

CCR 145-17
Reserve Officers' Training Corps Recruiting and Enrollment Planning

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This new publication –

Revision of the Regulation.

Revises the format and reporting requirements for the Recruiting and Enrollment Action Plan (REAP).

Establish a requirement to submit a Strengths, Weakness, Opportunities, Threats (SWOT) SWOT & TOWS analysis annually, prior to the submission of any request for resources,

Explanation of the SWOT & TOWS analysis process.

Incorporates specific guidance on the use of the Enrollment Mission Planner (EMP)

Incorporates the use of the Recruiting Operations Officer (ROO) Zone management system.

Summary:

This regulation provides guidelines, policies and procedures for the conduct of recruiting activities on Army ROTC host and partnership campuses and their respective areas of operation. It also details Army ROTC REAP development.

POC/Impact:

Applicability. The provisions of this regulation apply to members of all Army ROTC brigades and battalions, but are focused on the battalion.

Supplementation. Do not supplement this regulation without approval of Commander, U.S. Army Cadet Command (USACC), ATTN: ATCC-ROR, Fort Knox, KY 40121.

Availability. This regulation can be accessed on The Right Site on the Enterprise Portal at:

http://ikrome.usaac.army.mil/web/usacc/regulations/-/document_library_display/0CSu/view/2293046?_110_INSTANCE_0CSu_topLink=home&_110_INSTANCE_0CSu_delta2=5&_110_INSTANCE_0CSu_keywords=&_110_INSTANCE_0CSu_advancedSearch=false&_110_INSTANCE_0CSu_andOperator=true&p_r_p_564233524_resetCur=false&cur2=4

Suggested Improvements. The proponent of this regulation is the G2, USACC. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, USACC, ATTN: ATCC-ROR, Fort Knox, KY 40121.

Distribution Restriction. Approved for public release; distribution is unlimited.

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Chapter 1, Introduction **TOC**

1-1. Purpose **TOC**

To provide guidance on the development and use of the REAP.

1-2. References **TOC**

Required and related publications are listed in Appendix B.

1-3. Explanation of Abbreviations

Abbreviations are found in Appendix A.

1-4. Objectives of the REAP

a. Achieve contract mission success by identifying specific objectives by mission set and campaign. Assign basic course enrollment by mission set, LTC attendance requirements, Military Science Level (and Instructor) retention missions, MS II non-scholarship allocation requirements, and lateral entry requirements in the blitz year.

b. Resource successful initiatives to achieve contract mission. Reduce spending on events that result in poor ROI through continual assessment and adjustment of the REAP

c. Synchronize recruiting efforts with Senior ROTC (SROTC) battalion activities, campus activities, and when advantageous, activities associated with other Army (United States Army Recruiting Command, Army Reserve, Army National Guard, etc.) recruiting efforts.

d. Identify resource requirements necessary to achieve mission in LTC slots, scholarship allocations, marketing and advertising budgets, and MS II non-scholarship allocations. Inform Brigade Recruiting Operations Officer (ROO) during the review and approval process.

e. Provide the Commanding General, USACC with situational awareness of command recruiting activities. Provide the Commanding General with consolidated reports. This will be accomplished by consolidating reports submitted by Brigade Commanders.

1-5. General

a. The SROTC battalion Mission Essential Task List (METL) includes four key tasks:

- Recruit Quality Prospects
- Develop Confident, Competent Leaders
- Retain Quality Cadets to Commission
- Sustain the Force

b. Recruiting and Retention is a continuous process focusing on quality leads and prospects. We accomplish our mission when we develop Scholars, Athletes and Leaders (SAL)'s into confident, competent leaders that are retained and commissioned to sustain the force. Refer to Cadet Command Pamphlet (CCP) 145-37, Retention Guide for further guidance. The recruiting function is directly or indirectly related to all four tasks. Finding quality leads and recruiting quality prospects Scholars, Athletes and Leaders is both the start point and the end point of a successful program. Developing confident, competent leaders can only be done when high quality students enter the program to become high quality competent Cadet Leaders. Retaining quality Cadets to commission comprises a set of four standards: quality of recruiting, quality of development, quality of life and quality of support.

c. Retention begins by recruiting the right person into the ROTC program. A focus on recruiting provides the cadre with a foundation of commitment to which they can return when Cadets are distracted or facing retention challenges. Follow on retention activities may be seen as re-recruiting. See Cadet Command Pamphlet CCP 145-37, Retention Guide, for

specific retention techniques, tactics and procedures for battalion operations.

1-6. Responsibilities

a. Headquarters, USACC:

1. G-2 will:

a. Serve as the proponent for this regulation and for all training related to Recruiting and Enrollment Planning, including the resident Recruiting Operations Officer (ROO) Course, the recruiting modules of the School of Cadet Command (SOCC) Distance Learning (DL) package, brigade ROO sustainment training conferences/workshops and any distributed learning, sustainment training or new equipment training relating to incentives, recruiting and retention.

b. Produce and publish the annual REAP Planning Guidance no later than (NLT) **15 November**. The REAP Planning Guidance format is outlined in Appendix C. Critical to this guidance is the initial commission and contract mission assignments for the brigades. These missions are adjudicated and adjusted by the brigades prior to brigade REAP Planning Guidance production to lock in missions for the battalions.

c. Update and provide instructions to the brigades on use of the Mission Set Management Report and the Enrollment Mission Planner (EMP).

d. Be responsible for The Army ROTC Scholarship Program and other incentives, as outlined in CCR 145-1, Army ROTC Incentives Policy.

e. Review and approve the BDE REAP for submissions between 1 May and 15 June to ensure that adequate recruiting operations have been planned to support the identified enrollment and contract missions. Review BDE SWOT and TOWS analysis, consolidate submissions from all BDEs, analyze, and provide to CG with recommendations. Brigade reporting format is located at **Appendix F**.

2. G-7 will:

a. Provide media materials, recruiting publicity items, press releases and success stories to help promote the Army ROTC program.

b. Through the Army's advertising agency, conduct a national awareness campaign highlighting the leadership training available through Army ROTC, the benefits of officership, and the four-year scholarship incentive. This effort is designed to create awareness using the appeal of career-enhancing skills and a full-tuition scholarship to the school of the student's choice. With a limited number of four-year scholarships for high school students, Army ROTC can establish a market base among parents and guidance counselors who recognize the value of both the program and the incentive. This effort does not directly support any given battalion, and battalions should not rely on national marketing and recruiting to make their campus missions.

c. Provide command guidance to all USACC subordinate commands on the use of marketing, advertising and publicity to support enrollment, to include publication of CCR 145-4, ROTC Marketing, Advertising, and Publicity to support enrollment.

d. Publish marketing guidance as part of the Command's Operations Plan.

e. Collect marketing and advertising budget information from the brigades based on battalion forecasted needs in the ROO Zone application NLT 1 March. Submit USACC marketing and advertising budget to Army Marketing and Research Group (AMRG) for approval. USACC G-7 will use the REAP Advertising Report in Report Management Zone (RMZ) to identify resource requirements submitted by battalions and brigades. Receive AMRG approved marketing and advertising budgets and notify brigades of their approved marketing and advertising budgets.

3. G-3 will:

- a. Coordinate and maintain process oversight of all resident and non-resident (to include distance learning) instruction for recruiting
- b. Administer and maintain the incentive programs of CULP/CLIP, internships, Cadet Troop Leader Training (CTLT), Cadet Professional Development Training (CPDT), and all retention activities.

4. PAO will: Coordinate and support Social Media efforts of the battalions and brigades. All Social Media will be in accordance with DA directives and will be designed to facilitate efficient lead gathering.

b. Brigade Headquarters will:

1. Assign staff responsibility for supervision of the recruiting function and provide oversight of battalion enrollment action planning activities. Brigade S-2 officers will: receive, review and maintain copies of each annual battalion REAP, perform a consolidated SWOT analysis with a Brigade TOWS analysis; coordinate on a regular basis to share best practices via brigade-level training conferences; update USACC G-2 on recruiting best practices, needs and concerns from the field, and changes to organizations.

2. Produce and publish annual battalion planning guidance NLT **15 January**, as outlined in Appendix C. This guidance will incorporate USACC's REAP Planning Guidance, the final battalion adjudicated commission, contract missions, and enrollment missions. Brigades will incorporate and forward REAP planning guidance to the battalions NLT **31 January**. The guidance will include approved commission and contract missions developed during the Annual Program Review (APR) process. Likewise, the BDE will identify the LTC send and basic course enrollment missions. BDEs will receive BN REAPs and SWOT/TOWS analyses for review NLT **15 March**.

3. Review and approve BN REAP submissions 15 March through 1 May. The BDE ROO will conduct the review and use the Enrollment Mission Planner (example of EMP in Appendix E) as a tool to verify BNs' plan in achieving total mission. The BDE ROO must use his/her knowledge of the local BN markets and resources to determine if the breakdown of the total mission (AD Nurse, AD Line, ARNG and USAR) will be achieved with the submission. If not, the REAP is returned to the BN to rework and resubmit until a viable plan is developed. Upon approval, a copy of the approved REAPS and EMP are filed electronically with the BDE's S-2 and forwarded to the BN for file and use.

4. Consolidate all battalion SWOTs and perform a TOWS for their brigade. This report will be sent to USACC G-2 NLT 1 June. SWOT and TOWS guidance is located in Appendix F.

5. Approve, publish and track battalion achievements status during the monthly MSMR window for the following missions approved in the REAP submission.

- MSI Enrollment mission (Nurse, Line)
- MSII Enrollment mission (Nurse, AD Line)
- MSII Contract Mission (ARNG and USAR GRFD)
- MSI Instructor Progression Mission (MSI to MSII)
- MSII Instructor Progression Mission (MSII to MSIII)
- MSIII Instructor Retention Mission (MSIII to MSIV)
- MSIV Instructor Retention to Commission Mission (MSIV/V/VI/C to Commission)
- MS II Non-Scholarship Contract Mission
- LTC Send Mission
- Science Technology Engineering Mathematics (STEM) (ADM 3&4) Requirements
- Diversity Targets

6. Conduct recruiting operations geographically at the brigade level. Brigade S-2 will provide visibility of the Army ROTC program at key events in the high school market, including scheduling and managing booth presence at college fairs that SALs attend, and annual regional guidance counselor or school district conferences attended by key Community Leader/Educator (CLEs). Brigades can task battalions to support national marketing events/activities and to conduct regional recruiting events/activities. Brigades will provide support to battalions for these events/activities as necessary. In addition to the calendar of events maintain a list of key CLEs in ROO Zone. Annually contact CLEs to provide information on new initiatives and incentives in ROTC.

7. Maintain ROO Zone, mission status, and advertising/local purchase budget information submitted by battalions. Track battalion recruiting and retention mission achievement status during the monthly MSMR submissions in CCIMS. Submit brigade advertising and marketing budgets to USACC G-7 representative IAW annually produced HQ USACC REAP Guidance. Using the ROO Zone Application and Event Marketing Manager (EMM), brigades must include brigade level budget requests to support brigade area advertising purchases, national and regional event participation, memberships in state/regional organizations and other items historically provided or forecasted.

