

Effective 31 July 2001

Personnel Procurement

Postsecondary Schools Recruiting Program

For the Commander:

DAVID L. SLOTWINSKI  
Colonel, GS  
Chief of Staff

Official:

ROGER H. BALABAN  
Director, Information Management

**History.** This UPDATE printing publishes a revised regulation which is effective 31 July 2001. Because of the extensive changes made, no attempt has been made to highlight changed material.

**Summary.** This regulation provides policy guidance and establishes procedures to increase the visibility of the U.S. Army at postsecondary institutions and increase the accessions of postsecondary students.

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- F. Recruiting in the Postsecondary Market
- G. Guidelines for Discussing Special Programs
- H. Advertising and Marketing Tools

**Glossary**

**1. Purpose**

This regulation provides policy guidance and establishes procedures to increase the visibility of the U.S. Army at postsecondary institutions and increase the accessions of postsecondary students.

**2. References**

For related publications and prescribed forms see appendix A.

**Applicability.** This regulation applies to all Department of Defense personnel assigned or attached to the United States Army Recruiting Command. Unless otherwise specifically provided, the provisions of this regulation are binding upon all subordinate commanders and elements of this command. Exceptions to policy may be authorized by the Commanding General, United States Army Recruiting Command.

**Supplementation.** Supplementation of this regulation by recruiting brigade commanders is authorized and encouraged. Direct coordination between recruiting brigades is authorized. A copy of the supplementation will be forwarded to HQ USAREC (RCRO-E), Fort Knox, KY 40121-2726.

**Proponent and exception authority.** The proponent of this regulation is the Director of Recruiting Operations. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and

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

**4. Objectives**

- a. Establish an Army presence on the campus of 4-year colleges, community colleges, and postsecondary vocational-technical schools.
- b. Synchronize recruiting activities that will influence and expand the postsecondary market.
- c. Develop and implement competitive products that will meet the needs of postsecondary students.
- d. Increase enlistments in the Regular Army (RA) and United States Army Reserve (USAR).
- e. Continue programs that support market production of high school diploma graduates.
- f. Expand the mutual support that exists between the United States Army Recruiting Command (USAREC) and the United States Army Cadet Command (USACC).

**5. Policy**

- a. The recruiting brigade (Rctg Bde) Postsecondary Schools Recruiting Program (PSSRP) project officer will be a field grade officer or the Rctg Bde education services specialist (ESS).
- b. On college campuses where Army Reserve Officers' Training Corps (ROTC) detachments exist, the recruiting battalion (Rctg Bn) commander will coordinate all PSSRP efforts with the professor of military science (PMS) in

regulation. Proponents may delegate this authority, in writing, to a division chief within the proponent agency in the grade of GS-13.

**Army management control process.** This regulation contains management control provisions in accordance with AR 11-2 but does not identify key management controls that must be evaluated.

**Suggested improvements.** The proponent agency of this regulation is the Office of the Director of Recruiting Operations. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCRO-E), Fort Knox, KY 40121-2726.

**Distribution.** Distribution of this regulation has been made in accordance with USAREC Pam 25-30, distribution A. This regulation is published in the Recruiting Station Operations UPDATE.

accordance with the Memorandum of Agreement (MOA) between USAREC and USACC, signed on 9 March 2001. This will guarantee maximum benefit to the long-term interest of the Army.

- c. To guarantee a spirit of cooperation with all Department of Defense (DOD) agencies, and to capitalize upon existing knowledge, an annual courtesy call by the company leadership team (CLT) (as a minimum), must be made with the senior representative of other service ROTC programs when no Army ROTC program is present.

d. The Rctg Bn ESS should contact the Servicemembers Opportunity Colleges (SOCs) and/or the Concurrent Admissions Program (ConAP) point of contact at participating colleges to identify the proper college official with whom the battalion leadership team (BLT) or recruiting company (Rctg Co) commander should make initial contact. (Depending on the titles at the colleges, the most appropriate officials for initial contact would be the Vice President for Academic Affairs or Director of Enrollment Services.) For the nonparticipating ConAP colleges, the ESS should use the SOC Directory, college Web site, or commercial resources such as [The Higher Education Directory](#) or [Peterson's Guide to Colleges](#) to identify the proper college official to contact.

- e. College recruiting sales approaches will include the entire range of Army opportunities. This includes RA and USAR enlisted pro-

\*This regulation supersedes USAREC Regulation 601-104, 10 July 2000.

grams, ROTC, Officer Candidate School (OCS), and Warrant Officer Flight Training (WOFT). Careful coordination with other recruiting efforts is essential.

## 6. Responsibilities

a. Director of Recruiting Operations will:

- (1) Be the proponent for the PSSRP.
- (2) Designate the Education Division to provide necessary management and command emphasis to ensure compliance with the provisions of this regulation.
- (3) Monitor the number of postsecondary school (PSS) accessions by Rctg Bn.
- (4) Develop format for reports (manual and/or automated) to support the PSSRP.
- (5) Host a semiannual planning meeting with USACC to coordinate areas of mutual concern.
- (6) Assume the primary mission for all high school recruiting to include ROTC.
- (7) Ensure the SOCs coordinate with and provide ConAP information to USACC.
- (8) Establish, provide, and maintain a recruiting training program on the PSSRP at the Recruiting and Retention School, Fort Jackson, South Carolina, for:

(a) Army recruiters, Rctg Co commanders, recruiting station (RS) commanders, and guidance counselors.

(b) The USACC PMS's, ROTC recruiting officers, ROTC brigade recruiting officers, and USACC staff.

b. Director of Program Analysis and Evaluation will:

- (1) Provide college market data designed to position the recruiting force.
- (2) Develop criteria for evaluating the effectiveness of the PSSRP.
- (3) Conduct joint market research with USACC and share with them data and conclusions.
- (4) Mission the recruiting force to provide a specific number of qualified referrals per quarter to USACC.

c. Director of Advertising and Public Affairs will:

- (1) Provide local advertising materials to support the PSSRP.
- (2) Provide proper coding in the Lead Evaluation and Distribution System (LEADS) to manage PSSRP referrals.
- (3) Ensure support of the PSSRP through provisions of advertising and marketing tools.
- (4) Develop e-mail templates for different target audiences.
- (5) Conduct joint advertising efforts with USACC when appropriate.

d. Commander of the United States Army Recruiting Support Brigade will:

- (1) Develop a system to ensure recruiting publicity items (RPIs) are distributed for PSS recruiting.
- (2) Fulfill bulk orders of RPIs as requested.
- (3) Coordinate national educator and influencer activities with USACC.
- (4) Maintain an updated list of RPIs that will be available at ROTC units.

e. Inspector General will inspect elements of the PSSRP as part of continuing inspection efforts.

f. Director of Information Management will take programming action to permit prospect information transfer between the USACC Information Management System and the Army Recruiting Information Support System.

g. Rctg Bde commanders will:

- (1) Designate a field grade officer or the ESS as the Rctg Bde PSSRP project officer.
- (2) Develop a training program for PSS recruiting.
- (3) Coordinate liaison with ROTC brigade commanders.
- (4) Facilitate the MOA between USAREC and USACC.

(5) Ensure that a comprehensive evaluation of all 4-year colleges, community colleges, and degree-granting postsecondary vocational-technical schools within each Rctg Bn area of operations takes place, especially prior to each Rctg Bn's recruiting market analysis (RMA).

(6) Contact the appropriate ROTC brigades and battalions to request their input and concurrence on placement of oncampus recruiters (OCRs).

(7) Review and approve or disapprove Rctg Bn college penetration plans within 30 days of receipt.

h. Rctg Bde ESS's will:

- (1) Ensure Rctg Bn ESS's are provided training on postsecondary recruiting programs, especially ROTC programs.
- (2) Serve, if so assigned, as the Rctg Bde PSSRP project officer.

(3) Provide guidance to Rctg Bn ESS's in development of Rctg Bn college penetration plans.

(4) Assist the Rctg Bde commander in reviewing the Rctg Bn college penetration plans.

i. Rctg Bn commanders will:

(1) Designate the Rctg Bn ESS to provide necessary training, management, and command emphasis to ensure the postsecondary market is understood and that everyone complies with the provisions of this regulation.

(2) Develop an annual college penetration plan, which addresses the market strategy for each of the PSS's at the Rctg Co and RS level. Commanders should use USAREC Form 1199 (Postsecondary School Recruiting Program Matrix), USAREC Form 1200 (College Profile), and USAREC Form 1201 (College and University Assessment Form) to develop the college penetration plan. A sample college penetration plan can be found at appendix B. The strategy for each school will include personnel, to include OCRs, and material resource requirements and how those resources will be used to effectively recruit on each campus. Target strategic schools and opportunities and coordinate penetration plan details with quarterly synchronization meetings.

(3) Ensure all Army presentations and activities on school campuses reflect the entire range of Army offerings and emphasize the

Army's desire that students stay in school and graduate.

(4) Coordinate with PMS of ROTC schools to review the MOA between USAREC and USACC to ensure that there is a mutual understanding and support for each other's recruiting missions. Commanders should ensure that they have the most recent MOA, which was signed by the commanders of USACC and USAREC on 9 March 2001.

(5) Host a semiannual coordination and planning conference for all PMS's and exchange long-range planning calendars.

(6) Invite representatives from appropriate ROTC battalions to USAR Recruiting Partnership Council meetings.

(7) Coordinate local educator and influencer activities in coordination with ROTC battalions. Promote ROTC at all education association meetings and conferences, especially high school guidance counselor and college admission meetings.

(8) Coordinate and schedule annual presentation for all ROTC students pertaining to the USAR Simultaneous Membership Program (SMP) and other USAR officer-producing opportunities.

(9) Assist USACC in gaining access to any high school that it has a problem entering.

(10) Implement USAREC Form 1199 to provide the staff, commanders, and recruiters a guide on how to effectively penetrate the postsecondary market.

(11) Implement USAREC Form 636-B (Postsecondary School Data Sheet (RA and USAR)) (see fig 1) to track data on colleges within the Rctg Bn.

(12) Report through the chain of command problems that result in working with postsecondary institutions or creative initiatives that worked well.

j. Rctg Bn advertising and public affairs will:

(1) Review the annual college ad plans and place ads accordingly.

(2) Schedule Total Army Involvement in Recruiting (TAIR) activities for placement at colleges and where appropriate coordinate these placements with ROTC battalions.

(3) Coordinate centers of influence (COI) events with ROTC battalions.

k. Rctg Bn ESS's will:

(1) Serve as the command's liaison to PSS's and state higher education associations.

(2) Contact the points of contact at all participating ConAP colleges to identify who is the proper person for the Rctg Bn or Rctg Co commander to contact. To obtain information on colleges not participating in ConAP, use the SOC Directory, college Web site, or commercial resources such as [The Higher Education Directory](#) or [Peterson's Guide to Colleges](#).

(3) Coordinate with and assist CLTs in the development of the annual college penetration plan.

(4) Prepare letters at the beginning of each semester for CLTs to handcarry to the registrar's office of each college requesting and/or defining

the release of student recruiting information in accordance with the Solomon Amendment. Assist CLTs in obtaining lists where they have been unsuccessful.

(5) Provide training to recruiters on understanding the postsecondary market and how to recruit and gain access to college campuses.

(6) Assist the Rctg Bn marketing officer in identifying and providing the commander with demographic information on PSS's within the Rctg Bn area.

(7) Assist the Rctg Bn marketing officer in gathering information as outlined in appendix C on colleges being considered for placement of OCRs.

(8) Assume a greater role in representing ROTC opportunities to educators by:

(a) Discussing the ROTC option at COI events and on educator tours.

(b) Providing a list of scheduled COI and TAIR events to the local PMS.

(c) Inviting ROTC representatives to state and/or regional education association meetings and conferences.

(d) Sharing and including ROTC promotional material at national conventions.

(9) Conduct presentations for college officials at COI events.

(10) Invite college administrators and faculty on Rctg Bn educator tours.

