commanders.

(4) An introduction to Cadet Corps Regulations and their use.

(5) Care and wear of the uniform.

(6) Military Courtesy.

*b. Intermediate.* The intermediate leadership school is the second formal step in developing leadership in cadets. Cadets attending the intermediate course must attend the basic level course and generally be in his second or subsequent year of Cadet Corps membership. The following subjects, in no less than 9 hours of instruction, should be offered at the intermediate leadership school:

(1) Company and Battalion organization, duties and responsibilities (command personnel and staff officers) as outlined in CR 3-22.

(2) Human motivation and leadership counseling techniques.

(3) Methods of instruction and lesson planning and the Cadet Corps Curriculum.

(4) Conflict resolution.

(5) Interpreting and supplementing Cadet Corps Regulations.

(6) Detailed study of CR 1, CR 3, CR 4-1 and CR 5.

(7) Duties and responsibilities of a noncommissioned officer.

(8) Team building and drill instruction techniques for competitive and exhibition drill team leaders.

*c. Advanced.* Cadets attending the advanced course must have completed the basic and intermediate courses, and should generally be in their third or subsequent year of Cadet Corps membership. Cadets attending the advanced course should be given an opportunity to apply lessons learned through activities (teaching, drilling, and commanding) with other cadets (basic or intermediate course attendees) at the school. The advanced course should include no less than 12 hours of instruction in the following topics:

(1) Battalion and brigade organization, duties and responsibilities.

(2) Development of a personal leadership philosophy.

(3) Decision making and policy setting.

(4) Detailed study of the Cadet Corps Curriculum Guide.

(5) Discipline and the development of behavior codes and punishment.

(6) Group dynamics and control.

(7) Detailed study of Cadet Regulations and the California Military and Veterans Code.

(8) Event Planning, including risk assessment and risk management.

(9) Establishing missions, goals, and objectives.

## **1-7. Evaluation.**

Cadet testing and evaluation is essential to a successful leadership school. Cadet awards will be based on these evaluations:

*a. Student Evaluation.* Examinations covering the subject matter presented will be administered to all cadets attending the leadership school. Examination may be by separate tests for each subject presented or by one overall examination during the last period of instruction. Sample leadership tests will be made available as part of the online cadet curriculum resources at <http://cacc.cadet.org>.

*b. Course/Instructor Evaluation.* Each student attending the leadership school will be given the opportunity to evaluate the course and instructor for each subject presented. In addition, each course should be evaluated by a brigade staff member and/or a Commandant. These evaluations should be used in developing subsequent leadership schools.

## **1-8. Awards.**

Each cadet participating in any leadership school will receive the leadership participation ribbon. In addition, cadets successfully completing the course will receive one of the following awards:

*a. Basic Leadership Award.* The Basic Leadership Ribbon will be presented to all cadets successfully completing the basic leadership course with a score of 70% or higher on the written and/or oral

examinations. The cadet who is the distinguished graduate will receive the gold Basic Leadership Medal and gold oak leaf cluster attachment for the ribbon. The second and third place cadets will receive silver and bronze Basic Leadership Medals and oak leaves, respectively. A bronze attachment “E” will be presented to the cadets on the Commandants List (top 10% of the GRADUATING class).

*b. Intermediate Leadership Award.* Cadets successfully completing the intermediate leadership course with a score of 70% or higher on the written and/or oral examinations will receive the Intermediate Leadership Ribbon. The cadet who is the distinguished graduate will receive the gold Intermediate Leadership Medal and gold oak leaf cluster attachment for the ribbon. The second and third place cadets will receive silver and bronze Intermediate Leadership Medals and oak leaves, respectively. A bronze attachment “E” will be presented to the cadets on the Commandants List (top 10% of the GRADUATING class).

*c. Advanced Leadership Award.* Cadets successfully completing the advance leadership course with a score of 70% or higher on the written and/or oral examinations will receive the Advanced Leadership Ribbon. The cadet who is the distinguished graduate will receive the gold Advanced Leadership Medal and gold oak leaf cluster attachment for the ribbon. The second and third place cadets will receive silver and bronze Advanced Leadership Medals and oak leaves, respectively. A bronze attachment “E” will be presented to the cadets on the Commandants List (top 10% of the GRADUATING class).