8. Provide staff support, assistance, and oversight of battalion cadre in the performance of duties outlined in this regulation.

c. ROTC Battalions will:

1. Establish a REAP as outlined in Chapter 2 and Appendix D. The REAP is designed to cover the period from 1 July of the current year through 31 December of the following year, overlapping school, calendar and fiscal years. Battalions will submit their REAP to the brigade S-2 NLT **15 March** each year. Develop for brigade review and approval the basic course recruiting mission and instructor retention missions.

a. The REAP's 18-month period is to provide the battalion with the ability to schedule and resource events far in the future while maintaining critical visibility of close-in targets. By creating a plan that covers the fall semester of the following school year, at least in rough draft, battalions will be able to secure critical assets for key campaigns such as the fall Incoming Freshman campaign and the LTC campaign.

b. The timing of the REAP submission assists with the preparation for the upcoming fiscal year and pre-fiscal year ordering of marketing and advertising support materials and media placement. Marketing and advertising budget requirements will rely on well planned, detailed entry of recruiting events and activities in ROO Zone. Planned local and contract advertising costs associated with recruiting events and activities will be the mechanism for battalions to receive funding.

2. Review the REAP **monthly** to ensure that progress is being made in each of the mission set strategies outlined in the REAP. Each campaign should be reviewed and adjusted to account for planned enrollments that did not occur. Likewise, the monthly MSMR will be reviewed to determine if losses have occurred that will need to be replaced and adjustments will be made to the REAP ROO Zone recruiting event matrix when necessary.

3. Conduct a thorough "intelligence preparation of the marketplace" much like an IPB. Analysis of the battalion and campus student populations will help determine recruiting and retention requirements in meeting contract mission. Evaluation will focus on the types of students who are not only successful in gaining admission but who "persist" on campus, retaining good grades and participating in the campus community. Professors of Military Science (PMSs) and ROOs will review the opportunities available to students for intramural athletics, club participation, and majors. Direct Cadets to key COIs/CLEs among staff/faculty/administration, as well as within student organizations or student life to assist when necessary.

a. The focus of the IPB will be on those markets where potential Cadets tend to congregate. Attention will be placed on the types and frequency of the communication vehicles most often used by these students. High priority will be placed on markets where students are solid SALs, pursuing degrees with a significant amount of science, math, engineering or language coursework, are engaged and involved in the campus community, represent the diversity of the campus, and who have shown that they can succeed with both college-level coursework and personal independence.

b. This evaluation will be constructed as a SWOT analysis -- identifying Strengths and Weaknesses of the program as well as Opportunities available and Threats to the program's viability, quality, or reputation. Once SWOT analysis is complete, the battalion will perform a TOWS analysis analyzing the Threats, Weaknesses, Opportunities and Strengths. (See Appendix F for details)

c. After the SWOT perform a TOWS analysis answering the following questions: How can the strengths be used to take advantage of the opportunities? How can the strengths be taken advantage of to avoid real and potential threats? How can opportunities be used to overcome identified weaknesses? How can weaknesses be minimized and threats avoided?

d. This evaluation must include a review of the sources of the Cadets currently in the program. Battalions should conduct an After Action Review (AAR) of past recruiting and enrollment efforts as well as a thorough review of Cadets who were successfully enrolled/contracted and retained. Migration and disenrollment, the two greatest issues in retention, are often a result of the quality of recruiting. Retaining quality Cadets to commission starts with the quality of recruiting. REAP development must include a review of Cadet retention and be addressed in the Retention/Progression campaign. Use of Cadet surveys in the Spring semester is an optimal method to identify the “profile” of the battalion’s Cadets.

e. Beyond retention in the program, the PMS will also want to consider the quality of the cohort retained. Every effort should be made to improve recruiting quality, as well as the quality of development (training), quality of support (including mentoring) and quality of life.

f. During the evaluation the PMS and ROO should identify:

1. What is the commission mission, contract mission, and enrollment mission that must be met in each mission set?

2. Based on these missions, how many current Cadets does the battalion project to retain into next school year in each mission set? Attention should also be placed on the precision missions that are outlined in the REAP guidance (i.e. STEM, Diversity goals, etc.).

3. Is there a negative delta when the missions are compared to current Cadet retention?

4. Do current prospects (in ROO Zone) meet the delta?

5. If not, how many valid prospects will the battalion need to recruit into each mission set by campaign, to eliminate the delta.

4. Execute campaigns which best support the program once requirements by mission set are determined. The determination to prioritize specific campaigns and the level to which they are resourced should be based on true potential and not on historic production. Campaigns will be fully developed in the battalion REAP, designated by priority, with key tasks identified.

5. Consider all **required campaigns**. In developing the Battalion REAP, each battalion will consider the below listed campaigns at a minimum. The battalion may determine that a campaign would be cost-prohibitive or ineffective to conduct (i.e., Incoming Freshmen at a five-year school), but must at least consider each. Battalions designated as Counterpart Battalions will also conduct a Green to Gold campaign. Nursing is not considered a separate campaign but a subset to each of the campaigns. Programs with a nursing mission must address how they will meet their nurse retention and recruiting requirements to meet contract mission. Battalions with a nursing mission or a nursing school will address nurse recruiting and retention as it applies to the following required campaigns.

a. **High School.** This campaign details actions taken by the battalion in conjunction with the campus admissions office, USAREC, and COIs/CLEs to recruit college-bound students into the ROTC Program. This includes attendance at high school college fairs, scholarship seminars, guidance counselor meetings, presentations to high school juniors/seniors, etc. All battalions will promote the ROTC nursing program at high school campaign events regardless of whether or not their ROTC program has been assigned a nursing mission.

b. **Incoming Freshmen.** This campaign details actions taken by the battalion to recruit on-campus college freshmen during new student orientations/campus tours through the end of the first semester of their freshman year. The Simultaneous Membership Program (SMP) is an incentive for non-scholarship Cadets who may contract in their Sophomore year.

c. **Retention/Progression.** This campaign details actions taken by the battalion’s cadre and Cadets to retain enrolled Cadets through contracting and contracted Cadets through commissioning. These include efforts to ensure that Cadets are progressing from one MSL year to the next. The single most important tool of retention is counseling. MS instructors **will** complete the CCF 104-R and DA Form 4856 once each semester (or quarter) to identify

and mitigate potential retention issues. PMSs will assign retention missions to each military science level (MSL) instructor based on current mission status, historical program retention, and instructor experience.

d. **LTC/ACCT/AEO.** This campaign details those actions taken by the battalion to recruit second semester sophomores, juniors, seniors, and graduate students who have not completed Basic Course requirements. LTC recruiting is a continuous action. Recruit students for LTC throughout the year and conduct advertising and publicity campaigns to inform students of available LTC opportunities. Ensure contact is made with non-Army ROTC accredited junior colleges and four-year colleges and universities within the battalion's market to disseminate information and eligibility requirements about the LTC.

e. **Lateral Entry/Compression.** This campaign is designed to target those individuals on campus that have either completed the Basic Course requirements (i.e., JROTC, BCT, USMA, etc.) or have the time to compress the Basic Course curriculum to be qualified to contract at the beginning of the MSIII year.

1. Reserve Component/Prior Service is designed for individuals who already satisfied Basic Course requirements through prior military training and will enter the program as Advanced Course Cadets. Battalions can increase success with this campaign by working with local USAREC assets, Army Reserve and Army National Guard units, and by attending Partnership Zone meetings.

2. Compression details actions taken by the battalion to recruit college freshmen beginning in the second semester of their freshmen year through the beginning of the first semester of their sophomore year. Compression students will take MSL I and MSL II in some concurrent and compressed fashion to satisfy Basic Course requirements. At no time will cadre combine the curriculum in such a way that the Cadet is not completing the required hours for each MSL course (i.e., combining MSL 101 and 102 into one three-hour class).

f. **Green to Gold.** This campaign is primarily for Counterpart Battalions and addresses efforts to recruit Soldiers who are eligible for the Green to Gold programs. Battalions other than Counterpart Battalions have achieved success with recruiting Green to Gold prospects, as many enlisted Soldiers want to attend schools that are not Counterpart Battalions. See CCR 145-6, Green to Gold Program.

6. Establish a plan to use national recruiting assets to support recruiting activities, as appropriate. All assets are planned as tentative resources in ROO Zone when recruiting events/activities are planned. Battalions will have back-up plans should the assets not be approved during the AMRG quarterly review and approval process. Assets are not formally requested through ROO Zone and must be requested and managed by the Brigade through the Accession Targeting Board (ATB).

7. Develop, maintain and manage leads in ROO Zone to capture key information about the leads gathered at each event by lead source relative to each campaign. As leads respond to successful campaign efforts, additional information is captured in ROO Zone so when the lead-turned-prospect enrolls, their ROO Zone record can be electronically sent to CCIMS. It is essential that the ROO Zone contact history be maintained so contacts, appointments and enrollments can be traced back to successful or unsuccessful events, activities, or overall campaign efforts. Paragraph 3-3 outlines lead management requirements in ROO Zone.

8. Assist high quality students in preparing: ROTC scholarship applications, institutional incentive documentation, or incentives offered through Reserve Component (USAR/ARNG) participation. Conduct required actions for students processing through the scholarship process.

9. Assist scholarship applicants, Advanced Course prospects and other contract eligible prospects in obtaining physical exams for qualification by the Department of Defense Medical Examination Review Board (DODMERB).

10. Refer leads through ROO Zone to a new ROTC battalion when a student indicates a change in his/her college of choice. Refer leads through ROO Zone to USAREC if the lead/student is no longer interested in college attendance but has an established propensity for military service.

11. Ensure the battalion has a systematic marketing, advertising and local purchase plan to support campaign recruiting and retention actions. Develop, maintain, and execute planned local and contract advertising/purchases in

ROO Zone to capture timing, vendors, quantities and costs.

Chapter 2, The Recruiting and Enrollment Action Plan

2-1. REAP Organization. The REAP consists of the five-paragraph Executive summary in an Operations Order (OPORD) format. An outline/example is located in **Appendix D**. The REAP is designed to be used by the battalion to execute day-to-day operations for mission management, to establish and execute the monthly MSMR report, and to execute the yearly plan submission requirement.

2-2. Executive Summary

1. **Situation:** This section answers the question "Who are we?" It is an introduction to both the ROTC program and the institution. Subparagraphs include:

a. **Campus Market:** This paragraph identifies, in ten sentences or less, the key market factors that drive achievement of the contract and commission mission (recruiting success) at the host campus and any manned partnership schools. Also listed are unmanned partnerships and affiliated schools the battalion works within its area of operation.

b. **Markets of Sustainment and Markets of Opportunity:**

1. **Sustainment** – Cite specific markets from which your current Cadets have enrolled/contracted and why they should be sustained.

2. **Opportunity** – Identify specific markets of opportunity from which to recruit more SALs (i.e. Intramurals, dean's lists, etc.).

2. **Mission.** This section provides the current status for the near term fall semester (i.e. current mission deltas)/ and the long term mission developed by the unit to achieve mission the following year.