I. Rctg Bn marketing officers will gather demographic information on all PSS's in the Rctg Bn and in accordance with appendix C further information on those colleges being considered for placement of an OCR. ESS's will assist.

m. Rctg Co commanders will:

(1) Assist recruiters in understanding the postsecondary market (see app D).

(2) Assist in making initial contacts with key school administrators to gain access and penetrate the postsecondary market (see app E).

(3) Promote PSS recruiting in the postsecondary market (see app F).

(4) Ensure that recruiters are familiar with the total offer, to include RA, USAR, and USAREC special missions (see app G).

(5) Take ownership of local colleges; build working relationships with points of contact at ConAP colleges. Assist recruiters on campus and introduce them to key points of contact.

(6) Deliver letters prepared by the ESS to colleges requesting student recruiting information in accordance with the Solomon Amendment. Report any problems in obtaining this information to the ESS for his or her action. Ensure each college is asked to provide a list for both the first and second semester.

(7) Develop a college penetration plan using USAREC Form 1199, USAREC Form 1200, and USAREC Form 1201 with the assistance of the Rctg Bn ESS for all RMA PSS's within the Rctg Co area (app B).

(8) Ensure that key college personnel are afforded the opportunity to participate on educator tours.

(9) Coordinate with the Rctg Bn advertising

and public affairs office to utilize the advertising available to penetrate the postsecondary market (see app H).

(10) Review appendix C if they have an OCR assigned to a college in their area.

(11) Complete the online college recruiting course within 60 days of taking command.

(12) Coordinate recruiter visits on Army ROTC campuses with the PMS staff. This will be accomplished telephonically or in person.

(13) Pass ROTC referrals by telephone or e-mail within 2 working days of initial contact to the appropriate PMS. If no school preference is available contact the nearest PMS.

(14) Ensure recruiters comply with procedural rules and guidelines established by the schools.

n. RS commanders will:

(1) Assign one recruiter, either RA or USAR, to each 2-year and 4-year college and postsecondary vocational-technical school in the RS area.

(2) Introduce recruiters to the layout of the campus and to key college personnel.

(3) Ensure recruiters familiarize themselves with this regulation.

(4) Complete the online college recruiting course and require recruiters to complete the online course within the first 6 months of being assigned to the position.

(5) Complete USAREC Form 636-B and submit monthly to the Rctg Bn ESS.

(6) Develop a college penetration plan using USAREC Form 1199, USAREC Form 1200, and USAREC Form 1201 to effectively recruit from the PSS's in the RS area. A sample plan is found at appendix B.

(7) Display USACC RPIs in common areas of RS's.

o. Recruiters will:

(1) Familiarize themselves with this regulation.

(2) Complete the online college recruiting course within the first 6 months of being assigned to the position.

(3) Assist, if assigned a college, in the development of a college penetration plan for the assigned colleges, which includes gathering information for USAREC Form 1200 and USAREC Form 1201 and the full implementation of USAREC Form 1199.

(4) Develop an understanding of the postsecondary market.

(5) Familiarize themselves with the total offer, to include RA, USAR, ROTC, and USAREC special missions (see app G).

(6) Assist RS commanders in completion of USAREC Form 636-B.

**Postsecondary School Data Sheet (RA and USAR)**

(For use of this form see USAREC Reg 601-104)

**Company/Station:** Enter the name of your Rctg Co and RS.      **School Year:** Enter the school year covered (e.g., 2000-2001).      **As of:** Enter the date of the most recent update of the form.

SCHOOL NAME	TYPE	ENL PREV SCH YR  RA/ USAR	POPULATION				LISTS			DEP GOAL	DTP GOAL	CONTRACTS		RECRUITER	ACCES S	CONAP	ARMY ROTC					REMARKS		
			1ST	2D	3D	4TH	DIRECTORY	GRAD	STOP			OTHER	RA				USAR	MSI M/F	MSII M/F	MSIII M/F	MSIV M/F		SMP M/F	
▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
			Enter the student population by level of education: - 1st = Freshman - 2d = Sophomore - 3d = Junior - 4th = Senior							Enter the total number of students contracted for RA enlistments during the current school year.		Enter the last name of the recruiter(s) assigned responsibility for the school.				Enter any remarks that clarify entries or assist the RS commander in determining the effectiveness of a recruiter's work.								
			Enter the number of total contracts written during the previous school year. RA contracts on top line and USAR contracts on bottom line.							Enter the DTP goal set by the RS commander for each school.						Enter the number of cadets that are contracted into the USAR SMP.								
			Enter the code for the type of school: - VT = Vocational-technical - 2C = 2-year college - 4C = 4-year college							Enter the DEP goal set by the RS commander for each school.						If the school has an Army ROTC program, enter the population for each class: - MSI = Freshman - MSII = Sophomore, etc.								
			Enter the name of each vocational-technical and college.							Enter a "Y" if the student list is in the RS, enter an "N" if not. (Directory is a list of full-time students. Grad is a list of graduates or candidates for graduation; stop out is a list of stop-outs.) Identify any other lists obtained in the other column as follows: - VA = List of veterans - FA = List of students with financial aid - RO = List of ROTC dropouts						Enter a "Y" if that school is a member of ConAP. Enter an "N" if it is not a member of ConAP.								
																Enter a "Y" if there is access to the campus. Enter an "N" if no access.								
<b>TOTAL</b>																								

Figure 1. Sample of a USAREC Form 636-B

**Appendix A  
References**

**Section I  
Required Publications**

There are no entries in this section.

**Section II  
Related Publications**

**AR 350-41**

Training in Units.

**AR 600-9**

The Army Weight Control Program.

**AR 601-210**

Regular Army and Army Reserve Enlistment Program.

**USAREC Reg 1-18**

Management of Centers of Influence Events.

**USAREC Reg 350-7**

Recruiting Station Production Management System.

**USAREC Reg 601-37**

Army Medical Department Recruiting Program.

**USAREC Reg 601-73**

Missioning Procedures.

**USAREC Reg 601-81**

Educator/Centers of Influence Tour Program.

**USAREC Reg 621-1**

Montgomery GI Bill, Army College Fund, and Loan Repayment Program.

**USAREC Reg 621-2**

Concurrent Admissions Program.

**USAREC Pam 350-6**

Reserve Officers' Training Corps Programs and Scholarships.

**USAREC Pam 350-13**

School Recruiting Program Handbook.

**Section III  
Prescribed Forms**

**USAREC Form 636-B**

Postsecondary School Data Sheet (RA and USAR).

**USAREC Form 1199**

Postsecondary School Recruiting Program Matrix.

**USAREC Form 1200**

College Profile.

**USAREC Form 1201**

College and University Assessment Form.

**USAREC FL 166**

Student Right to Know Act.

**Section IV  
Referenced Forms**

There are no entries in this section.

**Appendix B**  
**Sample College Penetration Plan**

**B-1.** Rctg Bns, Rctg Cos, and RS's are now required to develop a plan for each of their RMA colleges that will assist them in gaining and improving access on a college campus, identifying and contacting potential students and applicants, and enlisting them in the RA, USAR, or referring them to the ROTC. This plan should also work towards the Army being the dominant service on each and every college campus.

**B-2.** In developing a plan for each college, there are just a few steps that one needs to consider:

- a. Gain an understanding about each college--know basic facts about the campus (costs and enrollment), who the players are, and what the college offers.
- b. Assess the situation and establish some objectives--does the college participate in ConAP, are there any USAR members on the faculty or veterans on the campus, have any Recruiting Support Battalion assets visited the college lately, etc.
- c. Establish some monthly goals and activities that will inform students of potential incentives and opportunities available in the Army.

**B-3.** USAREC Form 1199, USAREC Form 1200, and USAREC Form 1201 should be used in preparing a college penetration plan. The samples were completed on an existing community college.

- a. USAREC Form 1200 at figure B-1 gathers information about the college.
- b. USAREC Form 1201 at figure B-2 assesses the situation and establishes the objective.
- c. Finally, USAREC Form 1199 at figure B-3 establishes some monthly goals and objectives.

### College Profile

(For use of this form see USAREC Reg 601-104)

<b>College/University:</b> Elizabethtown Community College		<b>RSID:</b> 3i7h	<b>SY:</b> 01																								
<b>Address:</b> 600 College Street Road, Elizabethtown, KY 42701																											
<b>Telephone:</b> (270) 769-2371		<b>Website:</b> www.elizabethtowncc.com or http://216.69.5.4																									
<b>Type of College/University:</b> Public <input checked="" type="checkbox"/> Private <input type="checkbox"/>		2-Year <input checked="" type="checkbox"/>	4-Year <input type="checkbox"/> Vo-Tech <input type="checkbox"/>																								
<b>Degrees Offered:</b> Biological and physical sciences, business administration, dental hygiene, finance, information science/ systems, liberal arts and studies, nursing, quality control technology, real estate, secretarial science.																											
<b>Student Recruiting Information Release (Solomon Amendment):</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		<b>POC:</b> Ms. Hawkins-Registrar	<b>Telephone:</b> (270) 769-1217 x300																								
<b>Stop Out List Release:</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		<b>POC:</b>	<b>Telephone:</b>																								
<b>ConAP:</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		<b>POC:</b> Mr. Jerry Billings-Coordinator of Off Campus	<b>Telephone:</b> (502) 492-0101																								
<b>Senior ROTC:</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		<b>POC:</b>	<b>Telephone:</b>																								
<b>Recruiter Access:</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		<b>POC:</b> Mr. Don Davis-Dean of Students	<b>Telephone:</b> (270) 769-1217 x322																								
<b>Hi-Grad Contracts:</b> Current FY: 8		Last FY: 6																									
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: center;">Population</th> </tr> <tr> <th style="text-align: left;">Freshman:</th> <td style="text-align: center;">873 / 1,326</td> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Sophomore:</td> <td style="text-align: center;">506 / 830</td> </tr> <tr> <td style="text-align: left;">Junior:</td> <td style="text-align: center;">- / -</td> </tr> <tr> <td style="text-align: left;">Senior:</td> <td style="text-align: center;">- / -</td> </tr> <tr> <td style="text-align: left;">Graduates:</td> <td style="text-align: center;">234 / 412</td> </tr> </tbody> </table>		Population		Freshman:	873 / 1,326	Sophomore:	506 / 830	Junior:	- / -	Senior:	- / -	Graduates:	234 / 412	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: center;">Expenses</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;"><b>Tuition (Resident):</b></td> <td style="text-align: right;">\$ 48.00</td> </tr> <tr> <td style="text-align: left;"><b>Tuition (Nonresident):</b></td> <td style="text-align: right;">\$144.00</td> </tr> <tr> <td style="text-align: left;"><b>Room and Board:</b></td> <td style="text-align: right;">-</td> </tr> <tr> <td style="text-align: left;"><b>Other:</b></td> <td style="text-align: right;">\$40.00</td> </tr> <tr> <td style="text-align: left;"><b>Percent Receiving Financial Aid:</b></td> <td style="text-align: right;">56</td> </tr> </tbody> </table>		Expenses		<b>Tuition (Resident):</b>	\$ 48.00	<b>Tuition (Nonresident):</b>	\$144.00	<b>Room and Board:</b>	-	<b>Other:</b>	\$40.00	<b>Percent Receiving Financial Aid:</b>	56
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<b>Financial Aid Officer:</b> Ms. Betty Price																											
<b>Telephone:</b> (270) 769-1217 x301		<b>E-mail:</b> betty.price@kctcs.net																									
<b>Admissions Officer:</b> Ms. Melody Dale																											
<b>Telephone:</b> (270) 769-3127 x304/308		<b>E-mail:</b> melody.dale@kctcs.net																									
<b>Career Placement Officer:</b> Ms. JoAnn Stretor																											
<b>Telephone:</b> (270) 769-3127 x346		<b>E-mail:</b> joann.stretor@kctcs.net																									
<b>Veterans Officer:</b> Mr. Elmer Varney																											
<b>Telephone:</b> (270) 769-3127 x267		<b>E-mail:</b> elmer.varney@kctcs.net																									