3. **Execution.** The Execution section answers the question, "What will we do to accomplish the contract mission?" This will begin with the Commander's Intent, and include descriptions of the actions, events, required resources, and desired results (in ROO Zone). Address each of the five required campaigns (High School, Incoming Freshmen, Retention/Progression, LTC/ACCT/AEO and Lateral Entry/Compression) as well as any additional "shaping" campaigns necessary based on the market (i.e., Green to Gold, STEM, Diversity). This section must include all activities planned by the battalion for the year to meet overall assigned missions. Priority of campaign (High/Medium/Low) is identified by the battalion with no more than two campaigns identified as High.

a. **Commander's Intent** is the PMS' presumed plan for the next 18 months. In this paragraph the PMS will discuss what their goals are for all the sections discussed in the execution.

b. **Concept of the Operation, Campaigns by Priority.** Each of the five campaign will be addressed in the REAP. (High School, Incoming Freshmen, Retention/Progression, LTC/ACCT/AEO and Lateral Entry/Compression) See example in appendix D.

c. **Scheme of Maneuver:** This will take place in the ROO Zone Recruiting Events Matrix. See example in appendix D.

1. Plan recruiting events and activities to achieve contract mission and make up mission shortfalls.

2. Enter into ROO Zone required information including: event/activity, location, date/time, campaign(s), mission set(s), asset(s), personnel requirements, planned cost data to included vendor information (local and/or contract), planned performance (ROI) and comments. Recruiting events will be entered into ROO Zone for the 18-month period the REAP covers - 1 July to 31 December. All entered events are not permanent. Updates to ROO Zone can be made any time prior to the day of the event. Much like the REAP; the Recruiting Event Matrix (REM) is a living document. Just as in any other operation in the Army, thorough AARs must be conducted after recruiting events have been executed. The actual vendor quantities, actual vendor costs, actual man-hours, actual leads, and appropriate comments will be entered

into ROO Zone. Likewise, input prospects (leads who appear qualified and expressed an interest in ROTC) into ROO Zone within seven calendar days of event completion using the event as the lead source. This process will automatically update the REM as prospects progress through the recruiting process.

d. Tasks to battalion Cadre and Staff: Enter Cadre and Staff requirements for recruiting and retention during the period covered by the REAP.

e. Coordinating Instructions: Request scholarship allocations for host and partnership schools.

4. Service and Support. This section answers the question "What is available to finance our plan?" Justify unusual requirements and include desired/expected results. ROO Zone's Recruiting Event Matrix is utilized to forecast budget requirements for local purchase and contract purchase. Brigades and battalions can forecast recruiting events/activities in ROO Zone that cover a time period to account for expenditures that cover multiple events/activities (i.e., PPI-Give-aways). Subparagraphs include:

a. Advertising/Contracting Budgets are those advertising efforts requiring support from the Army advertising agency. Contract purchase input into ROO Zone includes: Booth Space, Mailing List/Service. Out of Home. Print Ad Classified, Print Ad Display, Radio and Other. These are contained in ROO Zone Execution Matrix, and not listed in the executive summary. For more guidance see ROO Zone Help guide.

b. Local Purchase, Out of Pocket Expenses and Membership Fees are those advertising efforts that include expenditures managed at the local battalion level. Local purchases input into ROO Zone includes: Group Meals, Memberships, Out of Pocket, Photo Service, PPI-Give-aways, Printing and Other. These are contained in ROO Zone Execution Matrix, and not listed in the executive summary.

c. University Incentives. Available to influence recruiting and retention listed by Host and Manned partnership schools are the university incentives provided by the school to the battalion. The following must be listed if provided:

- If ROTC is given academic credit
- If room and board is provided for the scholarship cadets
- If academic credit is given for LDAC, LTC or NSTP
- If ROTC is an academic minor

5. Command and Signal.

a. Battalion POC listing. List by location the assigned unit personnel (i.e. whether at the host or a manned partnership school), and university personnel assigned by the university to the battalion. This is a living portion of the REAP that is updated and forwarded to the brigade as personnel leave or are assigned.

b. COI/CLE Lists. Each brigade and battalion will use the COI/CLE/VIP function in ROO zone to list the appropriate COI/CLE/VIP for their program(s). The intent is for the battalion to update and track all COIs/CLEs they develop and input them into this area of ROO Zone. Ensure that all interaction with the COI/CLE/VIP throughout the year is updated in ROO Zone (at the COI/CLE/VIP interaction tab) through the "Add Action" function. This is a living portion of the REAP.

Minimum inputs are:

1. University COIs/CLEs. List University COIs/CLEs for the host, manned partnership and partnership/affiliated universities and colleges given in paragraph 1 of the executive summary. Minimum inputs for each university/college are:

- University President/Chancellor
- Dean of School of Nursing (SON) if one exists
- Dean under which ROTC falls
- The Registrar
- The Admissions POC
- The Financial Aid POC
- The Veterans Affairs POC

2. High School COIs/CLEs. List those high schools with which you have a working relationship

3. Military POCs: List those military POCs with which you have a working relationship. Minimum inputs are:

- The MALO/Field Force Representative for your area
- The USAREC Company Commander for your area
- The ARNG OSM for your area
- The ARNG Recruiter for your area
- The USAR recruiter for you area
- ARNG/USAR Unit POCs with which you have a working relationship

4. Community Leaders and Educators (CLE): List all CLE that are have agreed to assist the program with recruiting and retention functions. Use these people to augment your recruiting efforts in each of the recruiting campaigns.

c. Vendor points of contact. These are contained in ROO Zone, and not listed in the executive summary.

2-3 - MSMR.

a. The Mission Set Projections and Comments sub module allows Professor of Military Science (PMS), Commanders and Headquarters Management to enter their mission projections, comments and issues each month. The Command has scheduled reporting "windows" and suspense dates for the battalions and brigades to enter their comments and/or projections.. Below are the steps in the MSMR which the PMS will follow for the monthly updates.

- Open CCIMS MSMR input module (Mission Set Projections and Comments) in Student Management
- Enter Mission Set status and PMS comments, LDAC projections and LTC projections columns/rows into the PMS Comments block of the CCIMS window
- Enter PMS Issues into PMS Issues block of the CCIMS window
- Based on current status, input and project Total and Nurse commission in the numbers blocks of the CCIMS window
- Based on current status, input LDAC and LTC projections in the number blocks of the CCIMS window

Chapter 3, REAP Flexibility

3-1. General

The REAP is a living document used at all levels of the command. MSMR will track and report mission set shortfalls. Recruiting campaigns and events are managed in ROO Zone in order to identify and mitigate shortfalls in direct recruiting efforts.

3-2. Process

a. MSMR Submission. Monthly on the MSMR submission, brigades will adjudicate the accomplishment of the recruiting missions for the previous month against the assigned missions. This can be accomplished in a number of ways and will be left up to each brigade to develop and implement their process. Brigades will review current cadets reported in CCIMS by mission set and the prospects/leads tracking in ROO Zone. By factoring in cadet retention and prospect/leads that will enroll into next year, brigades will be able to identify shortfalls. Resulting delta and status is reported in the MSMR submission in CCIMS and drives review of current existing plans by campaign in ROO Zone for possible changes and modifications to events, activities and purchases. Battalions must be flexible to adjust actions to meet the recruiting shortfalls encountered in mission set projections.

b. Recruiting Event Matrix in ROO Zone. Review all planned actions to determine if those actions will achieve the battalion mission or make up mission shortfalls. This may mean adjusting current planned events or developing new actions and activities to increase mission set recruiting by specific campaigns. Successful events should be rescheduled the next year. Battalions must ensure that planned contract purchase advertising and local purchase advertising execution stays in sync. At a minimum:

1. Review all contract purchase advertising in the near term to ensure it is still valid and required for mission execution. Brigades have the latitude to determine frequency of this reporting requirement.

2. Contact the Advertising Agency Contractor on contract items in the 60-90 day window to verify they are being executed, and that the contractor has the information required to meet your needs. Any contracts that may need to be modified or cancelled must be addressed. If a contract item is cancelled, provide necessary information to execute an exception order to begin a new contract item to use the funds made available to support your revised plans.

3. Review/execute local purchases to support your campaigns. Update purchase requirement for inclusion in next year's purchases and budgets.

3-3. ROO Zone Lead and Event Management System

a. ROO Zone is Cadet Command's mandated lead and event management system. ROO Zone provides a central management point for ALL lead records and will be utilized by all levels of the command.

b. ROTC battalions will receive leads in ROO Zone from multiple sources. All leads whether generated locally or through an electronic process will be maintained in ROO Zone until such time as they are sent to CCIMS for enrollment, referred, or terminated. Recruiting Officers are required mandatory engagement of all leads maintained in ROO Zone on a regular and ongoing basis. Leads that are received electronically (from other system users) are classified as "Hot Leads". Those leads that are either disqualified, are not interested, or cannot be contacted will be terminated using the appropriate termination reason. In no case will leads that have been received be arbitrarily terminated without first making a good faith effort to contact (as evidenced in the record's "contact history"). Brigade Commanders are responsible for enforcement of this requirement as well as all rules that are in effect.

c. Required Actions:

1. Battalions will check ROO Zone for new leads no less than twice per week. A unique feature of ROO Zone is that it facilitates Cadre's participation in recruiting and retention. All Cadre can be given access to ROO Zone to assist the ROO and to provide continuity in the absence of the ROO. Recruiting and retention is the responsibility of all Cadre.

2. Battalions will make a first attempt to contact new leads within 72 hours (96 hours on four-day weekends) of receipt. This is especially important for the “hot” leads that are received. These prospects have had a preliminary qualification made and have expressed a desire to attend that particular battalion’s program.

3. The Contact History of the lead will be updated in ROO Zone to reflect the status after the first attempt to contact is made and for each subsequent contact attempt. Providing timely and accurate attempt/contact information in the record allows all levels of the command to gather valuable data that will assist in identifying trends in the market.

4. If available, at least two contact methods will be used to attempt to contact all new leads (e.g. email, phone, face to face). Follow-up attempts should be made at various days and times to ensure the maximum opportunity to contact the lead.

5. Leads enrolled in college, but not the college to which the lead was delivered, will be immediately referred to the correct battalion via ROO Zone. This will be accomplished *after* the ROO has contacted, preliminarily qualifies, and determines prospects intentions.

6. Brigades should strive to remain at or above 80% in leads contacted by battalions.

7. Brigade Commanders will use Report Management Zone (RMZ) regularly to follow battalion level contacting trends and to encourage the proper management and sharing of leads.

8. Leads not currently enrolled in college and have no plans of enrolling and otherwise appear to be qualified for military service, will be immediately referred to USAREC via ROO Zone.

9. Events will be built in ROO Zone according to the REAP submission guidelines.

10. All events will have the appropriate targeted campaign assigned to it. This is important when analyzing each of the campaigns; the system provides a query function that will total all leads, appointments and enrollment targets. It provides a quick and accurate picture of expected return on investment for each of the planned events within each campaign.

11. All events will have the AAR conducted within 5 working days of the completion of the event. This is accomplished by querying the REM for the specific event, clicking the name and updating the actual quantity, actual costs, actual man hours, actual lead, and inserting standard AAR comments in the comment area. At a minimum, the AAR will address; What happened? What was supposed to happen? What went right and wrong? How will it be done differently in the future? Short concise bullet comments are preferred.

12. Successful events should be planned for the next year by using the ROO Zone event copy function.

Appendix A, Acronyms **TOC**

ACRONYM	DESCRIPTION
AAR	After Action Review
ACT	A-C-T, (formerly, American College Testing)
ACCT	Accelerated Cadet Commissioning Training
ADO	Active Duty Option
AEC	Army Education Center or Army Experience Center
AEO	Alternate Entry Option
ANC	Army Nurse Corps
ARNG	Army National Guard
BA/BS	Bachelor of Arts/Science
BCFS	Battalion Commissioning Forecast System
CC	Cadet Command
CCIMS	Cadet Command Information Management System
CLE	Community Leaders and Educators
COI	Center(s) of Influence
DAPS	Document Automation and Production Service
DL	Distance Learning or Distributed Learning
DODMERB	Department of Defense Medical Examination Review Board
EMP	Enrollment Mission Planner
FAD	Funding Allocation Document
FY	Fiscal Year
GPA	Grade Point Average
GPO	Government Printing Office
HRA	Human Resource Assistant
IAW	In Accordance With
IPB	Intelligence Preparation of the Battlefield
LOA	Leave of Absence
LTC	Leader's Training Course
MALO	Military Academy Liaison Officer
METL	Mission Essential Task List
MOA	Memorandum of Agreement
MS	Mission Set
MSL	Military Science Level
NET	New Equipment Training
NLT	No Later Than
NRL	National Referral List
OML	Order of Merit List
OPORD	Operations Order
PMS	Professor of Military Science
POC	Point of Contact
RC	Reserve Component
REAP	Recruiting and Enrollment Action Plan
ROI	Return on Investment

ROO	Recruiting Operations Officer
ROO Zone	Recruiting Operations Officer Zone
ROTC	Reserve Officers' Training Corps
RPI	Recruiting Publicity Item
RMZ	Report Management Zone
SROTC	Senior ROTC
SAI	Senior Army Instructor
SAL	Scholar, Athlete, Leader
SAT	Scholastic Aptitude Test
SOCC	School of Cadet Command
SMART	Strategic, Marketing, Advertising, and Recruiting Tool
SMI	Senior Military Instructor
SMP	Simultaneous Membership Program
SSN	Social Security Number
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAG	The Adjutant General
TPU	Troop Program Unit
USACC	U.S. Army Cadet Command
USAAC	U.S. Army Accessions Command
USAREC	U.S. Army Recruiting Command
USAR	U.S. Army Reserve

Appendix B, References [TOC](#)

Section I

Required Publications

[Army Regulation 145-1](#)

Senior ROTC Program: Organization, Administration and Training

[Cadet Command Regulation 145-1](#)

Army ROTC Incentives Policy

[Cadet Command Regulation 145-4](#)

ROTC Marketing, Advertising and Publicity to Support Enrollment

[Cadet Command Regulation 145-6](#)

Green to Gold Program

[Cadet Command Pamphlet 145-1](#)

Army ROTC Incentives Procedures

[Cadet Command Pamphlet 145-4](#)

Enrollment, Retention and Disenrollment Criteria, Policy and Procedures

[Cadet Command Pamphlet 145-35](#)

ROTC Purchase of Items Outside the Local Advertising Purchasing System (LAPS)

[Cadet Command Pamphlet 145-36](#)

ROTC Tactics, Techniques, Procedures (TTPs) for Army ROTC Recruiting

[Cadet Command Pamphlet 145-37](#)

ROTC Retention Guide

Section II

Related Publications

[Army Regulation 601-2](#)

Army Promotional Recruiting Support Programs

[Army Regulation 40-501](#)

Standards of Medical Fitness for Army Enlistment

[Army Regulation 601-210](#)

Army Enlistment Standards

[Cadet Command Regulation 145-16](#)

ROTC Mission Management, Performance Assessment, and Unit Status Reporting

[Cadet Command Pamphlet 601-33](#)

ROTC Partnership for Youth Success (PaYS) Program

[USAREC Manual 3-0](#)

Recruiting Operations

MEMORANDUM FOR:

SUBJECT: REAP Guidance for 1 July 20XX – 31 December 20XX.

1. REFERENCES:

- a. CCR 145-17.
- b. CCR 145-1.
- c. Other applicable references.

2. Current State of the Command:

- a. Recruiting trends:
- b. Progression/Retention trends:

3. Commander's Personal Message (or Intent).

a. Purpose of the REAP:

(1) To provide the battalion an integrated plan for conducting its marketing and recruiting campaigns toward accomplishing contract and commission missions.

(2) To build, from the bottom-up, the command's requirements for resources to support marketing and recruiting on the local level in the upcoming fiscal year.

- b. Other issues the Commander deems important (fill in here).

4. Commander's Guidance by Campaign:

- a. High School:
- b. Incoming Freshmen:
- c. Retention/Progression:
- d. LTC/ACCT/AEO/Compression:
- e. Lateral Entry:
- f. Green to Gold:
- g. Nurse (addressed, as appropriate, in above six campaigns)

5. Projected BDE Missions: Abbreviations: T = Total, N = Nurse.

BDE	MS Current		MS Subsequent		MS Subsequent				MS Subsequent				MS Subsequent				MS Subsequent	
	Comm		Comm		Cont		Comm		Cont		Comm		Cont		Comm		Comm	
	T	N	T	N	T	N	T	N	T	N	T	N	T	N	T	N	T	N
1																		
2																		
3																		
4																		
5																		
6																		
7																		
8																		

6. REAP Guidance (specific guidance on “how-to” fill in the blanks).

a. Use of ROO Zone is non-negotiable to build timelines, plan recruiting events, project funds expenditures, etc. The Recruiting Event Matrix and the REAP Advertising Budget Report will be integral parts of the annually produced REAP. The only non-ROO Zone product for the REAP will be structured in accordance with Appendix C. This format will not be changed.

b. The EMP is not a REAP submission requirement, but its use is essential for the development of enrollment strategies for each campaign.

c. Battalions must conduct a solid market analysis based on current enrolled/contracted Cadets, market, program, and available resources. Use the Enrolled Mission Planner (EMP) to assist with this. Units with partnership universities/colleges must address those schools in their plan as well. PMSs and ROOs are required to sign the document prior to submission to the brigade S-2.

d. Scholarships. It is imperative battalions plan for successful use and awarding of these funds. Battalions must specifically state how many, and on what type of prospects, they plan to use their scholarships by campaign in paragraph three of the REAP. The brigade S-2 and USACC will use this input as the basis for planning scholarship requirements for the upcoming FY.

e. Marketing Funds. Battalions must submit valid marketing requirements in ROO Zone by inputting required information for recruiting events and activities. This is done so local purchase (group meals, memberships, out of pocket, photo service, PPI give-away, printing and other) and contract advertising purchase (booth space, mailing list/service, out of home, print ad classified, print ad display, radio and other) budgets can be developed and approved. Understand clearly - if you do not submit a valid plan based on your recruiting events, you will not get the funding. Marketing funds are a “pull” based system driven directly by your REAP submission and forecasting in ROO Zone. Budgets for next FY will be compiled by the brigade S-2 and submitted to USACC, as the basis for planning and developing budget requirements.

f. National Recruiting Assets. Units should plan for the use of national recruiting assets to support their recruiting activities where appropriate. All assets are planned as tentative resources in ROO Zone as you input a particular recruiting event; with the battalion having in mind a backup plan should the assets not be approved during the AMRG quarterly review and approval process. Assets are not requested through ROO Zone.

g. Other Commander’s Guidance, as necessary.

7. Normal Timeline:

a. REAP Documents.

1. REAP will cover 1 July – 31 December (18 months).
2. NLT 15 November – CC guidance published to brigades.
3. 15 November – 15 December – Brigade adjudication of commission and contract missions.
4. NLT 15 December – Brigade guidance published to battalions.
5. NLT 1 March – Brigade marketing/advertising budget due to USACC POC.
6. NLT 15 March – Battalion REAPs and SWOTs due to brigade IAW attached format.
7. NLT 31 March – CC marketing/advertising budget request due to AMRG for approval.
8. NLT 1 June – Brigade SWOTs due to USACC G-2.
9. O/A 15 August – AMRG sends approved marketing/advertising budget back to CC.
10. NLT 31 August – CC sends approved marketing/advertising budgets to brigade POCs.

b. Financial Planning and Execution.

1. Differing academic, physical, and fiscal years combine to create a budgeting and spending cycle within CC that is unlike any other in the Army. By spanning 18 months, one of the goals of the REAP is to account for these differing calendars, mitigate the effects of each academic year being split across different fiscal years, and to allow a continuous flow of marketing and advertising dollars during the traditionally “rough” time (August - November of each year) of the federal fiscal budget cycle. Identifying all budget requirements on the REAP by spending date and adherence to the required format assists CC to accomplish this task. Accessions Command provides marketing funds for execution on a FY basis.

2. Brigades must include in their recruiting event/activity planning the dollars to support projected regional advertising buys, national and regional event participation, memberships in state/regional organizations, etc. (in other words, the items that used to be provided at the Region level).

3. Local purchase dollars, executed via Government Purchase Card (GPC), fund:

a. PPIs and recruiting giveaway items.

b. Local printing requirements thru Government Printing Office (GPO) and/or Document Automation and Productions Service (DAPS).

c. Meals/refreshments to support recruiting events.

d. Reimbursement for approved out-of-pocket recruiting expenses.

e. Memberships in civic organizations (i.e., Rotary, Lions, etc.).

f. Local photo services.

4. Local marketing funds will be distributed via an obligation target (OT) IAW the following timeline, depending on receipt of funds from higher headquarters:

- February/March timeframe (previous year's REAP) to cover 1 July – 1 October.
- October/November timeframe to cover 1 October – 30 June.
- February/March timeframe to cover 1 July – 30 September.

5. Contract advertising purchase dollars fund McCann-Erickson advertising purchases, which include: print, radio, and web advertising space; billboards, scoreboards, and other signage space; booth and exhibit space; direct mail processing costs.

8. Point of contact is USACC POC at (name/email/phone).

JOHN A. GENERAL
Major General, U.S. Army
Commanding

RECRUITING AND ENROLLMENT ACTION PLAN

1 July 2009 – 31 December 2010

Cadet Command University (CCU)

“University logo”

(Note: Blue items are example comments/information.)

I. SITUATION

a. Campus Market.

(1) Host Program: Cadet Command University: CCU is a low cost, state university with a full time enrollment of 9,000 undergraduate students with a total enrollment of 14,000 (includes Graduate, Dental, and Law). The university draws students primarily from the northwest region, which includes Washington, Oregon and Idaho. Entrance into this school is considered moderately difficult and entering freshmen have an average high school GPA of 3.2, an ACT score of 24, and an SAT score of 1110. Approximately 70% of the high school students who apply are accepted and approximately 350 transfer students enter each year from other four-year universities. Students who progress beyond their freshman year tend to retain at this school because of the reputation and welcoming community. The most popular activities or sports are intramurals and community service. The school offers BA/BS degrees in 62 majors including nursing. The three most common majors are Business, Education and Bio-Sciences. U.S. News and World Report ranked the University 121st in the nation in academics. We define SALs on this campus: using the Cadet Command S-A-L criteria. (This should be no more than 10 sentences).