USAREC Form 1200, 1 Jul 2000

V 1.00

Figure B-1. Sample of a completed USAREC Form 1200

## College and University Assessment Form

(For use of this form see USAREC Reg 601-104)

**College/University:** Elizabethtown Community College

### Postsecondary School Assessment and Objective Formulation

CHECKLIST	YES	NO	OBJECTIVES
<b>ConAP</b>			
Is the school a member of ConAP?	X		
Has the Admissions Department been briefed on ConAP?	X		
If a member of ConAP, is the school getting referrals?	X		Need to increase referrals
If a member of ConAP, is the school granting admissions?		X	Mtg with ConAP POC to streamline form
<b>Directory Information</b>			
Do they provide student recruiting information (lists)?	X		Sort by age and major, get on disk
Does the school have a written policy prohibiting the release of lists?		X	
If no release of lists, has the Solomon Amendment been applied?		X	
<b>Recruiter Access</b>			
Does the school allow recruiters to visit?	X		Schedule with Student Services
Does the school restrict or limit recruiter visits (once a quarter or semester)?		X	
Do the other Services have the same access?	X		
If no access, has the Solomon Amendment been applied?		X	
<b>RSB Assets</b>			
Will the school allow the cinema van or pod?			Unknown-schedule with Student Services
Have RSB assets been used at the school within the last 2 years?		X	Schedule Rock Wall
<b>TAIR Assets</b>			
Will the school allow TAIR events at the school?	X		
Has a TAIR asset been used at the school within the last 2 years?	X		Schedule Linguist Team, Lt Wheel Mech
Are classroom presentations allowed in the school?	X		
Has a classroom presentation(s) been given in the last 2 years?		X	Medical presentation to nursing students
<b>USAR</b>			
Have USAR members been identified on campus?		X	Get Vets list from VA POC, visit USAR units
Have USAR assets been utilized with the school (ADSW)?		X	Visit local USAR units for ECC students
<b>COI Events</b>			
Will the school allow COI events at the school?	X		Schedule local HS & college night COI event
Has there been a COI event at the school within the last 2 years?	X		ECC Culinary Arts Program to cater event
<b>Educator Tours</b>			
Has the school had a participant on an Educator Tour within the last 2 years?		X	Invite career placement and financial aid reps
<b>Contacting and Briefing COI</b>			
Veterans Administration representative contacted and/or briefed (vets on campus)?		X	Mtg with VA representative
Financial Aid Department briefed on LRP and ACF?	X		Followup with College First brief
ROTC Department (regardless of service) contacted and/or briefed?			Not applicable
Placement Office contacted to find out table days, career fairs, etc.?	X		Obtain schedule for fall semester
Does the school have media outlets (radio, TV, newspaper)?	X		Radio only
Have PSA, ads, or press releases been placed in these outlets?		X	PSA placement-CLT/HRAP interview
<b>Miscellaneous</b>			
Recruiters attending classes?	X		SGT Goss, SSG Miller next term
Current catalog and/or course schedule at station?	X		Available online
Has HRAP been used at the school in the last 2 years?		X	Use C, Hardin, Etown, N. Hardin HS grad
Has USAREC Form 1200 been established (costs, majors, population)?	X		
<b>Completed and Reviewed By (Initial and Date):</b>			
<b>Recruiter:</b> _____ <b>RS Commander:</b> _____ <b>CLT:</b> _____ <b>ESS:</b> _____			

Figure B-2. Sample of a completed USAREC Form 1201

## Postsecondary School Recruiting Program Matrix

(For use of this form see USAREC Reg 601-104)

**\*\*\* EVENTS AND ACTIVITIES IN BOLD PRINT WILL BE ASSESSED QUARTERLY\*\*\***

Event and/or Activity	Who	Date Assessed	Initials and Remarks
<b>July</b>			
Read and review USAREC Reg 601-104 and USAREC Pam 350-13.	All	10 Jul	Rctg Co training
<b>E-mail Rctg Bn USAR job vacancy lists to each Rctg Co and RS once a month.</b>	Rctg Bn Ops	16 Jul	E-mailed
<b>Continue contact of college grads and stop outs</b>	Rctr	23 Jul	Ongoing
<b>Obtain college catalogs and calendar of events</b>	Rctr	28 Jul	Student Services and Admissions
Contact admissions for campus tour, if new recruiter.	Rctr	NA	NA
<b>Establish college folder.</b>	Rctr	10 Jul	Reviewed at Rctg Co training
Coordinate with registrar and/or student affairs to assist during orientation week.	Rctr/RS Cdr	NA	NA
<b>Promote and/or schedule ASVAB (2-year colleges).</b>	Rctr/RS Cdr		Recontact in Oct
<b>Update postsecondary school data sheets</b>	RS Cdr	10 Jul	
Send current list of ConAP colleges points of contact to Rctg Co and RS.	ESS	21 Jul	E-mailed
Work with placement office to schedule Army career interviews.	Rctg Co Cdr/ RS Cdr	26 Jul	Rctg Co cdr scheduled for Nov/Dec
Work with student services office on calendar of planned college events.	Rctg Co Cdr/ RS Cdr	28 Jul	Obtained from Student Services
Contact PMS. Assist with summer camp preparation.	Rctg Co Cdr/ RS Cdr	NA	NA
Schedule TAIR assets.	Rctg Co Cdr/ RS Cdr/APA	15 Jul	Rctg Bn APA has fall schedule
<b>Conduct quarterly school plan review (Apr, May, Jun).</b>	BLT/CLT/ESS/ APA	10 Jul	Rctg Co training
<b>Distribute matrix for college folder.</b>	ESS	1 Jul	E-mailed
<b>Conduct sustainment training (based on outcome of quarterly review).</b>	RS Cdr/CLT/ESS	10 Jul	Rctg Co training
Visit ConAP representatives.	Rctg Co Cdr/ RS Cdr/ESS	28 Jul	New application forms for ConAP
<b>Update USAR job vacancy lists and deliver copy to college placement offices</b>	Rctr	28 Jul	Dropped off in Placement Office
<b>August</b>			
Assist with orientation week.	Rctr	NA	NA
Plan and/or schedule college visitations, table set-up dates.	Rctr	6 Aug	Mtg with Student Services Dir
Enroll in college class.	Rctr	6 Aug	SGT Goss
Target majors and campus clubs that are MOS specific.	Rctr/RS Cdr	18 Aug	63B-Automotive Program
Visit with student services and offer to participate in special events.	Rctr/RS Cdr	19 Aug	Recontact in Sep for Vets Day Program
Subscribe to campus newspaper.	Rctr	19 Aug	Notified Rctg Bn APA
Coordinate with financial aid office to offer RPI and briefings to students.	Rctr/RS Cdr	19 Aug	Entrance brief 2 Sep
<b>Promote and/or schedule ASVAB (2-year colleges).</b>	Rctr/RS Cdr		
<b>Obtain media outlet information, ad rates, and procedures</b>	Rctr/RS Cdr	19 Aug	Rctg Bn APA coordination
<b>Update postsecondary school data sheets</b>	RS Cdr	22 Aug	
Visit colleges and determine access policies.	Rctg Co Cdr/ RS Cdr	19 Aug	Visited with Students Services Dir
Get dates of college career days and nights.	Rctg Co Cdr/ RS Cdr	19 Aug	HS and College Fair Night 17 Oct
Coordinate with student services and/or alumni office to participate in homecoming events.	Rctg Co Cdr/ RS Cdr	NA	NA
Visit ConAP colleges.	Rctg Co Cdr/ RS Cdr/ESS	26 Aug	CPT Jones
Plan COI events for college personnel.	Rctg Co Cdr/ RS Cdr/ESS	26 Aug	Possible spring term event
<b>Request student recruiting information from all colleges</b>	Rctg Co Cdr/ ESS	15 Aug	Letter sent to registrar
Coordinate TAIR assets with Liberal Arts Department, Band, Automotive, etc.	Rctg Co Cdr/ RS Cdr/APA		Recontact in Sep
<b>Ad placement.</b>	APA	26 Aug	APA coordinated
Contact state level college organizations (AACRAO, Veterans Affairs, financial aid officers).	Rctg Co Cdr/ ESS		
<b>Update USAR job vacancy lists and deliver to college placement offices</b>	Rctr	25 Aug	Dropped off in Placement Office

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Figure B-3. Sample of a completed USAREC Form 1199

<b>September</b>			
<b>Coordinate career days with placement office.</b>	Rctr	5 Sep	Scheduled for 21 Nov
Establish working relationship with Veterans Affairs representative.	Rctr	5 Sep	Give VA rep IRR leads
Attend college sports events or maintain knowledge of results.	Rctr		Intramural sports only - fall soccer
<b>Identify college educators and administrators for educator and COI tour.</b>	Rctr	5 Sep	Fin Aid/Career Placement Directors
Identify and prospect at off-campus student locations.	Rctr		Limited - mall
<b>Update postsecondary school data sheets.</b>	RS Cdr	2 Sep	
Coordinate with ROTC Department on planned activities.	Rctr/ Rctg Co Cdr		NA
<b>Identify college's access policy.</b>	Rctg Co Cdr/ RS Cdr		Determined in Aug mtg with Student Services Director
Plan COI event for student leaders.	Rctg Co Cdr/ RS Cdr	10 Sep	Student Leadership Council meets the first Tues of month
Coordinate with student services and/or alumni office to participate in homecoming events.	Rctg Co Cdr/ RS Cdr		NA
<b>Obtain student recruiting information from colleges on semester and quarter plans.</b>	Rctg Co Cdr/ RS Cdr	7 Sep	Received list from registrar on disk
Contact student president and faculty advisors of MOS-specific clubs (law enforcement, history, etc.).	Rctg Co Cdr/ RS Cdr	21 Sep	Mtg with vo-tech instructors (Auto, HVAC, Bldg Cons)
<b>Update USAR job vacancy lists and deliver to college placement offices.</b>	Rctr	5 Sep	Dropped off at Placement Office
<b>October</b>			
<b>Identify date when students can stop out and receive full refund (first stop-out period).</b>	Rctr	7 Oct	15 Oct
<b>Begin contacting students, especially freshmen and seniors.</b>	Rctr		Ongoing
Conduct classroom presentations.	CLT/Rctr	13 Oct	Lt wheel mech scheduled for 2 Dec presentation
Confirm mid-term and final exam periods.	Rctr	27 Oct	12-17 Dec finals week
Become acquainted with student organization leaders and faculty advisors.	Rctr	7 Oct	POC listed in Student Union on BB
<b>Update postsecondary school data sheets.</b>	RS Cdr	3 Oct	
Participate in homecoming activities.	Rctr/ RS Cdr		NA-Vets Day (Rctg Bn cdr speaking)
Plan COI event for student leaders.	Rctg Co Cdr/ RS Cdr	13 Oct	Student Leadership Council mtg COI scheduled for Nov mtg
Invite ConAP point of contact to speak at Rctg Co training and/or to participate in an educator tour.	Rctr	7 Oct	Mtg with ConAP POC
Meet with college financial aid directors regarding LRP.	Rctg Co Cdr/ RS Cdr/ESS	13 Oct	Briefed on College First
<b>Update USAR job vacancy lists and deliver to college placement offices.</b>	Rctr	15 Oct	E-mailed to Placement Office as requested by school
<b>Have student recruiting information on hand or initiate action on colleges in noncompliance with Solomon Amendment.</b>	Rctg Co Cdr/ ESS		NA
Planning for ad placement.	RS Cdr/APA		Rctg Bn APA placing LRP ad for 15 Nov edition
<b>Conduct quarterly school plan review (Jul, Aug, Sep).</b>	BLT/CLT/ESS/ APA	3 Oct	At Rctg Bn
<b>November</b>			
Coordinate with placement office to receive list of mid-year graduates.	Rctr	10 Nov	Grad date is 15 Dec recontact office after 15 Dec
Coordinate with financial aid office to participate in loan exit briefings.	Rctr	4 Nov	Only have entrance brief, exit brief is online, possible info on Web site
<b>Identify date students can stop out and receive partial refund (second stop-out period).</b>	Rctr		School will not release stop-out list
Continue contacting students.	Rctr		
Continue liaison with student services and student organization leaders.	Rctr	4 Nov	COI event held for Student Ldrship Council mtg-Rctg Co cdr spoke at event
Confirm start and end dates of Christmas holidays.	Rctr	10 Nov	Christmas break 18 Dec - 11 Jan
Assist with Veterans Day activities.	Rctr	11 Nov	Rctg Bn cdr spoke at Vets Day event
Participate in homecoming activities.	Rctr/ RS Cdr	NA	NA
<b>Establish dates with placement office to conduct placement interviews (Special Mission and LRP).</b>	Rctr/ RS Cdr	20 Nov	Rctg Bde linguist interviewing on 7 Dec
<b>Update postsecondary school data sheets.</b>	RS Cdr	2 Nov	
<b>Obtain student recruiting information from colleges on quarter plan.</b>	Rctg Co Cdr/ RS Cdr	29 Nov	Ltr drafted for next terms request, send in Dec
<b>Conduct sustainment training (based on outcome of quarterly review).</b>	Rctg Co Cdr/ RS Cdr	30 Nov	Tng at Rctg Bn ATC
Work with ROTC Department.	Rctg Co Cdr/ RS Cdr/Rctr	NA	
Conduct COI event for key college personnel.	Rctg Co Cdr/ RS Cdr/ESS	20 Nov	Briefed Placement Dir on Rctg Bn's Educator Tour
<b>Send documentation to USAREC on colleges in noncompliance with Solomon Amendment.</b>	ESS		NA