(2) Partnership School: University Name Here: This is a high cost private Engineering college with a full time enrollment (FTE) of 2600 students. The college draws students from all over the United States and 25 countries. Entrance into this school is considered extremely difficult and an entering freshman has an average high school GPA of 3.9 and an average ACT score of 29. Approximately 10% of high school students who apply are accepted; approximately 70 transfer students enter each year, primarily from four-year universities at the junior year. Students who progress beyond their freshman year tend to retain at this school because of the school's outstanding reputation. The most popular activities are wrestling, tennis, student government, Greek Council, and the Society of Civil Engineering. The school offers BA/BS degrees in 16 majors – almost exclusively in engineering. The three most common majors are Civil Engineering, Aerospace Engineering, and Electronic Engineering. The college is ranked as the 4th best undergraduate engineering program by U.S. News and World Report. We define SALs on this campus: using Cadet Command's A and L criteria, but because of the academic quality of the students who enroll here, we use a standard of 3.3 GPA for “S.” This helps us to narrow our market and focus our recruiting. (this should be no more than 10 sentences).

(3) Affiliated Schools: University Name Here: This is a high-cost private school, which an occasional scholarship applicant applies to. (2-3 sentences, not as important as above).

b. Markets of Sustainment and Markets of Opportunity.

- (1) Markets of Sustainment:** Incoming freshman, high school, SMP Cadets from local Army National Guard/Reserve units who attend CCU, progression and lateral entry nursing students at CCU, and MSL-I / MSL-II Cadet retention.
- (2) Markets of Opportunity:** Recruiting from graduate school programs at CCU for LTC as well as Cadet hometown recruiting, and becoming a presence at intramurals. We have also made the Air Force program aware of the opportunity afforded its Cadets by the “Blue to Green” program.

II. MISSION: The mission of the CCU is to recruit, retain, train and contract/commission (27 contracts/20 commissions) quality lieutenants (exactly as it reads on your website or higher briefings).

III. EXECUTION.

Commander’s Intent: Focus marketing and recruiting efforts (Main Effort) on bringing in high quality Scholar, Athlete, Leaders for Mission Sets 11 and 12 through the Incoming Freshman and Progression campaigns for both line and nurse. The supporting effort is the Lateral Entry campaign, specifically targeting on campus SMP prospects at CCU. Our supporting effort is the LTC campaign at CCU targeting high quality graduate students. Key tasks for successful recruiting and marketing include: working 4-year scholarship market, allocate 4-year and 3-year scholarships to sustain the progression of Cadets in the basic course, strong linkage with local Guard/Reserve units, USAREC recruiters, and registrars.

a. Concept of the Operation, Campaigns by Priority: No more than 50% of campaigns will be designated as HIGH PRIORITY. At least one of the campaigns must be designated as low priority. As a result of the internal assessment, the battalion is planning integrated marketing campaigns in support of our mission set strategies. Detailed events and activities for the campaigns are planned in ROO Zone. The priority and intent of our campaigns are:

(1) Campaign: High School (High/Medium/Low- as determined by the Battalion)

- Fall XX Enrollment Line Goal: Contract 5 Cadets into MS 17 (one 4-yr and one 3-yr Advance Designee (AD) for CCU, one 4-yr and two 3-yr ADs for partnership school). Enroll 12 non scholarship Cadets into MS 17.
- Fall XX Enrollment Nurse Goal: Contract 2 scholarship Cadets into MS 13 at CCU.
- Fall XX Enrollment Line Goal: Contract 6 Cadets into MS 18 (one 4-yr and one 3-yr AD for CCU, one 4-yr and three 3-yr ADs at CCU). Enroll 10 non scholarship Cadets into MS 18.
- Fall XX Enrollment Nurse Goal: Contract 2 scholarship Cadets into MS 17 at CCU.

Key Tasks:

- Award and contract scholarship Cadets prior to 2nd round OML deadline. Submit 2 additional prospects for adjustment pool scholarships.
- High School/JROTC influencer mail outs in September and March – mail services contract with CCU mailroom.
- College fair recruiting booths at Adams County, Jefferson Metro, and greater Washington – booth space contracts.
- Work ROO Zone referrals within 72 hours of receipt of new contact.

(2) Campaign: Incoming Freshmen (High/Medium/Low- determined by the Battalion)

- Fall Current Year Enrollment Line Goal: Enroll 12 non scholarship Cadets into MS 16.
- Fall Current Year Enrollment Nurse Goal: Enroll 2 non scholarship Cadets into MS 16.
- Fall Next Year Enrollment Line Goal: Enroll 13 non scholarship Cadets into MS 17.
- Fall Next Year Enrollment Nurse Goal: Enroll 2 non scholarship Cadets into MS 17.

Key Tasks:

- Freshmen mail-out in June to targeted registrars list – mail services contract with mailroom.
- Conduct effective recruiting during summer on-campus orientation tours – concurrent USAR/ARNG displays.
- Greek Week booth during fall add/drop period – print ad in university paper run concurrently to advertise event.
- ROTC presentation to school of nursing.

(3) Campaign: Retention/Progression (High/Medium/Low- as determined by the Battalion)

- Fall Current Year Line Goal: Retain 15 (60%) MSLI into MSLII class. Enroll 2 Compression Cadets into the MSLII class. Retain/contract 12 (45%) MSLII into MSLIII class. Retain 11 (55%) MSLIII into MSLIV.
- Fall Current Year Nurse Goal: Retain 3 (75%) MSLI into MSLII. Retain/contract 2 (66%) MSLII into MSLIII. Retain 2 (100%) MSLIII into MSLIV.
- Fall Next Year Line Goal: Retain 15 (60%) MSLI into MSLII. Retain/contract 12 (45%) MSLII into MSLIII. Retain 11 (55%) MSLIII into MSLIV.
- Fall Next Year Nurse Goal: Retain 3 (75%) MSLI into MSLII. Retain/contract 2 (66%) MSLII into MSLIII. Retain 2 (100%) MSLIII into MSLIV.

Key Tasks:

- MSL instructor mentor and formally counsel each Cadet at least once a semester. Each Basic Course Cadet assigned an Advanced Course mentor.
- MSL instructors identify enrolled Cadets for 3-year scholarships NLT 15 Nov – award scholarships prior to OML deadline.
- Provide quality instruction, leadership labs and FTxs.
- Plan and execute Cadet socials in the fall and spring semester.

(4) Campaign: LTC/AEO/ACCT/Compression

- Summer Current Line Goal: AEO: Contract 1 Cadet into MS 15.
ACCT: Contract 2 Cadets into MS 15.
LTC: Send 4 and contract 3.
- Summer Next Nurse Goal: AEO: None.
ACCT: None.
LTC: Send 1 and contract 1.
- Summer Next Line Goal: AEO: Contract 1 Cadet into MS 16.
ACCT: Contract 1 Cadet into MS 16.
LTC: Send 5 and contract 4.
- Summer Next Nurse Goal: AEO: None.
ACCT: None.
LTC: Send 1 and contract 1.
- Fall 13 Line Goal: Compression: 2 Contract: 1
- Spring 14 Line Goal: Compression: 2 Contract: 1

Fall 14 Line Goal: Compression: 2 Contract: 1

Key Tasks:

- Sophomore LTC mail-out in October to targeted registrars list – mail services contract with mailroom.
- ROO Zone Group Correspondence email sent to LTC prospects with templated LTC information in January.
- LTC care package mailed to LTC Cadets at end of their first week of LTC.
- Follow up/contract LTC Cadets upon return from LTC.

(5) Campaign: Lateral Entry (Reserve Component/Prior Service)

- Fall XX Line Goal: SMP: Contract 4 into MS 15.
Vet: Contract 2 into MS 15.
- Fall XX Nurse Goal: SMP: Contract 1 into MS 15.
Vet: None.
- Fall XX Line Goal: SMP: Contract 4 into MS 16.
Vet: Contract 2 into MS 16.
- Fall XX Nurse Goal: SMP: Contract 1 into MS 16.
Vet: None.

Key Tasks:

- SMP mail-out in October to targeted The Adjutant General (TAG)/Regional Support Command (RSC) Education Officer list.
- Green to Gold AKO email using local recruiter lists of enlistees from 2-3 years ago.
- Briefings at local RC units; attend all scheduled local USAREC Recruiting Partnership Council meetings.
- Personal recruiting of on-campus veterans – work with campus VA representative.

(6) Campaign: Green to Gold (GTG) (Counterpart Battalions)

- Line Goal: Oct 13 Board Goal: Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.
- Apr 14 Board Goal: Submit 6 Active Duty Option (ADO) packets and contract 4.
Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.
- Oct 14 Board Goal: Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.
- Nurse Goal: Oct 13 Board Goal: Submit 1 scholarship packet and contract 1.
Submit 1 ADO packet and contract 1.
- Apr 14 Board Goal: Submit 1 scholarship packet and contract 1.
- Oct 14 Board Goal: Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.

Key Tasks:

- Conduct monthly GTG Briefings at local installation.
- Educate COIs and Education Center at local installation.
- Advertise in installation paper.
- Attend weekly newcomer's briefings.

b. Scheme of Maneuver: See Recruiting Event Matrix in ROO Zone.

Preview Recruiting Events Criteria
Select a Mission Set(s), Campaign(s) and Event Dates to review then select 'Go'. You must select at least one criteria.

<p>Campaign(s):</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px;">Select</td> <td style="width: 100px;">Campaign Name</td> <td style="width: 100px;">Mission Set(s)</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Green to Gold</td> <td>MS 06</td> </tr> <tr> <td><input type="checkbox"/></td> <td>High School</td> <td>MS 07</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Incoming</td> <td>MS 08</td> </tr> </table>	Select	Campaign Name	Mission Set(s)	<input type="checkbox"/>	Green to Gold	MS 06	<input type="checkbox"/>	High School	MS 07	<input type="checkbox"/>	Incoming	MS 08	<p>Start Date: 20100401 <input type="text" value="YYYYMMDD"/></p> <p>End Date: 20100430 <input type="text" value="YYYYMMDD"/></p> <p style="text-align: right;">Go</p>
Select	Campaign Name	Mission Set(s)											
<input type="checkbox"/>	Green to Gold	MS 06											
<input type="checkbox"/>	High School	MS 07											
<input type="checkbox"/>	Incoming	MS 08											

Recruiting Event Matrix

Event/Activity Name	Date and Time	Mission Set	Campaign	Mission Type	Cost / Hours	Performance Planned	Performance Actual	Actions
<input type="checkbox"/> Orientation Event also occ...	20100205 11:00	MS 16 MS 15 MS 14 MS 13	Incoming Freshman Lateral Entry Officership Nursing Progression High School		Tot. Plan. Cost: \$ 6975.00 Tot. Actual Cost: \$ Plan. Hours: 400 Actual Hours:	Leads: 300 Appointments: 50 Enrollments: 20	Leads: 0 Appointments: 0 Enrollments: 0	Copy Invite
<input type="checkbox"/> High School VL...	20100408 All Day	MS 15	High School	LINE	Tot. Plan. Cost: \$ 0.00 Tot. Actual Cost: \$ Plan. Hours: 8 Actual Hours:	Leads: 15 Appointments: 2 Enrollments: 1	Leads: 0 Appointments: 0 Enrollments: 0	Copy Invite
<input type="checkbox"/> Orientation	20100408 11:00	MS 14	Officership Incoming Freshman Nursing		Tot. Plan. Cost: \$ 0.00 Tot. Actual Cost: \$ Plan. Hours: 6 Actual Hours:	Leads: 5 Appointments: 2 Enrollments: 1	Leads: 0 Appointments: 0 Enrollments: 0	Copy Invite
<input type="checkbox"/> SK Build	20100410 10:00	MS 13 MS 12	Officership LTC/AEO/ACCT Lateral Entry		Tot. Plan. Cost: \$ 0.00 Tot. Actual Cost: \$ Plan. Hours: 4 Actual Hours:	Leads: 5 Appointments: 1 Enrollments: 1	Leads: 0 Appointments: 0 Enrollments: 0	Copy Invite
4 items found, displaying all items. Grand Total Planned Cost: 6975.00 Grand Total Planned Man Hours: 418								

Export To:

c. Tasks to Battalion Staff:

- PMS-primary interface with University.
- MSLI and MSLII instructor responsible for coordination and awarding of 3 and 2 year scholarships respectively.

- ROO/Goldbar responsible for targeted lists (registrar/admissions/ARNG/USAR), systems lists (ROO Zone/CCIMS), high school influencer and self referral recruiting. ROO responsible for all enrollment (non-contracted) paperwork.
- XO responsible for on campus influencer coordination and referrals (financial aid, athletics, student government, clubs).
- Human Resource Assistant (HRA) responsible for contract officer responsibilities and paperwork.

d. Coordinating Instructions:

Scholarships: Requested allocations for host and partnership schools.

School	Mission Set	Allocations Required
Cadet Command University	MSL18	
	MSL17	
	MSL16	
	MSL15	
Partnership: #1	MSL18	
	MS 17	
	MS 16	
	MS 15	

IV. SERVICE AND SUPPORT.

- a. **Local Purchase:** See RMZ Recruiting Event Matrix and REAP Advertising Report. (REM example above; REAP Ad Report below)
- b. **Contract Advertising Purchase:** See RMZ Recruiting Event Matrix and REAP Advertising Report. (REM example above; REAP Ad Report below)

Cadet Command REAP Ad Report

Report Date - 06 Aug 2012 08:48 Hrs

UNIT - [REDACTED]

Begin Date - 06 Jan 2011

End Date - 06 Jul 2012

Purchase Type - Both

BDE Only - N

Main Export to Excel E-Mail

BN Name	ROO Name	ROO Phone Number	ROO Email	Event/Activity Name	Start Date	End Date	Campaign Name
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	Väpo University Annual Career Fair	09 Feb 2011	09 Feb 2011	Diversity Green to Gold High School Incoming Freshman LTC/AEO/ACCT Nurse Progression STEM Synergy/ USAR
				Admissions Meet	15 Aug 2011	19 Aug 2011	Diversity Green to Gold High School Incoming Freshman LTC/AEO/ACCT Nurse Progression STEM Synergy/ USAR
				College Fair	19 Jun 2012	19 Jun 2012	Diversity Incoming Freshman LTC/AEO/ACCT Nurse STEM

c. University Incentives:

- (1) CCU: Room and board for all scholarship winners, six credit hours for LTC and NSTP, free on campus parking permit for contracted Cadets, 3 credit hours for each MSL class, 4 credit hours for LTC, minor in Military Science (24 hours).
- (2) Partnership: Room and board for 4-year scholarship winners, three credit hours for LTC.

V. COMMAND AND SIGNAL

a. COIs/VIPs POC:



ROO Zone

Help | Log Out | ARCA | change site | Go

Tuesday, 08 Oct 2013

Welcome, LTC Cadet Hquser

Work Zone

Work Zone > COI/VIP

Calendar

People

COI/VIP List

Select All None

281 items found. Displaying 31 to 40 [[First](#) / [Previous](#)] 1 2 3 4 5 6 7 8 9 10 [[Next](#) / [Last](#)]

RSID	Title	Prior Service	Person Information	Location	Last Action Date	Next Action Date
<input type="checkbox"/> C1B07	SENIOR INSTRUCTOR	Y	FOSTER, DANIEL 181-555-1212 Type: WORK	2 Wagner Place University Park, PA 00900 Type: WORK Add to Map		
<input type="checkbox"/> C1B09	DIRECTOR	N	ALBERT, JOHN OFFICE OF ADMISSIONS 270-355-2345 Type: WORK fallbert@providence.edu	123 Main Street Providence, RI 01111 Type: WORK Add to Map		
<input type="checkbox"/> C1B09	VICE PRESIDENT	N	MARIO, MARIO RUTGERS UNIVERSITY	21 Jump Street New Brunswick, NJ 08901 Type: WORK Add to Map		
<input type="checkbox"/> C1B11	DIRECTOR	N	MCDAIL, GENE ALUMNI BOARD 111-222-3333 Type: WORK abmcdail@ship.edu	456 E Main Shippensburg, PA 22222 Type: WORK Add to Map		06 Nov 2012
<input type="checkbox"/> C1B11	RETIRED MILITARY	Y	PROVOST, JOHN HG USA CC 502-624-0167 Type: WORK	123 Main Street Brandenburg, KY 40108 Type: HOME Add to Map		04 Jan 2012
<input type="checkbox"/> C1B12	RABBI	N	CARTMAN, ERIC SOUTHPARK 222-444-6666 Type: MOBILE	28201 E. Bonanza St. Radcliff, KY 40160 Type: HOME Add to Map		

Next Action Date

b. Vendor POCs:

HOME | LOGOFF | HELP

ENTERPRISE PORTAL APPLICATIONS Select An Application

ROO Zone
Monday, 06 Aug 2012

Help | Log Out | ARCA change site | Go

Welcome, [Name] My Work Zone Calendar People

My Work Zone > Vendors

Vendors for your Organization

Show: A-E F-J K-O P-T U-Z All
7 items found, displaying all items.

Vendor Name	Purchase Types	Status	Begin Date	End Date	Reason	Inactivated	Delete
Funny Papers	Print Ad Classified...	Active	20120806 10:49				Delete
JIZ Radio	Radio (C)	Active	20120806 11:20				Delete
Mike's Prints	PPI-Give Away (L) Printing (L)	Active	20120806 10:47				Delete
Perfect Prints	Print Ad Display (C)	Active	20120806 11:18				Delete
Pizza Hut	Group Meals (L)	Active	20111024 13:45				Delete
Sians	Print Ad Display (C)	Active	20111024 13:45				Delete
Willies Wonderful ...	PPI-Give Away (L)	Active	20120806 10:44				Delete

7 items found, displaying all items.

Add Vendor

Export To: Excel | Go

John W. Eapon
LTC, IN
Professor of Military Science

Jen R. Oliment
MAJ, SC
Recruiting Operations Officer

Appendix E, Enrollment Mission Planner (EMP)

- a. The Enrollment and Mission Planner is a management tool used by the PMS to establish the recruiting and retention goals necessary to achieve the Battalion's assigned commission mission. It provides an overview of how contracted and non-contracted cadets at a battalion progress through the SROTC program to commissioning. Once the PMS establishes the enrollment missions, recruiting and retention goals, he/she determines the Mission Set strategies. The enrollment missions are used to develop the budget (Simplified Training Budget (STB)) for training and operations. The Mission Set strategies describe the steps necessary for a battalion to achieve the goals and enrollment missions. The ROO can use the Mission Set strategies to determine the Enrollment Action Plan (EAP) requirements.
- b. The purpose of the EMP is the establishment of recruiting and retention goals which facilitate APR planning and attain commission mission.
- c. The components of the EMP consist of:
- FICE Code Entry
 - Historical Table
 - Ground Truth Table
 - Wargaming Table
 - Planning MSL 1 Enrollment Given Mission
 - Production vs. Mission Graph
 - Historical Progression Rates
 - Historical Mission and Production Data

Everything is presented on one Excel worksheet. A separate worksheet with the same components exists for the Military Junior Colleges.

d. Getting Started.

1. To get started you must first Download the EMP at <https://my.usaac.army.mil/portal/at/usacc/HQ/G2> or log in to Cadet Command Portal. Select USACC at top of page. Then select G2 at top of next page. Scroll down to EMP section and select EMP. Save the file to disk or hard drive. After saving a working copy, close the EMP website. Keep a backup master copy of the EMP file and use a separate working copy to do any planning or analysis. Enter the last 4 or 5 digits of the FICE code in the "Enter Fice" cell to populate the EMP with your school data.
2. To complete the Enrollment and Mission Planner (EMP) the user must first, review the battalion's historical data in the "Historical Table," which is **READ ONLY**. Second, go to the "Ground Truth Table" to establish the battalion's ground truth data (see next page). This table is **ONLY** used to enter current data for wargaming in the "Wargaming Table."

a. The following data may be modified in the Ground Truth Table:

1. Progression Rates

Make change to progression rates here ONLY. From left to right the retention rates are MSL1 to 2, MSL2 to 3, MSL3 to 4, MSL4 to commission, and MSL5, 6, C to commission. (Cells H3-K3, & K4)*

2. LTC data

Change the number of Leaders Training Course (LTC) attendees and contracts from last summer. (Cells I5 & I6)*

3. GG/LE data

Change the number of lateral entry or Green-to-Gold cadets for each respective Military Science level. MSL1s aren't lateral entry, but it is important to know how many come from special sources. (Cells G7-I7)*

4. Enrollment

Change the number of MSL1's, MSL2's, MSL3's and MSL4's you have for each respective mission set. (Cells J9, I16, H23 & G30)*

5. Projected MSL 5,6,C Commissions

Change the number of MSL5's, MSL6's and completion cadets projected to commission. You can adjust this number for each respective mission set. The MAX number accounts for possible migrators from the previous mission set given the MSL5,6,C progression rate. (Cells K12, K18, K24, K30 & K36)*

6. 2010 Commission Mission

Enter the adjudicated commission mission for mission set 2010 to examine the initial projection of the MSL1 enrollment mission for the next school year. (Cell K32)*

7. Data from the Ground Truth Table shows up on the graph as a yellow line. The Wargaming Table will be covered on the next page.