Figure B-3. Sample of a completed USAREC Form 1199 (Continued)

Participate in state level college organization activity (AACRAO, Veterans Affairs, etc.).	Rctg Co Cdr/ ESS	15 Nov	ESS attended AACRAO State Conf
<b>Ad placement.</b>	APA	15 Nov	LRP ad in campus newspaper
<b>Update USAR job vacancy lists and deliver to college placement office.</b>	Rctr	30 Nov	E-mailed as requested by college
<b>December</b>			
<b>Contact mid-year graduates</b>	Rctr		Ongoing
Request (if available) list of nonreturning freshmen from registrar.	Rctr		Need to compare fall to spring terms info on disk
<b>Participate in loan exit briefings</b>	Rctr/RS Cdr	2 Dec	Scheduled for entrance brief in Jan
Coordinate with ROTC to receive list of stop outs.	Rctr/RS Cdr	NA	NA
Evaluate Army DOD take in college market.	Rctg Bn S3/Rctg Co Cdr/ESS		Rctg Bde/Rctg Bn market analysis scheduled for Feb
Work with ROTC Department.	Rctg Co Cdr/ RS Cdr	NA	NA
Plan COI event for college personnel.	Rctg Co Cdr/ RS Cdr/ESS	4 Dec	Possible faculty appreciation function in spring
Obtain senior ROTC stop-out lists.	Rctg Co Cdr/ RS Cdr	NA	NA
Work with ROTC Department.	Rctg Co Cdr/ RS Cdr	NA	NA
<b>Update postsecondary school data sheets</b>	RS Cdr	6 Dec	
<b>Update USAR job vacancy lists and deliver to college placement offices.</b>	Rctr	11 Dec	E-mailed to Placement Office
<b>January</b>			
Pick up (if available) list of nonreturning students.	Rctr	NA	
<b>Request student recruiting information for second semester.</b>	Rctr	15 Dec	Received from registrar 17 Jan on disk
Maintain liaison with student services and student organization leaders.	Rctr	21 Jan	Meeting with Student Leadership Board
Confirm mid-term and final exam periods.	Rctr	21 Jan	Finals 13-18 May
Confirm spring break dates.	Rctr	21 Jan	Spring break 14-21 Mar
Enroll in second semester class.	Rctr	7 Jan	SFC Mills
<b>Update postsecondary school data sheets</b>	RS Cdr	4 Jan	
Plan COI event.	Rctg Co Cdr/ RS Cdr	27 Jan	Faculty Appreciation Luncheon scheduled for 19 May
Conduct COI event for key college personnel.	Rctg Co Cdr/ RS Cdr/ESS		Scheduled
<b>Conduct quarterly school plan review (Oct, Nov, Dec).</b>	BLT/CLT/ESS/ APA	10 Jan	At Rctg Bn headquarters
<b>Review college ad plan and develop plans for ad placement.</b>	RS Cdr/APA	25 Jan	Rctg Bn APA placing ads for 18 Apr/10 May editions
<b>Update USAR job vacancy lists and deliver to college placement offices.</b>	Rctr	31 Jan	Dropped off at Placement Office
<b>February</b>			
<b>Pick up student recruiting information for second semester.</b>	Rctr	NA	Received 17 Jan
<b>Begin contacting students.</b>	Rctr		Ongoing
Continue working relationship with Veterans Affairs representative.	Rctr	5 Feb	Planning for veterans back to school event for Apr (provide IRR leads)
Coordinate career days and interview schedule with placement office.	Rctr	5 Feb	Career fair scheduled for 18 Apr
<b>Identify date when students can stop out and receive full refund (first stop-out period, second semester).</b>	Rctr	5 Feb	Mtg with Fin Aid Director - will not release information
Prospect at off-campus locations.	Rctr	12 Feb	
Attend college sporting events or maintain knowledge of results.	Rctr	25 Feb	Basketball tournament on campus
Invite ConAP point of contact to speak at a DEP function.	Rctr/RS Cdr	26 Feb	Brought DEP'ers to college, briefed by ConAP POC
Coordinate with ROTC on planned activities.	Rctr/ Rctg Co Cdr	NA	NA
<b>Ad placement.</b>	APA	10 Feb	Scheduled for Apr and May
<b>Update postsecondary school data sheets</b>	RS Cdr	2 Feb	
<b>Update USAR job vacancy lists and deliver to college placement offices.</b>	Rctr	27 Feb	Dropped off in Placement Office
<b>March</b>			
Coordinate with placement office to receive list of yearend graduates.	Rctr	4 Mar	Grad 20 May contact 22 May
Make class presentations.	Rctr	6 Mar	SGT Jones (MP) scheduled for 4 Apr presentation on law enforcement
<b>Continue contacting students</b>	Rctr		Ongoing

Identify date when students can stop out and still receive partial refund (second stop-out period, second semester).	Rctr	21 Mar	College will not release info
<b>Update postsecondary school data sheets</b>	RS Cdr	3 Mar	
<b>Place special mission and loan repayment ads.</b>	RS Cdr/APA		Scheduled for Apr and May
<b>Send documentation to USAREC on colleges in noncompliance with Solomon Amendment.</b>	ESS	NA	
<b>Update USAR job vacancy lists and deliver to college placement offices.</b>	Rctr	31 Mar	Placement services has online capability starting in May
<b>April</b>			
Coordinate with financial aid office to participate in loan exit briefings.	Rctr	6 Apr	Financial aid will send out flyer on the Army's LRP
<b>Continue contacting students</b>	Rctr		Ongoing
Ensure monetary obligations for college publication ads have been met.	Rctr/APA	10 Apr	Reconfirmed ads for Apr and May
Start planning next school year's college action plan.	Rctr/RS Cdr	21 Apr	Rctg Co training
Followup with educator tour participants.	Rctr/RS Cdr/ Rctg Co Cdr	11 Apr	Placement Director went on Rctg Bn Ed Tour to Ft. Benning
<b>Update postsecondary school data sheets</b>	RS Cdr	3 Apr	
<b>Review college ad plan.</b>	RS Cdr/Rctg Co Cdr/APA		Scheduled Apr and May
<b>Conduct planning for ad placement.</b>	RS Cdr/APA		First ad ran the week of 21 Apr
<b>Conduct quarterly school plan review (Jan, Feb, Mar).</b>	BLT/CLT/ESS/ APA	5 Apr	At Rctg Bn headquarters
<b>Update USAR job vacancy lists and deliver to college placement offices</b>	Rctr	25 Apr	Dropped off
<b>May</b>			
<b>Contact yearend graduates</b>	Rctr	20 May	Picked up from registrar
Determine dates for orientation of incoming freshmen.	Rctr	11 May	Scheduled for 15 Aug - 3 Sep
Identify campus summer activities.	Rctr	11 May	Picked up summer schedule from Student Services
<b>Participate in loan exit briefings</b>	Rctr	1 May	Flyer provided to financial aid office
Conduct interviews at placement office.	Rctr/RS Cdr	11 May	Rctg Co cdr participated with rctr
Coordinate with admissions and registrar to offer assistance during orientation weeks.	Rctr/RS Cdr	5 May	College asked for folders
Coordinate with ROTC to receive list of dropouts.	Rctr/RS Cdr		NA
Compile list of lessons learned and bright ideas and submit to CLT and ESS.	Rctr/RS Cdr	25 May	Part of new Rctg Co college rctg plan
<b>Submit ideas for next school year's college plan to ESS.</b>	Rctr/RS Cdr/ CLT	25 May	
<b>Update postsecondary school data sheets</b>	RS Cdr	2 May	
<b>Ad placement.</b>	RS Cdr/APA	15 May	Ad placed, published, and copy sent to Rctg Bn APA
<b>Update USAR job vacancy lists and deliver to college placement offices</b>	Rctr	27 May	E-mailed as requested by college
<b>June</b>			
<b>Continue contacting graduates.</b>	Rctr	1 Jun	Ongoing
Continue coordination with placement office.	Rctr	5 Jun	Summer term grads
Contact athletic director and offer color guard at next school year's sporting events.	Rctr	5 Jun	Vet Day
Prospect at off-campus locations.	Rctr	10 Jun	
<b>Develop TAIR assets for next school year.</b>	Rctr/RS Cdr	20 Jun	Mtg with Student Services Director and Rctg Bn APA
Begin ordering RPI and FPI for next school year.	Rctr/RS Cdr	20 Jun	
<b>Develop college ad plan for next school year.</b>	Rctg Co Cdr/ RS Cdr/APA	22 Jun	
<b>Update postsecondary school data sheets</b>	RS Cdr	2 Jun	
Establish dates to conduct sustainment training.	CLT/ESS	14 Jun	Rctg Co tng-college plan dev
<b>Obtain media outlet information, ad rates, and procedures</b>	Rctr	26 Jun	New ad rates for upcoming school year, sent to Rctg Bn APA
<b>Update USAR job vacancy lists and deliver to college placement offices</b>	Rctr	25 Jun	Dropped off at Placement Office
<b>Develop college recruiting plan for next school year.</b>	ESS	15 Jun	

Figure B-3. Sample of a completed USAREC Form 1199 (Continued)

## Appendix C

### Guidance for Managing the On-Campus Recruiter

#### C-1. General

In conjunction with USACC, USAREC is conducting a program that will assign one recruiter to selected colleges and be collocated with senior ROTC units. The first OCRs were assigned to 16 colleges in January 2000. A MOA on recruiting coordination that was signed by the Commanding Generals of USACC and USAREC on 9 March 2001 delineates and formalizes the resourcing, missioning, and evaluating of the OCR Program.

#### C-2. Goal

The goal of the OCR Program is to improve the Army's ability to offer Army service opportunities and to strengthen the Army ROTC Program - both providing a service to students. This program will payoff if recruiters gain the credibility of USACC and the college administration.

#### C-3. Recruiter charter

The OCRs will work with the admissions, registrar, financial aid, student advising, and career placement offices to find:

- a. Graduating students who want to pursue Army service;
- b. Students who want to work part-time in the USAR while attending school;
- c. Students who have recently disenrolled or have been identified as academically ineligible to continue;
- d. Students who will disenroll for financial reasons; and
- e. Students who want to enroll in the Army ROTC.