	Ground Truth Table			
	1 to 2	2 to 3	3 to 4	4 to COM
Progression	22%	44%	83%	73%
			MSL5,6&C Prog	75%
		4	LTC Attend	
		4	LTC Contracts	
	0	7	GG/LE	Production
MSL1	MSL2	MSL3	MSL4	21 (19)
	8		26	73%
2006				
			MSL 5, 6 & C	2
Production				
MSL3	MSL4	20 (14)		73%
	24	83%		MAX=5
2007				
			MSL 5, 6 & C	5
Production				
MSL3	MSL4	17 (13)		73%
	18	83%		MAX=4
2008				
	24	44%	MSL 5, 6 & C	4
Production				
MSL3	MSL4	15 (11)		73%
	15	83%		MAX=4
2009				
MSL1	MSL2	MSL3	MSL4	Mission
38	16 (8)	18 (7)	15 (11)	16
	22%	44%	83%	73%
			MSL 5, 6 & C	4
2010				
MSL1	MSL2	MSL3	MSL4	16
74	24 (16)	22 (11)	18	73%
	22%	44%	83%	73%
			MSL 5, 6 & C	3
MAX=3				

Figure E1: Ground Truth Table

Wargaming Table

	1 to 2	2 to 3	3 to 4	4 to COM
Progression	22%	44%	83%	73%
			MSL5,6&C Prog	
		4	LTC Attend	
		4	LTC Contracts	
	8	7	GG/LE	Production
MSL1	MSL2	MSL3	MSL4	20 (14)
				73%
2007				
			MSL 5, 6 & C	5
Production				
		MSL3	MSL4	17 (13)
				73%
2008				
		21	18	MAX=4
			83%	
MSL 5, 6 & C				
Production				
		MSL3	MSL4	15 (11)
	MSL2	18 (7)		73%
	16	44%		MAX=4
2009				
MSL 5, 6 & C				
Production				
		MSL3	MSL4	16 (13)
	MSL2	22 (11)	18	73%
	24 (16)	44%		MAX=3
	74	22%	MSL 5, 6 & C	3
2010				
Production				
	MSL1	MSL3	MSL4	16 (13)
	74	22 (11)	18	73%
		44%		MAX=4
2011				
Production				
	MSL1	MSL3	MSL4	16 (13)
	74	22 (11)	18	73%
		44%		MAX=4
MSL 5, 6 & C				
				3

b. Third, go to the "Wargaming Table" to conduct "what if" scenarios to develop goals and strategies. Notice that any changes made in the Ground Truth Table show up as initial enrollment missions in the Wargaming Table. This adjusted data will be the start point for wargaming enrollment missions and developing mission set strategies. Use the Wargaming Table to reflect changes in the program. Wargame different retention rates, LTC, lateral entry and enrollment strategies to see how they affect the blue line on the graph.

PROGRESSION BOXES (N5-Q5, Q6, and individual retention)

LTC, LATERAL ENTRY, and MIGRATION BOXES (M9-O9, O7-O8, Q14, Q20, Q26, Q32)

ENROLLMENT MISSION BOXES (P11, O18, N25 & APR MISSION PLANNING)

Figure E2: Wargaming Table, Example 1

CC REG 145-17
Rev: 11 October 2013

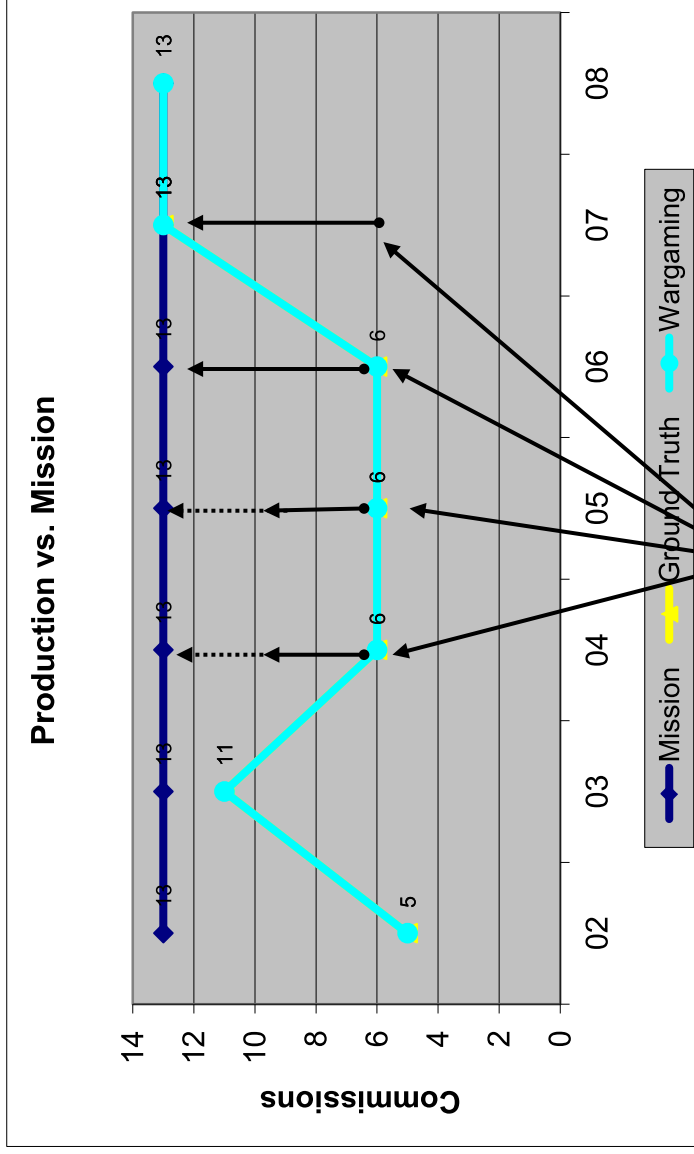
Wargaming Table

	1 to 2	2 to 3	3 to 4	4 to COM
Progression	22%	44%	83%	73%
	MSL5,6&C Prog			
		4	TC Attend	
		4	TC Contracts	
0	8	7	GG/LE	
MSL1	MSL2	MSL3	MSL4	Production
			20	20 (14)
			73%	73%
2007	MSL 5, 6 & C			
	Production			
			MSL4	17 (13)
		MSL3	18	73%
		21	83%	MAX=4
2008	MSL 5, 6 & C			
	Production			
			MSL4	15 (11)
		MSL3	15	73%
	MS2	18 (7)	83%	MAX=4
	16	44%	MSL 5, 6 & C	4
2009	Production			
			MSL4	16 (13)
		MSL3	18	73%
	MSL2	22 (11)	83%	MAX=3
	MSL1	24 (16)	44%	MAX=3
	74	22%	MSL 5, 6 & C	3
2010	Production			
			MSL4	16 (13)
		MSL3	18	73%
	MSL2	22 (11)	83%	MAX=4
	MSL1	24 (16)	44%	MAX=4
	74	22%	MSL 5, 6 & C	3
2011	Production			
			MSL4	16 (13)
		MSL3	18	73%
	MSL2	22 (11)	83%	MAX=4
	MSL1	24 (16)	44%	MAX=4
	74	22%	MSL 5, 6 & C	3

1. Wargame the current mission set, i.e. mission set 2006, in the Ground Truth Table. Wargame the remaining mission sets in the Wargaming Table. The circles (in the figure to the right) highlight the courses of action that may be wargamed for each mission set. For example, consider mission set 2007. If the light blue forecast line is below the mission line then see how adjusting enrollment (Cell P11), MSL4 to Commission rate (Cell Q11) and/or the MSL 5, 6, & C production (Cell Q14) until the forecast line is even with the mission line or **as high as you can realistically get it**. Be aware that adjustments to LTC objectives and lateral entry/Green-to-Gold objectives apply to mission sets 2008 to 2010, and should be "best" estimates. You may run into the situation where no amount of adjusting will bring the forecast line to the mission line. Move to 2007 when you are finished with 2006 and adjust enrollment mission, retention, and/or MSL 5, 6, & C production, as applicable. Repeat for mission sets 2008 and 2009. Use mission set 2010 to plan for the Annual Program Review 2004.

Figure E3: Wargaming Table, Example 2

2. Develop your Mission Set Strategies and obtain your Enrollment Missions as you conduct your "what-if" scenarios. There are two different situations you may encounter as you develop your strategies. The first situation is when you can no longer seriously affect a specific mission set (current juniors and seniors). You **may or may not** be able to bring the light-blue forecast line up to the mission line (see figure below). The second situation is when you have the greatest affect on the mission set (freshman and sophomores). You **must** bring the light-blue forecast line to the mission line.



Make adjustments in the Wargaming Table so that the light blue line meets or exceeds the dark blue mission line (as pertinent).

Figure E4: Production vs. Mission example

3. You should document your strategies as you wargame each Mission Set. The Mission Set Strategies describe the steps necessary for the unit to achieve the goals and enrollment mission for each mission set. You should also address how your unit wants to attack the problems/weaknesses of each mission set. Mission Set Strategies can be done in any format you wish (POWERPOINT, WORD, etc.). Recommend using PowerPoint for briefing purposes.
- e. In review, the Historical Table shows your historical data, in other words, **past** situation; the Ground Truth Table allows you to reflect your ground truth or **current** situation; and the Wargaming Table lets you wargame your strategies for the **future** situation.
- f. Progression Rate Calculations
 1. The progression rates calculated in the EMP appears in the lower left corner of Part I of the Battalion Mission Set Management Report. For the one year progression rates, the peak enrollment file for school year (SY) 0405 is compared to SY0506 Opening Enrollment data. For the three year progression rate, it is a weighted average of the one year progression rates over the current year, and the prior two years. The progression rates for the prior two years compares the peak enrollment file of the previous year to the peak enrollment file of the following year.
 2. The peak enrollment file is a merging of start of the month data captures from Opening Enrollment in November through the monthly data captures ending in June. The `ms_cls_enrl_cd` and `enrl_stat_cd` are kept from the first time the cadet appears in the creation of the peak enrollment file. The peak enrollment consists of all students who appeared at one time during the school year without duplicates.
 3. For each Battalion, the one year MSL 1 to MSL 2 progression rate is calculated by tracking what happened to the enrolled (excluding status codes F and N) MSL 1 students that appeared in SY0405 Peak Enrollment and tracking what happened to them in SY0506 Opening Enrollment. The percentage is a count of those who are enrolled as MSL 2 this year who were enrolled as an MSL 1 last year divided by the total number of enrolled MSL 1 cadets last year. As with many other reports, MSL 1 and MSL 2 are enrolled cadets, where MSL 3 and MSL 4 are based on the students being contracted cadets. The MSL 2 to MSL 3 progression rate is a ratio of the cadets who are contracted MSL 3 cadets this year who were enrolled MSL 2 cadets last year divided by the total number of enrolled MSL 2 cadets last year.
 4. The progression rate calculations are based on MSL class enrollment, NOT on commission year. This is why trying to be as accurate as possible with enrolled cadets before the Opening Enrollment file is created at midnight ET on the first Monday of November. Of course there will be situations where the cadets could not be enrolled before the Opening Enrollment is completed. This is why the Battalion should adjust the ground truth table values to reflect the true situation. It is possible the cadets were not enrolled as contracted at the start of their junior year, or they could be due to commission in 2008, but at the time of Opening Enrollment they are not MSL 2, but still MSL 1. Similarly cadets who jump from MSL 1 to MSL 3 from last year to this year will be missed in the calculation of progression rates. If the PMS knows that they have 30 "heads" who are expected to commission in 2007 but only 20 are contracted MSL 3 (of the 10 other "heads", 5 are not contracted MSL 3 and 5 others are MSL 4 contracted cadets) then they should adjust the ground truth to reflect the reality. Similarly, the PMS could adjust the Battalions one-year progression rate to reflect the current "head" count progression rate. Showing a real-world accurate reflection of the enrollment data is important from proper mission planning.