#### C-4. Positioning recruiters

The local Rctg Bn and USACC PMS will coordinate with their respective counterparts to initiate positioning an OCR on campus. The Rctg Bn has the responsibility to perform a market analysis on the potential school with the assistance of the PMS and consider the placement criteria in paragraph C-5. USAREC Rctg Bdes and USACC brigades will make the final positioning decision.

#### C-5. Placement criteria

When considering a college or university with ROTC for inclusion in the OCR Program, Rctg Bns should develop a decision matrix using the following criteria to determine if the institution is a viable location:

- a. Total number enrolled at the ROTC battalion host school.
- b. Limiting factors particular to that campus.
- c. The eligible total market.
- d. The stop-out rate.
- e. The percentage of the freshman class that graduates.
- f. The graduating class size.
- g. The percentage of students who do not return due to financial aid problems.
- h. The percentage of students who do not return due to academic problems.

- i. The potential minority market.
- j. The availability of USAR units to this school.
- k. Adequate space on campus for the OCR.

#### C-6. OCR personnel selection criteria

a. Compliance with height and weight (in accordance with AR 600-9) and the Army physical fitness test standards (in accordance with AR 350-41), have no flagging actions, UCMJ actions, bars to reenlistment, etc., pending, and the conformity with and completion of all other administrative prerequisites that may be directed by USACC.

b. Military qualifications. OCRs will have completed all required professional military education. Minimum requirement is the Advanced Noncommissioned Officers Course. Soldiers eligible for promotion within 1 year from selection must have completed all professional military education requirements for that promotion before consideration. Noncommissioned officers must have leadership experience and at least 6 months recruiting experience. Must have at least 1 year on station remaining. Must complete the online college recruiting course prior to assignment as an OCR.

c. Civilian qualifications. Must have a high school diploma (or equivalent), though college experience is preferred.

#### C-7. Missioning

Though the OCR is an asset of the respective CLT, BLT, or brigade leadership team, they will remain positioned, dedicated, and responsive to the campus they serve. The Rctg Co commander will assign the RA, USAR, and cadet enrollment missions to the OCR.

a. The standing mission for OCRs will be any combination of three RA or USAR contracts per quarter. OCRs must write a minimum of at least four RA and four USAR contracts annually. The mission type of the four remaining contracts will be based on market and seasonal analysis as determined by the Rctg Co commander. RA contracts may include all nonprior service boxes, other, OCS, WOFT, linguist, and band. USAR contracts may include all GCA, prior service, other, SMP, and OCS.

b. The OCR will also prospect and refer leads to the ROTC. The PMS will give a cadet enrollment mission to the Rctg Co commander. The OCR enrollment mission will be allocated on an annual (school year) basis by the PMS and will not exceed the specified percent of the total enrollment mission. The Rctg Co commander will issue the cadet enrollment mission to the OCR. The OCR will receive credit for achieving the cadet enrollment mission.

#### C-8. Prospecting

The OCR will be responsible for the college area. They should handle all recruiting activities and communications between the Army and the college. In general, college campuses do not encompass an entire ZIP Code. Therefore, the practice of recruiters being assigned a market territory, as a collection of ZIP Codes (with high schools) within a recruiting station identification is no longer feasible. An OCR's market territory will consist of the boundaries of the college cam-

pus.

a. The procedures outlined in USAREC Reg 350-7, paragraph 4-17b(5) when revised will state: "Colleges that lie within the RS zone are open to all recruiters in the RS for prospecting and enlistment except those that are in the area of operation for oncampus recruiters."

b. There will be cases, however, in which maintaining a protected territory status for a particular university is not in the best interests of those who recruit in a given market area. In these instances the Rctg Bde commander has the authority to open the campus to the local RS.

c. If the prospecting of local recruiters, such as area canvassing, generates a lead in his or her assigned area off campus that is attending a protected college, the local recruiters will be allowed to continue working the lead.

d. Commanders, per USAREC Reg 601-73, will resolve disputes in ownership of leads.

#### C-9. Oncampus RS's

a. Oncampus RS's should be considered separate RS's. The RS will be added to the Rctg Co area and listed on the Operation Analysis Board, the same as any other RS within the Rctg Co area. The recruiters should be considered RS commanders and have the same responsibilities and duties assigned to other RS commanders within the Rctg Co.

b. Both USAREC and USACC should provide the administrative and logistical support for these RS's. Resource sharing and special consideration because of individual college requirements and/or facility space will be local decisions with conflicts resolved through the chain of command.

(1) USACC will provide office space, equipment (fascimile machine, copier, printer, etc.), furniture, and training aids. They will also fund any unforeseen and exceptional travel and temporary duty expenses in support of the program.

(2) USAREC will supplement the USACC battalion budget for telephone, copy, and mail expenses. USAREC will provide Operation and Maintenance, Army funds required for staffing, support costs, and travel of the OCR. USAREC will also provide automation support, Government-owned vehicle support, and all recruiting-related temporary duty expenses.

#### C-10. Rating chain

The PMS is responsible for supervising the assigned OCR. The CLT will conduct performance reviews with the OCR. The rating chain for the OCR is as follows:

- a. Rater: Rctg Co first sergeant.
- b. Senior rater: Rctg Co commander.
- c. Reviewer: Rctg Bn commander.

The PMS will provide a letter of input.

#### C-11. Evaluation

This program will be reviewed at each semiannual planning meeting. This review will include a look at each OCR location and will rely on the input from each Rctg Bde and Rctg Bn commander to determine whether to retain the location in the program.

## Appendix D Understanding the Postsecondary Market

### D-1. General

When it comes to recruiting on college campuses, recruiters must have an understanding of the institutions and students that comprise this recruiting market. Also knowing where to go and who to contact at the college will provide recruiters with the confidence necessary to work the postsecondary market.

### D-2. The postsecondary market

Commanders and recruiters should realize that there is a large postsecondary market. They should not limit themselves to only colleges, universities, and community colleges, but realize that there are other degree-granting institutions and nondegree-granting institutions that offer postsecondary instruction. However, when completing USAREC Form 636-B include all these institutions except the nondegree-granting institutions. Provided is a description of the four types of higher education institutions that make up the postsecondary market.

a. Colleges and universities. Regionally accredited 4-year public and private degree-granting institutions offering studies toward a bachelor of arts or bachelor of science and postgraduate (masters and professional) degrees. Public colleges, whose tuition and fees are less expensive, receive their funding from the state. Tuition and fees of private colleges are more expensive. Some of these are affiliated with a religious denomination and receive no state funding.

b. Community colleges. Regionally accredited 2-year degree-granting institutions offering studies toward an associate of arts, associate of science, or associate of applied science degrees. The unique qualities of community colleges are that they serve a defined geographical area, offer courses to serve the local economic base, and offer academic programs for students planning to transfer to a 4-year college. Community colleges often offer courses to an older population. There are also 2-year junior colleges, some of which are private institutions. Students who attend junior colleges are both resident and commuter students who plan on attending a 4-year college following graduation.

c. Other degree-granting institutions. Institutions of higher education legally authorized to grant degrees are not limited to colleges and universities. Schools that offer an associate in specialized business or associate in specialized technology are nationally accredited institutions. These private, for-profit schools offer terminal degrees that are usually 18 months in length, have a small student population, and a curriculum that is specialized (business or technical).

d. Nondegree-granting institutions. The postsecondary market also includes education institutions that offer fully accredited certificate and diploma programs. These include postsecondary vocational-technical schools, career centers, academies, learning centers, training centers, and technical institutes. These institu-

tions train for specific occupations and careers. Examples of occupations include practical nursing, computer operator, medical assistant, automotive repair, welding, etc. These institutions are private, for-profit schools and usually have a high student loan default rate.

### D-3. The student population

Effective recruiting on college campuses requires that recruiters know the differences that exist between college students and high school students and the makeup of the student population.

a. College students are older and maturer than are those who recruiters contact in high schools.

b. College students and/or parents are paying tuition to attend college. While parents often pay costs of private high schools, students in college often incur personal debt for tuition.

c. College students are more focused on opportunities in the workplace following graduation. Class presentations to students should relate to their major field of study.

d. College students are always looking for ways to pay for their education. Use the USAR Job Vacancy Report to provide students with information on part-time positions in the USAR.

e. College personnel may feel threatened by the presence of Army recruiters on campus. Every effort must be made to avoid the impression the Army is on campus to cause students to stop out.

f. The student population at 4-year colleges and universities varies from institution to institution but for the most part is mainly comprised of traditional age college students ages 18 to 24. Public and private, national and regional universities have a resident student population base. For most of these students the college is their home away from home. State colleges and universities have a large resident student population but also draw students (commuters) from the local area. Other public and private 4-year colleges have a mix of both resident and commuter students. The registrar will be able to provide recruiters with information as to the makeup of the college's student population.

g. The student population at a 2-year community college is made up of students who reside in the local area. These students usually live at home and commute to school. The average age of the community college student is 28 years of age. The community college system offers a wide range of academic, vocational, adult, and community service programs. Sixty-six percent of the student population is made up of part-time students and 10 percent of the students who take classes already have a bachelor's degree. Many students obtain a 2-year terminal degree and one in five transfers directly into a 4-year college.

### D-4. Establishing contacts with college personnel

a. Registrar. The office of the college registrar is where recruiters can obtain information on the following:

- (1) Class schedules and registration process.
- (2) Organization chart of the institution.
- (3) Official transcripts.
- (4) Student stop-out information and stop-out cycle.
- (5) Student recruiting information in accordance with the Solomon Amendment.

b. Financial aid office. This office is comprised of advisors who assist students with financial aid for college (loans, grants, scholarships, work-study, etc.).

(1) Some of these advisors may visit area high schools to inform parents and students concerning various financial aid options available for postsecondary education. Therefore, it is important for recruiters to keep this office informed of programs and options the Army offers for funding higher education.

(2) Many colleges have entrance and exit briefings for students who receive financial aid. These briefings provide excellent opportunities to present Army opportunities, especially the Loan Repayment Program (LRP), either in person or through printed material.

c. Career planning and placement office. The primary goal of this office is to assist students in establishing career objectives and in obtaining suitable and rewarding employment. The placement office will arrange for announcements, sign-ups, and interviews for the employer. This office may be one of the few ways to gain access to the school. Gain access as an employer.

(1) Recruiters will consider themselves an employer like any other business or organization. They can tap into some of the wide array of programs offered through this office. They are:

- (a) Career counseling.
- (b) Occupational and employer information library.
- (c) Campus interviewing.
- (d) Career days and job fairs.
- (e) Job postings (use USAR Job Vacancy Report).

(2) Recruiters will set up an introductory visit. During this visit, the recruiter can explain his or her needs, gather campus and departmental information, and set up interview dates. Colleges have two primary recruiting periods - fall and spring. The fall interview period is September, October, and November and the spring interview period is February, March, and April.

(3) A recruitment strategy for colleges is how successful they are in placing students in a job upon graduation. Recruiters can promote the Army's advanced promotion, LRP, etc., during the initial meeting. Also as a partnership gesture, recruiters can keep the college informed of students who are planning on stopping out of college and provide referrals to the college on those individuals not qualified for military service.

d. Admissions. The Director of Admissions and admission counselors are the recruiters for the college. The competition for new students is fierce, especially for private institutions. This competition makes ConAP very appealing. Re-

recruiters should know and use ConAP as a sales tool when initiating and maintaining contacts with this office. Some recruiters have developed an effective partnership with college recruiters. Recruiters help sell the college to students as the college recruiters help sell the Army.

e. ROTC. Recruiters will use the office of the ROTC department to assist them in penetrating both host colleges and extension colleges. They will work closely with the ROTC department to orient themselves to the campus and to plan joint activities. The ROTC department also makes high school visits. Rctg Co commanders and recruiters may want to try joint visits to hard-to-penetrate high schools with ROTC personnel. This visit would provide the Army with an opportunity to make joint presentations on officer and enlisted opportunities.

f. Counseling. The role of this office is to advise students on classes and majors within the college. This office will also coordinate with faculty advisors who assist students in their major field of study. Faculty advisors can be key COIs. College counselors should be cultivated as COIs who can help communicate information about the Army.

g. Student services. This office is responsible for governing residence halls, rules, and regulations for posting flyers and recreation programs and activities. Included in this group are the resident assistants in each dorm who can assist the recruiters in making contacts with students. The campus bookstore is often part of the student services office. At many colleges a campus school directory (list) can be purchased through the college bookstore.

h. Public information and public affairs. Most colleges will have a campus newspaper. Recruiters will obtain ad rates and news release procedures. Some campuses may have their own radio and television outlets. Recruiters will provide the information to the Rctg Bn advertising and public affairs office for consideration in the Rctg Bn ad plans.

i. Veterans affairs office. This office is a great source of information on veterans taking classes and also a great opportunity for prior service reenlistments. Here recruiters may be able to obtain information on the makeup of the campus and members of the faculty who are veterans, reservists, and other COIs who are supportive of the military. Recruiters will provide this office with the USAR Job Vacancy Report.

j. Athletic departments. Recruiters should develop contacts with coaches of the various programs. They know the students that are having difficulty making the grades and these students are physically fit and usually drug free.

k. Though we have mentioned these offices, there are others that might be of assistance: Band, dean of students, developmental studies, foreign language department, etc.

l. Student organizations. Recruiters will also establish relationships with student organizations to further enhance the Army's image. Student groups that would be of interest include:

- (2) Honor societies.
- (3) Recognition societies.
- (4) National professional societies.

- (1) Professional fraternities.

## **Appendix E**

### **Penetrating the Postsecondary Market**

#### **E-1. General**

To effectively penetrate the postsecondary market recruiting personnel must apply a sales approach that addresses the fundamental needs of the college, which are enrollment and retention of students and financial assistance for students.

#### **E-2. Objectives**

- a. To establish, improve, and maintain Army awareness on campus.
- b. To educate college officials on the types of Army options and opportunities.
- c. To develop and maintain a favorable Army image on campus.
- d. To provide a channel of communication between the Army and the college.
- e. To motivate students who graduate or stop out of college to enlist in the U.S. Army.

#### **E-3. Recruiting personnel**

Recruiters representing the Army on postsecondary campuses will possess a broad knowledge of Army programs, be enthusiastic, and possess good communication skills and organization ability. The command will penetrate this market using the OCR and local recruiters to recruit on college campuses.

- a. OCRs:
  - (1) In conjunction with USACC, USAREC will assign an OCR to selected colleges with senior ROTC units.
  - (2) These recruiters will support both ROTC and USAREC recruiting activities, recruit students into the RA who have graduated or stopped out of school, and to enlist students who want to work part-time to help pay for school into the USAR.
  - (3) These individuals will expand the Army's presence on selected college campuses.
  - (4) Enclosure 3 to the MOA signed by USAREC and USACC on 9 March 2001 and appendix C of this regulation provides guidance on the administration of the OCR Program.

- b. College recruiters:
  - (1) RS commanders will assume responsibility for the postsecondary market within their RS area.
  - (2) RS commanders will assign one RA or USAR recruiter to each available postsecondary market. The assigned recruiter will address the fundamental needs of students - those that are leaving college and the others who are looking for part-time employment to help them stay in college.
  - (3) RS commanders will assign and direct all college recruiting activities.
  - (4) All recruiters will be trained and prepared to work the college market.

#### **E-4. Training**

- a. The command has developed and implemented classes that address postsecondary recruiting issues. Different levels of these classes

were merged into all courses offered at the schoolhouse - Army recruiter, RS commander, first sergeant, Rctg Co commander, and Rctg Bn commander courses.

(1) These classes ensure that recruiters understand the postsecondary market and how it differs from the high school market.

(2) Recruiters are taught where to go, who to contact, and how to recruit on the college campus.

(3) The Solomon Amendment (see para E-6) mandates that institutions receiving Federal agency funding must fulfill military requests for access to campus and student recruiting information. Recruiters are instructed on the implementation and use of this information.

(4) Recruiters are instructed on all RA and USAR incentives that will assist them in this market.

b. Sustainment training on postsecondary recruiting will be conducted semiannually.

(1) Sustainment training will be conducted by an established college recruiter or the ESS, using either of the following: Recruiting on the College Campus - Understanding the Postsecondary Market, the Guide to Recruiting on College and University Campuses, or the Postsecondary Penetration Plan for Recruiters.

(2) An online college recruiting course is available to all recruiters working the postsecondary market. A memorandum, dated 24 January 2000, signed by the commander USAREC requires that all CLTs complete the online college recruiting course.

(3) Short information courses will be developed for use in the Army Recruiting Information Support System.

c. The Commanding General has signed a memorandum encouraging commanders to allow recruiters to attend one college course each term to learn how the college functions, to promote Army educational benefits, and to increase Army visibility on campus.

#### **E-5. Increasing the advertising effort**

The Advertising and Public Affairs Directorate will develop dynamic recruitment materials - print ads, radio and television ads, brochures, videos, and Web sites. All recruitment materials will include the 800 telephone number and the uniform resource locator of [www.goarmy.com](http://www.goarmy.com), both of which help a prospect to contact the nearest recruiter.

a. Local print ads will be developed and radio and television spots expanded that are geared to the college youth market. Recruiters will contact the public information office at the college to obtain information and rates offered by the college newspaper and radio, and forward this information to the Rctg Bn advertising and public affairs office.

b. Use of the Internet will be expanded to include links between the Army Recruiting Web Site and college Web sites. Also, some college placement offices will allow the Army to buy links on their site to the Army Recruiting Homepage. Targeted e-mail campaigns into colleges should

be conducted using the guidance in the E-Mail Recruiting Guide located online at <http://hq.usarec.army.mil/APA/MC/Index.htm>.

c. Recruiters should visit the career planning and placement office and drop off updated Army brochures and career information. Recruiters should notify the advertising and public affairs office if colleges prefer recruitment information in a particular format.

d. Some of the TAIR activities will be refocused to interest the college youth market. These activities should especially be scheduled to visit community colleges and vocational-technical schools.

e. Commanders will conduct a COI function on each of their college campuses, inviting both administrators and faculty.

f. More college administrators and educators will be invited on Rctg Bn educator tours.

g. More postsecondary conventions and conferences should be added to the USAREC national convention schedule.

#### **E-6. Solomon Amendment**

Establishes a policy whereby the military services are provided the same opportunities to inform postsecondary students of military career options, as are available to other employers. The policy also identifies actions that can be taken against any institution that has a policy of denying or effectively prevents for purposes of military recruiting, entry to campuses, access to students on campus, or access to student recruiting information (lists).

a. Postsecondary institutions can be denied access to certain Federal funds for preventing military recruiting on campus.

b. DOD will determine if the postsecondary institution has a policy or practice that either prohibits or in effect prevents:

(1) Entry to campus, or access to students (who are 17 years of age or older) on campuses, for the purpose of military recruiting; or

(2) Access to student recruiting information (lists) pertaining to students (who are 17 years of age or older). Student recruiting information is defined as: Name, address (local or permanent), telephone number, age (or year of birth), level of education (e.g., freshman, sophomore, or degree awarded for recent graduate), academic major, and degrees received. (Postsecondary institutions need not provide other information. Though the colleges are not required to sort this information, most have the capability to do so and are willing to sort this information upon request. They can also charge a reasonable fee for providing this information.)

c. At figure E-1 is a sample letter commanders and recruiters can use when requesting student recruiting information. Requests for this information should be made once every semester or term.

d. Provided are the procedures if a postsecondary institution fails to comply with the Amendment.

(1) Recruiters will report any noncompliance and provide any documentation to the Rctg Bn

ESS.

(2) Rctg Bns will identify the problem and attempt to devise an acceptable solution.

(3) If a solution cannot be reached, a memorandum with appropriate documentation will be submitted through channels to HQ USAREC (RCRO-E), Fort Knox, KY 40121-2726, for further followup and action.

#### **E-7. Student's Right to Know Act of 1990**

Under this act, colleges are required to compile and report to the Federal government their transfer out and graduation rates. A student who transfers out to enter the military may be excluded from this calculation. As a service to colleges and to keep them informed of students who may have stopped out to enter the military, commanders and recruiters are encouraged to use USAREC FL 166 (Student Right to Know Act) (see fig E-2).

#### **E-8. Support materials for recruiting**

To assist recruiters in penetrating the postsecondary market, provided are some suggestions of what recruiters will maintain on each assigned college and some tracking and assessment guides which Rctg Bns may consider adopting to manage their postsecondary program.

a. Recruiters will keep the following material on each of their colleges:

(1) A school folder with the names, titles, telephone numbers, e-mail addresses, and locations of key campus contacts.

(2) College catalog, class schedule, and calendar of events.

(3) Campus map designating location of key offices, food services, and information about parking.

(4) Dates of career days, campus recruiting periods, and deadlines.

(5) Information on special recruiting requirements.

(6) Rates and deadlines for advertising on the campus radio, in the campus newspaper, and in other campus publications.

b. To manage their postsecondary recruiting program and develop their postsecondary penetration plans, Rctg Bns will use the following two forms:

(1) USAREC Form 1200.

(2) USAREC Form 1201.

(Use Official Letterhead)

(Enter Registrar Name,  
College,  
Complete Address)

Dear (Enter Name of Registrar):

Reference the Military Recruiting and Reserve Officers' Training Corps Program Access to Institutions of Higher Education (Solomon Amendment).

I am writing to request a list containing student recruiting information for students enrolled at your institution for at least one credit. In 1996, Congress passed a series of laws that address Military Recruiting and Reserve Officers' Training Corps (ROTC) Program Access to Students of Higher Education (commonly referred to as the "Solomon Amendment") in order to help military recruiters meet congressionally-mandated recruitment numbers. Under these laws, colleges must give recruiters access to their campuses and provide them with lists containing "student recruiting information." Some of this information may be prohibited for release to anyone if it is not designated by your institution as directory information under the Family Educational Rights and Privacy Act (FERPA). However, since the Solomon Amendment overrides FERPA, it gives the military the right to receive data designated as "student recruiting information." If an institution or its subelement does not comply, the entire institution risks losing certain Federal funds.

"Student recruiting information" is defined as a current student's name, address, telephone number, age (or year of birth), level of education (e.g., freshman, sophomore, or degree awarded for a recent graduate), academic major, place of birth, most recent educational institution attended, and degrees received. Colleges need not provide other information or any of this information if it does not collect or maintain. If a current roster is not available, please provide information on the most recent previous or future term that is available.

If possible, please provide the information in the following format: Paper \_\_\_\_\_ Disk \_\_\_\_\_ Labels \_\_\_\_\_

If you are unable to provide the format selected above, please provide the information in the medium available to you.

While I understand that colleges are not required to sort the information or provide information on subgroups, I ask that you accommodate this request by sorting the information, as indicated below, by (date) \_\_\_\_\_. (Check all sections that apply, if any, keeping in mind that the more fields completed below, the more selective the list):

Age **OR** age group (enter only one):

\_\_\_\_\_ (list age) **OR**

\_\_\_\_\_ to \_\_\_\_\_ (specify age range (e.g., 17, the youngest age allowed by law, to 21))

Class level: Freshman \_\_\_\_\_  
(Check all Sophomore \_\_\_\_\_  
that apply) Junior \_\_\_\_\_  
Senior \_\_\_\_\_

Graduate/Professional/Doctoral \_\_\_\_\_  
Address \_\_\_\_\_ Permanent/home address ZIP Code  
\_\_\_\_\_ Temporary/school address ZIP Code

Telephone listing: \_\_\_\_\_ permanent/home  
\_\_\_\_\_ local/school

E-mail address (if available) \_\_\_\_\_

Academic major(s) (list all that apply): \_\_\_\_\_

This letter serves as my understanding that the information is to be used for military recruiting purposes only. I also understand that the information I am requesting is confidential and cannot be released to anyone outside my organization. I understand that under FERPA, I must destroy the data once it has been used. Please note that Department of Defense components (Army, Navy, Marine Corps, Air Force, and ROTC) are entitled to student recruiting information once every semester or term.