Appendix F, SWOT & TOWS Analysis

a. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

1. SWOT analysis is a powerful technique for understanding a battalion's strengths and weaknesses, and looking at the opportunities and threats that exist. Understanding the battalion's strengths helps PMS maximize their efforts in those areas, for example local high school feeder schools to your program or an excellent nursing program.
2. What makes SWOT particularly useful is that it can help uncover markets of opportunity that the battalion is able to exploit, such as the school's administration office or pro-Army influencers within the community. By understanding the weaknesses of the program, PMSs can concentrate their training efforts in those areas, as well as manage and eliminate any threats that could catch the battalion unexpectedly. Comparing the campus to its competitors using the SWOT framework, ROTC programs can craft strategies that distinguish their programs from other competitors, so the program can enroll more prospects.
3. To carry out a SWOT analysis PMSs should ask themselves questions based on the four categories of SWOT (Strength, Weakness, Opportunity, and Threats) these answers will be put into a chart by category and later be used for the Commander's TOWS analysis. Some questions that should be asked are:
 - a. Strengths:
 - What do we do better than anyone else?
 - What unique resources do we have access to?
 - What do people in our market see as strengths?
 - What factors help the Army get the appointment over our competitors?

1. Consider this from an internal perspective, and from the point of view of your prospects in your market. Be realistic, strengths should be based on tangible evidence. If you are having difficulty with this, try writing down a list of your battalion's accomplishments (Some of these will hopefully be strengths!). In looking at the programs strengths, think about them in relation to your competition. For example, if the Army provided superior benefits and incentives than other services and local businesses, then the Army's offer would be considered their strength in the market. If the Army's benefits and incentives were the same as the rest, the Army's offer would not be considered their strength.

b. Weaknesses:

- What could we improve?
- What should we avoid?
- What are prospects in our market likely to see as a weakness?
- What factors affect our image?

1. Consider this from an internal and external basis: Do other people see or perceive weaknesses that you do not see? Is the competition doing any better? It is best to be realistic now and face any unpleasant truths as soon as possible. Be honest, this isn't just a requirement, it's a self-evaluation that will expose shortfalls that could become serious problems later.

c. Opportunities:

- What school personnel are willing to work with the program?
- Are there any interesting or notable trends in our area we can exploit?

- What high school or college events can we take advantage of?
- What sustainment assets (cinema van, adventure van, school paper, etcetera,) are scheduled?

1. Useful opportunities can come from such things as, technology, changes in Government policy, social patterns, population profiles, and lifestyle changes. Any event or circumstance can become an opportunity if acted on quickly. Alternatively, look at your weaknesses and determine if eliminating them would create opportunities.

d. Threats:

- What obstacles does the program face?
- What is your competition doing that you should be worried about?
- Are bonuses and enlistment incentives changing?
- Is changing technology or policies threatening your effectiveness?
- Do you have a bad image or personnel problems?
- Could any of your weaknesses seriously threaten your mission?

4. Performing a SWOT analysis will often be illuminating; both in terms of pointing out what needs to be done and putting things into perspective. Strengths and weaknesses are often internal to your organization; while opportunities and threats relate to external factors. You can apply SWOT analysis to your competition to determine how and where you should compete against them. Figure F-1 shows what a battalion school's SWOT may look like.

5. SWOT analysis is a simple but powerful framework for analyzing your station. This helps Commanders focus on their strengths, overcome weaknesses, minimize threats, and take the greatest possible advantage of opportunities available. SWOT is an important ingredient to the program's REAP and should not be taken lightly. SWOT analysis should be reflected in the REAP to take advantage of strengths and opportunities and eliminate any weaknesses and threats.

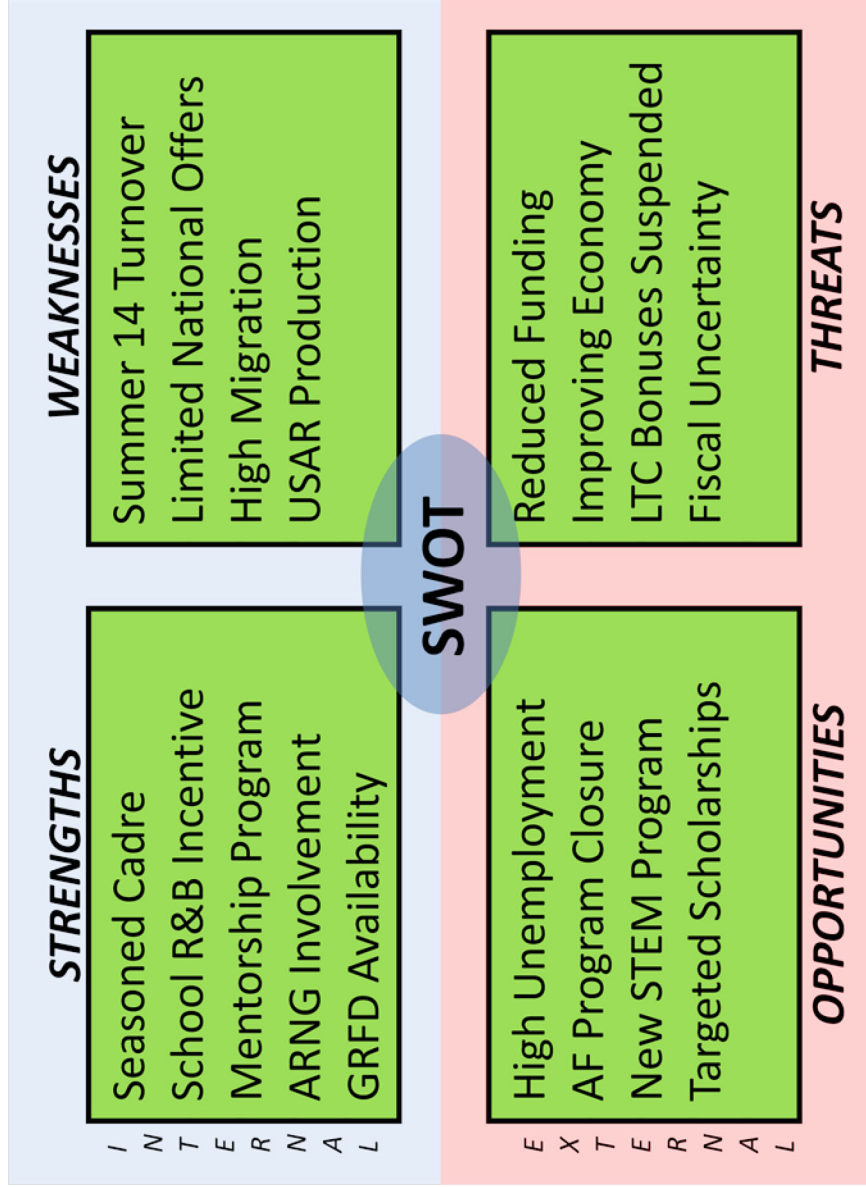


Figure F-1: SWOT example 1

Strengths	Weaknesses
<ul style="list-style-type: none"> • Eclectic Skill Sets and Experiences of Cadre • University Support of Programs • Technology • Cadet Mentoring Programs • Strong High School Involvement • Strong Army National Guard Involvement • 1.2 Contract-Commission Conversion • Program promotes higher CGPA 	<ul style="list-style-type: none"> • Shortage of Cadre • Internal communication as a result of conflicting schedules • Maintaining Nurse Cadets • Lack of professional sales skills • Overlapping and contrasting responsibilities • 2.6 Nurse Contract-Commission Conversion • Weak Army Reserve Involvement
Opportunities	Threats
<ul style="list-style-type: none"> • Depressed economic conditions makes ROTC attractive • ROTC favorable income stream for Universities • General Science, Technology, Engineering and Mathematics (GTEM) Universities 	<ul style="list-style-type: none"> • Reduced scholarship budget • Reduced number of types/duration nursing opportunities • Reduced requirement for liberal arts degrees in Army • Increased mission for our years

Figure F-2: SWOT example 2

b. Threats, Opportunities, Weaknesses and Strengths (TOWS) Analysis.

1. The purpose of this tool is to propose a conceptual framework for identifying and analyzing the ROTC programs threats and opportunities in the external environment, as well as the organization's weaknesses and strengths for convenience. This matrix is called TOWS, or situational analysis. TOWS Analysis is an effective way of taking the SWOT analysis and analyzing it further by combining internal strengths with external opportunities and threats, as well as internal weaknesses with external opportunities and threats. The TOWS is a simpler way to develop a strategy for your ROTC program.

a. To carry out a TOWS Analysis, create a chart using the SWOT analysis within the parameters of the following combinations:

1. Strengths/Opportunities:

Consider all strengths one by one listed in the SWOT Analysis with each opportunity to determine how the battalion's internal strengths can help you capitalize on each external opportunity.

2. Strength/Threats:

Determine how internal strengths can help you avoid every external threat.

3. Weaknesses/Opportunities:

Determine how each internal weakness can be eliminated by using each external opportunity.

4. Weaknesses/Threats:
 Determine how both can be avoided.

b. Once the chart is set write out the observations and how to improve each situation.

	<u>Internal Strengths</u> Seasoned ROO Cadre Skills & Personality Respected by the community	<u>Internal Weaknesses</u> New ROO ROO turnover rate Student retention rate Available Scholarship Dollars
<u>External Opportunities</u> High Unemployment rate Service Attrition (use of the MGIB) GRFD Availability	<u>SO</u> 1. ROO participates in JOB fairs at the high school and college levels. 2. Work with Services for the G2G program. 3. When interviewing prospect Explain GRFD	<u>WO</u> 1. USAR program to help with the supplement scholarship dollars. 2. Bring in experience G2G prospects for leadership in the class.
<u>External Threats</u> Hostile registrar Better Civilian employers Civilian scholarship Program Competing ROTC Programs from other services	<u>SI</u> 1. Have the ROO work with the registrar office for better working relation. 2. Create a pamphlet on how competitive the Army is with Civilian Competitors. 3. Have ROO work with other ROTC programs for prospects.	<u>WI</u> 1. Send ROO to ROO Course. 2. Introduce PaYS program to students. 3. Focus more on STEM prospects to strengthen class.

Figure F-3: TOWS example

Appendix G, Brigade Reporting Format

a. Brigades will submit the annual report of their SWOT analysis to USACC, G-2 NLT 1 May. The format below will be used for submission and breaks down strength, weakness, opportunity and threat to the five categories in which to track a program. Once a SWOT has been performed for each row the TOWS analysis will be completed in written format. The slots at the bottom are for each Battalion and Brigade to write their strategy on what needs to be done to exploit their areas of operation based on the TOWS analysis.

1. Example Brigade/Battalion SWOT. The Brigade SWOT should be a combination of all Battalion SWOTS within the brigade. The template (Fig. F-4) on the next page can be used.

SWOT Analysis Template

Brigade: _____

School: _____

	High School	Incoming Freshmen	Progression	Lateral Entry	LTC	Green to Gold
STRENGTH						
WEAKNESS						
OPPORTUNITY						
THREAT						

(Write a one paragraph summation of each strategy that will be used based on the analysis of each section)

Strength/ Opportunity	
Weakness/ Opportunity	
Strength/ Threat	
Weakness/ Threat	

Signature: _____

Figure F-4

JEFFOREY A. SMITH
Major General, U.S. Army
Commanding

OFFICIAL:

PAUL L. WEBBER
Colonel, MI
Deputy Chief of Staff, G-2

DISTRIBUTION:
A