Your assistance is appreciated. Please call me at (enter Rctg Bn, Rctg Co, or RS telephone number) if you have any questions.

Sincerely,

(Name and Title)

Figure E-1. Sample letter to college requesting student recruiting information



## DEPARTMENT OF THE ARMY

Hometown Recruiting Station  
100 Easy Street  
Hometown, US 12345  
June 15, 2001

REPLY TO  
ATTENTION OF

U.S. Army Recruiting Station

Larry Jones, Ph.D.  
Registrar  
Your Community College  
1000 College Street  
Hometown, US 12345

Reference: Student Right to Know Act of 1990

Dear Dr. Jones:

This is to inform you that recently a former student of Your Community College enlisted for active duty in the United States Army. Mr./Mrs. Stanley Smith, SSN 123-45-6789, enlisted on May 31, 2001 for 3 years. He/She enlisted for the Loan Repayment Program. The benefits received through this program can be used in pursuit of future education goals.

Each year many students leave college mostly for financial or academic reasons. Under the Student Right to Know Act of 1990, which requires colleges to compile and report their transfer out and graduation rates, a student who enlists in the armed services may be excluded from this calculation.

Mr./Ms. Smith's enlistment in the U.S. Army meets the provision of the law, which allows educational institutions to exclude him/her when calculating these rates.

I hope this information is helpful. If you have any questions regarding the outstanding educational benefits available to young men and women who serve their country, please feel free in contacting me at (987) 654-3210.

Thank you for your time.

SFC Lee Johnson  
Station Commander

USAREC FL 166, 1 Oct 1999

Figure E-2. Sample of a completed USAREC FL 166

UPDATE • USAREC Reg 601-104

## **Appendix F**

### **Recruiting in the Postsecondary Market**

#### **F-1. General**

Each year more and more high school students opt to continue their education upon graduation and enroll in postsecondary institutions. Based on its sheer size, colleges represent a quality market segment that cannot be overlooked. The OCR or assigned recruiter will serve as the point of contact for all recruiting activities. In colleges where an OCR is not assigned, an RA or USAR recruiter will be assigned to each college. All recruiting activities will address the needs of the college; enrollment and retention of students and financial aid for students.

#### **F-2. Preliminary steps**

a. Identify all 2-year or 4-year colleges and degree-granting vocational-technical schools as a potential market for Army recruiting.

b. Coordinate with ROTC PMS concerning key officials, sensitivities, and problems. (Note that some campuses do not have resident detachments, but are still ROTC schools. Consult with ROTC region headquarters, if in doubt.)

c. The BLT or CLT schedules a meeting with the appropriate policy level official.

d. During the meeting, the commander's goals are to:

(1) Confirm approval for recruiting activities on the campus and ensure ground rules are clearly understood.

(2) Explore the possibility of becoming part of the outprocessing procedure for students who are stopping out of college.

(3) Introduce the school recruiter when appropriate.

(4) Orient new recruiters to the layout of the campus.

#### **F-3. Sample presentation**

a. Focus on what the PSSRP can do for the school. School officials are also involved in "re-recruiting and retention" of students. Reassure college officials that the Army wants students to stay in school and is not seeking to recruit students out of the classroom into the RA. Describe the Army's need for better-educated soldiers. If appropriate to the time available and the spirit of the meeting, be prepared to discuss details. Focus first on specific programs that are available to assist students in that school. Know the curriculum. Be familiar with details of:

(1) SMP, if an ROTC school.

(2) USAR enlistment bonus and education incentive options.

(3) ConAP.

b. For the student who has already decided to stop out, emphasize that the Army may be able to send him or her back in a couple of years with maturity and money for school. Be prepared to discuss:

(1) Current educational incentives and enlistment bonuses.

(2) LRP.

(3) A good opportunity to continue postsec-

ondary education part-time, perhaps at a pace that will restore confidence and clarify student's academic goals. Describe the RA tuition assistance program.

(4) The option of joining the USAR for students and the benefits that the students would receive from an affiliation with a USAR unit. Be aware, by name, of the individuals on the school staff who are in the USAR, Army National Guard (ARNG), or who are Army retirees.

c. Request that a permanent location on campus be established, preferably in the student union building, with table and display space.

d. Many schools have a procedure whereby students outprocess through their counselor, registrar, or dean of students. Ask if the school will establish a referral system. The following procedures are recommended:

(1) Refer the students to the recruiter.

(2) Give the students the recruiter's business card.

(3) Schedule upcoming campus visits.

e. Establish the name of the specific college official who will be the point of contact for future meetings. At this point, one of three things may occur:

(1) The appropriate school official gives approval of the program and you move into the next phase.

(2) The administrator may desire to seek the advice of the school staff. If this happens, you seek a second appointment.

(3) No approval of the program.

f. Do not, at any time, be critical of any other service or component of the Army.

#### **F-4. Followup action**

a. The Army representative who made the initial contact makes the second appointment. Review the points covered in the initial meeting, answer any new questions, and/or resolve any potential problems. Again seek a commitment from the school. If a commitment is or is not made, thank the administrator for his or her time and consideration of the program. If assistance is desired, pass the information up the chain of command to the Rctg Bde or USAREC.

b. Introduce the postsecondary recruiter to the designated school contact agreed upon. This contact may be the ConAP point of contact, placement director, dean of students, director of student affairs, or a student advisor.

c. Inspection of the proposed facility is conducted and any publicity and/or advertising outlets are researched, to include:

(1) Campus newspaper.

(2) Campus radio.

(3) Local radio.

(4) Local newspapers.

(5) Campus bulletin boards.

(6) "Take-one" rack location.

d. The recruiter begins working the school as a regular preplanned program stop. One of the keys to success is that the recruiter is on campus at the specified time and place. Initially, the recruiter will make weekly visits to the college to obtain visibility and credibility on campus. After

the initial stages of the PSSRP, the recruiter will conduct regular visits to maintain visibility and rapport with the school. Summer session visits will be scheduled as determined by the recruiter and RS commander.

e. Seek the involvement of the Rctg Bde or Rctg Bn ESS in dealing with all postsecondary level recruiting impediments.

#### **F-5. Initial visits**

PSS visits by the recruiter will accomplish the following:

a. Conduct a meeting with the ConAP point of contact at each participating college.

b. Identify and collect demographic information about the college, faculty, and students.

c. Introduce yourself to key COIs within the administration.

d. Mention that in accordance with the Solomon Amendment you will be requesting student recruiting information to include lists of graduating students.

e. Establish a schedule and location for RA and USAR recruiters to interview interested students. The school and recruiter should mutually agree upon locations.

f. Identify and request locations for displays and RPI racks.

g. Orient yourself to the layout of the campus.

#### **F-6. Helpful hints**

The following "hints" and guidance are provided to assist recruiters in the college market:

a. Demographic information: The RS commander and recruiters will identify the following data about the college:

(1) Cost to attend the college (full-time versus part-time and resident versus nonresident).

(2) Size of first-time, full-time freshman classes.

(3) Major fields of study offered by the college, to include possible Specialized Training for Army Reserve Readiness eligible programs.

(4) Major fields that have the lowest job placement level after graduation.

(5) Percentage of students attending college with loans and grants.

(6) Percentage of target age group attending college full-time or part-time.

(7) Ethnic makeup of student population.

b. Key faculty COIs. The following college personnel will be approached as COIs:

(1) Placement officers.

(2) Veterans affairs officers.

(3) Admissions officers and directors.

(4) Counselors and financial aid officers.

(5) Department chairpersons.

(6) Veterans or troop program unit members on staff.

(7) Advisors to college newspapers and radio and television stations.

(8) Student services officers.

(9) ROTC personnel. Coordination will include review of the procedures for the ROTC Packet Referral Program (USAREC Pam 350-6) and the scheduling of ROTC instructors as

speakers to support this program at COI events and key visits with high schools.

(10) ConAP point of contact. This person usually works in the admissions office, but the ConAP point of contact may be a counselor or veterans coordinator. Recruiters will know the ConAP person and visit at regular intervals. Use this person to develop further contacts at the college.

c. Sales tools. Recruiters will know and be prepared to explain the details of RA and USAR competitive incentives:

- (1) Montgomery GI Bill and Army College Fund.
- (2) LRP.
- (3) ConAP.
- (4) DOD Student Testing Program.
- (5) Accelerated promotion for education.
- (6) Army Civilian Acquired Skills Program (ACASP).
- (7) Specialized Training for Army Reserve Readiness.
- (8) WOFT.
- (9) Army Continuing Education System.
- (10) ROTC and OCS programs.
- (11) Partnership for Youth Success.

#### **F-7. The stop-out cycle**

Understanding the stop-out cycle of colleges.

a. There are certain times during every semester when, if students are going to stop out, they will do so. For those schools on the quarter system, the same principles apply, but the number of weeks will differ.

(1) The first is usually 6 weeks into the semester when a student can withdraw with no academic penalty and still receive a refund.

(2) The second is usually 11 weeks into the semester when a student can still withdraw with no academic penalty but does not receive a refund.

(3) The third is after the semester ends and grades are received and tuition must be paid for the next semester.

b. In general, attrition during the first year is higher than in subsequent years, and occurs especially at the midterm grading period, at the end of the first semester and again at the end of the second semester. Students stop out because they have to work, they are out of money, or they are in academic difficulty.

c. Proceeding to the sophomore year is a significant hurdle. According to the American College Testing Program the percentage of students who stop out before their sophomore year has reached a record high.

#### **F-8. Lessons learned**

In summary, there seems to be five lessons that apply to postsecondary recruiting.

a. One, pick up the college catalog which contains information about the academic calendar for the school year, and also contains a listing of the major programs of study. This information can also be obtained from the college's homepage.

b. Two, focus on the freshman and senior classes.

c. Three, focus on the 6-week, 11-week, and end-of-semester timeframes.

d. Four, talk with personnel and drop off literature at five offices: Counseling office and academic advising, registrar or whomever disenrolls students, financial aid office, job placement office, and veterans affairs office.

e. Five, establish a time (weekly or monthly) and place to set up an information table. Publish the schedule and ensure that the schedule is kept. The recruiter will not talk to many students the first 2 months, but as the semester progresses more students will begin to talk to the recruiter.

## Appendix G

### Guidelines for Discussing Special Programs

#### G-1. General

Because of the nature of the PSS recruiting market, it is necessary that recruiters be familiar with the total offer, to include RA, USAR, and USAREC special programs. In addition, the recruiter must have a working knowledge of non-USAREC opportunities such as ROTC.

#### G-2. Objective

The objective of the program is to place on the school campus a recruiter who can talk knowledgeably about any Army opportunity in general terms and, if appropriate, establish contact between the prospect and the special program recruiter. Basic information about some selected special programs is provided in this appendix. Because requirements and programs change, recruiters must rely on experts in each of the special areas for detailed information.

#### G-3. Army OCS

For details refer to AR 601-210, OCS Enlistment Option. USAREC conducts monthly OCS selection boards. Recruiters currently receive Grad-A credit and 100 award points for each OCS applicant selected by the board. Applicants do not enlist prior to applying to this program. Enlistment occurs after selection by the board.

#### G-4. Army WOFT

For details refer to AR 601-210, WOFT Enlistment Option. Formerly referred to as "High School to Flight School" program, applicants do not enlist prior to applying for this program. Continue to schedule flight physicals well in advance of the scheduled board dates. WOFT selection boards are held monthly in conjunction with the OCS board.

#### G-5. Army Band Program

For more information or for specific details about incentives or audition requirements visit the following Web site at: <http://www.goarmy.com/job/band/welcome.htm>.

a. Audition requirements for applicants include:

- (1) Prepared solo/etude.
- (2) Scales and arpeggios (memorized).
- (3) Sight read representative literature.

b. Key selling points for the Army Band Program are:

(1) Advanced enlistment rank (private first class (E-3) or specialist (E-4) with bachelor's degree).

(2) LRP.

(3) Cash incentives for certain instruments (subject to change, call for current information).

(4) Choice of band assignment (subject to availability from 30 active duty (AD) bands worldwide).

(5) Equipment and supplies are provided.

c. Key selling points of the Selected Band Program (top service bands).

(1) Serve 5 years as an enlisted band member and become eligible to apply to become a warrant officer bandmaster.

(2) Apply to become a commissioned officer bandmaster (attend OCS).

#### G-6. Foreign Language Program (ACASP linguist)

For more information or for specific details about incentives or language requirements visit the following Web site at: <http://www.goarmy.com>. Key selling points for the ACASP Linguist Program are:

a. Linguists currently receive up to \$300 per month foreign language proficiency pay.

b. Military occupational specialty (MOS) 98X ACASP joins as E-3 and advanced to E-5 after 8 weeks of successful performance of skill.

c. MOS 97E ACASP joins as E-3 and advanced to E-4 after 8 weeks of successful performance of skill.

#### G-7. Army ROTC

Conducted at 259 host universities. In addition, ROTC is available at 42 extension centers. The 4-year ROTC Program is divided into two parts: The Basic Course and the Advanced Course.

a. Basic Course.

(1) Usually taken in the freshman and sophomore years.

(2) No military commitment is incurred during this time.

(3) Cadets may withdraw at any time prior to becoming a junior (MS III).

(4) Uniforms, texts, and materials are furnished to the cadet without cost.

(5) Subjects will vary slightly from one school to another, but usually include such major areas as indicated below:

- (a) Management principles.
- (b) National defense.
- (c) Leadership development.
- (d) Military customs and courtesy.
- (e) Land navigation.
- (f) Rifle marksmanship.
- (g) Military history.
- (h) Social enrichment activities.
- (i) Discipline and professional activities.

(6) Students who have demonstrated officer potential and meet Army physical standards are eligible to enroll in the Advanced Course.

b. Advanced Course.

(1) Usually taken in the junior and senior year.

(2) Successfully complete mental and physical examinations.

(3) Execute Army Senior Student ROTC Contract and enlist in the USAR. A national agency check is initiated.

(4) Six weeks advanced camp during the summer, between the junior and senior year, with pay and travel allowances. Quarters, uniforms, rations, etc., are furnished.

(5) \$150 per academic school month, not to exceed 20 months - tax-free.

(6) Uniform usually worn at least once a week and the Army haircut policy is applicable.

(7) Opportunities to attend Airborne School

at Fort Benning; Air Assault School at Fort Campbell; and Cadet Troop-Training at various host installations.

(8) Uniforms, texts, and materials are furnished without cost to the cadet.

(9) Instruction includes further leadership development, organization and management, tactics, and administration. The camp permits cadets to put into practice the principles and theories learned in the classroom. It also exposes them to the stress of Army life in a tactical or field environment.

c. Two-year program. This program is designed for community and junior college graduates and students in a 4-year college who have not taken Army ROTC during their first 2 years. Students must successfully complete a 6-week basic camp and enroll in the Advanced Course. Except for this camp, the requirements for and obligations incurred in the 2-year and 4-year programs are the same. Other prospects for advanced placement in ROTC include the following sources.

(1) Veterans (all services).

(2) Individuals in the Reserve Components (RCs).

(3) Junior ROTC (high school).

(4) Summer oncampus programs.

(5) Other officer training programs.

d. Army ROTC scholarships. Offered for 4, 3, 2, and 1 year(s). Four-year scholarships are awarded on a worldwide competitive basis to U.S. citizens who will be entering college as freshmen. The remaining scholarships are awarded competitively to students who are enrolled or are eligible for advanced placement in ROTC including those who are cross-enrolled. Basic camp attendees may compete for 1-year and 2-year scholarships. Scholarships pay for tuition, texts, lab fees, and a living allowance of up to \$1,000 a year.

e. Obligations. The cadet must sign a contract that certifies an understanding of the service obligated prior to entering the Advanced Course. Depending upon the cadet's preference and the needs of the Army at the time of commissioning, this obligation may be met in a variety of ways:

(1) Scholarship graduates serve 4 years AD, plus 2 years in an RC.

(2) Nonscholarship cadets may:

(a) Serve 3 years AD, plus 3 years in an RC, or--

(b) Volunteer or be selected to serve on AD for approximately 90 to 180 days with the remainder of the obligation spent with an RC.

f. Refer prospect to PMS or enrollment officer of the nearest Army ROTC detachment.

#### G-8. SMP

a. This is a program which permits a college student to enroll in ROTC, and at the same time, serve in a local USAR or ARNG unit in a special status as an officer trainee. The participant:

(1) May be an advanced ROTC cadet who volunteers to enlist in selected USAR or ARNG units.

(2) A USAR or ARNG enlisted person who enrolls in advanced ROTC.

(3) Draws minimum E-5 pay for USAR drills plus ROTC subsistence allowance (\$100 per academic school month).

(4) Serves in officer trainee position in the USAR unit.

(5) Cannot be combined with ROTC Scholarship Program.

b. Refer prospect to PMS or enrollment officer of the nearest Army ROTC detachment.

#### **G-9. Judge Advocate General Corps programs**

a. Direct commissioning. Qualified individuals may be commissioned as Army lawyers directly from civilian life. Application may be made during the first and second semesters (October and February) of the last year of law school.

b. ROTC graduates. May apply for a delay in AD assignment for the purpose of attending law school. ROTC officers then apply for Judge Advocate General Corps commissioning during the first and second semester of the third year of law school.

c. Funded Legal Education Program. This program is highly competitive and is only available to AD commissioned officers that have been on AD for at least 2 years, but not more than 6 years. Approximately 20 applicants are selected each year to attend an approved law school at Government expense. During the period of schooling, the officer student is on AD receiving full pay and allowances.

d. Refer prospects to:

Judge Advocate Recruiting Office  
901 North Stuart Street, Suite 700  
Arlington, VA 22203-1837  
1-(800)-336-3315 or (703) 696-2822  
[www.jagcnet.army.mil/recruit.nsf](http://www.jagcnet.army.mil/recruit.nsf)

#### **G-10. Army Medical Department programs**

a. A great variety of opportunities are available to individuals in the health care profession. Requirements are diverse and technical, and vary from one professional field to the next.

b. Postsecondary recruiters are not required to have detailed knowledge of the health care professional opportunities, but should know the closest Army Medical Department health care recruiter location and refer questions to him or her.

c. Scholarships are available to qualified health care students in return for service as Army health care providers. In addition, there are many opportunities for continuing professional training subsidized by the Army.

d. Opportunities are available in over 100 specialties within the branches of the Army Medical Department.

(1) Medical Corps.

(2) Dental Corps.

(3) Medical Service Corps.

(4) Veterinary Corps.

(5) Army Medical Specialist Corps.

(6) Army Nurse Corps.

e. Refer prospects to the Army Medical De-

partment detachment or health care recruiter in your area.

## **Appendix H**

### **Advertising and Marketing Tools**

#### **H-1. RPI**

Order through the Recruiter Store.

#### **H-2. Advertisement for local and college newspapers**

Inform the Rctg Bn advertising and public affairs office of newspaper name, radio station, and point of contact. Request placement through the Rctg Bn advertising and public affairs office.

#### **H-3. News releases**

Your Rctg Bn advertising and public affairs office can prepare news releases on a variety of topics and submit them to your college and local news media outlets. Call them if you have a news story suggestion.

#### **H-4. Posters**

Order through the RPI Warehouse.

- a. Poster 00-2 (Money for College (Who says money doesn't grow on trees?)).
- b. Poster 94-7 (USAR College Student).

#### **H-5. Public service announcements**

Order through the Recruiter Store.

#### **H-6. Exhibits and displays**

In addition to large displays for career fairs, for smaller events, take along life-size soldier cut-outs.

#### **H-7. Internet**

For completion of class projects and for personal use, college students use the Internet extensively. Ask them if they've seen the Army Recruiting Homepage at [www.goarmy.com](http://www.goarmy.com). The site features detailed information about different Army programs. It also has a chat room staffed with recruiters each weekday. On the USAR site at [www.goarmyreserve.com](http://www.goarmyreserve.com), students can research what USAR jobs are available nearby. Through the Army Recruiting Homepage, they can even send e-mail directly to RS's. There are very few colleges that do not have their own homepage, so e-mail the webmasters and ask them if they can create a hot link to the [www.goarmy.com](http://www.goarmy.com) or ask the PMS if he or she can help you with this. Bookmark the Army Recruiting Homepage on the computers in the computer labs and libraries if you can gain access.

#### **H-8. LEADS**

Screen your LEADS cards, hard copy or electronic leads, for the "Education" block. Look for the number "13" or higher. This is a prospect that has expressed interest in the Army and might be available to ship now. Big mailings go out to hi-grads in the late spring, early fall, and midwinter. LEADS historically convert into accessions at a much higher rate than cold contacts. If in trying to contact a hi-grad lead you discover that the prospect is away at college in another city or state, refer that lead to the re-

cruiter in that area. In the fall, more direct mail to hi-grads will bring you more leads.

#### **H-9. Speaker kits**

Offer your services as a guest speaker, using the CD-ROM, "Speaking for America's Army," available from your Rctg Bn advertising and public affairs office. They can also provide you copies of Army speech files for events such as Army Birthday, Flag Day, Memorial Day, Veterans Day, etc.

#### **H-10. National advertising**

Through television, radio, and national magazines going onto college campuses, Army recruiting messages are reaching PSS students. National advertising schedules are posted on the command Intranet or can be obtained through Rctg Bn advertising and public affairs offices. They include media, such as the College Television Network, that carries Army recruiting messages to students on over 600 college campuses. Referring to ads your prospects might have seen can serve as a good icebreaker.

## Glossary

### Section I Abbreviations

#### ACASP

Army Civilian Acquired Skills Program

#### AD

active duty

#### ARNG

Army National Guard

#### BLT

battalion leadership team

#### CLT

company leadership team

#### COI

centers of influence

#### ConAP

Concurrent Admissions Program

#### DOD

Department of Defense

#### ESS

education services specialist

#### FERPA

Family Educational Rights and Privacy Act

#### LEADS

Lead Evaluation and Distribution System

#### LRP

Loan Repayment Program

#### MOA

Memorandum of Agreement

#### MOS

military occupational specialty

#### OCR

oncampus recruiter

#### OCS

Officer Candidate School

#### PMS

professor of military science

#### PSS

postsecondary school

#### PSSRP

Postsecondary Schools Recruiting Program

#### RA

Regular Army

#### RC

Reserve Component

#### Rctg Bde

recruiting brigade

#### Rctg Bn

recruiting battalion

#### Rctg Co

recruiting company

#### RMA

recruiting market analysis

#### ROTC

Reserve Officers' Training Corps

#### RPI

recruiting publicity item

#### RS

recruiting station

#### SMP

Simultaneous Membership Program

#### SOC

Servicemembers Opportunity College

#### TAIR

Total Army Involvement in Recruiting

#### USACC

United States Army Cadet Command

#### USAR

United States Army Reserve

#### USAREC

United States Army Recruiting Command

#### WOFT

Warrant Officer Flight Training

### Section II

#### Terms

#### college

A 2-year or 4-year college or university.

#### community or junior college

A 2-year college awarding associate degrees and/or providing the first 2 years of a bachelor's degree program.

#### Concurrent Admissions Program

A joint program of the Army (RA and USAR), SOCs, and over 1,500 participating colleges to admit new soldiers to a college or university at the time of enlistment.

#### stop-out

A student who withdraws from or leaves college prior to completion of requirements for graduation or degree.

#### vocational-technical school

Accredited public or private PSS awarding diplomas and certificates that teaches entry-level trade, vocational, or technical skills.

## United States Army Reserve Job Vacancy Report

A weekly report of USAR job vacancies by Rctg Bn that lists job vacancies by unit, MOS, and number of vacancies.