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Fort Knox, Kentucky 40121-5123

USACC Regulation 145-4

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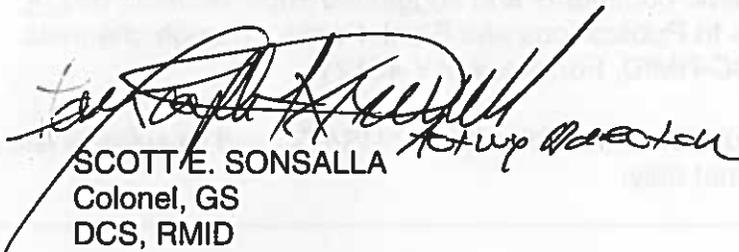
Reserve Officers' Training Corps

**USACC MARKETING, ADVERTISING AND PUBLICITY TO SUPPORT ENROLLMENT**

FOR THE COMMANDER:

OFFICIAL:

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**History.** This publication is an Expedited Revision of the 31 Mar 2019 USACC Regulation. Less than ten percent has been changed and does not impact organizations outside the proponent.

**Summary.** This regulation and the revision prescribe policies and procedures for the U.S. Army Reserve Officers' Training Corps (ROTC) marketing and advertising program. It revises procedures for the use of marketing (Direct) funds, advertising (Local Advertising Media Placement-LAMP) funds, Direct and LAMP advertising expenditure requirements, purchase of Battalion level and brigade level advertising and related services by the Army's contracted advertising agency.

**Applicability.** This regulation applies to the Active Army, the U.S. Army Reserve, and the Army National Guard unless otherwise stated. This regulation applies to Headquarters, U.S. Army Cadet Command (USACC) staff elements including the Recruiting, Marketing and Incentives Division (RMID) and to ROTC Brigades (BDEs) and Battalions (formerly referred to as 'Battalions'). It also applies to Department of the Army Civilian employment regarding Army branding for all Army communications and recruiting support activities.

**Proponent and Exception Authority.** The proponent of this regulation is the Recruiting, Marketing and Incentives Division, Headquarters US Army Cadet Command. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency in the grade of colonel

or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army Management Control Process.** This regulation does not contain management control provisions.

**Supplementation.** Local supplementation of this regulation is prohibited without prior approval from Commander, USACC. Send requests for exception, with justification, through command channels to Commander, USACC, ATTN: ATCC-RMID, Fort Knox, KY 40121.

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

**Distribution.** Distribution of this regulation is intended for HQ USACC and its subordinate units. Distribution is in electronic format only.

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## Summary of Change

USACC Reg 145-4  
USACC MARKETING, ADVERTISING, AND PUBLICITY TO SUPPORT ENROLLMENT

This is an Expedited Revision, dated 13 June 2019.

- Changed Paragraph 7.2g.(1) to read: “Centers of Influence (COI) - must not exceed \$12.00 per item.”
- Changed Paragraph 7.2g.(2) to read: “Prospects - must not exceed \$6.00 per item.”
- Changed Paragraph 7.2g.(3) to read: “Exceptions may be made by the Brigade Commander to the \$6 and \$12 limit per item, IAW AMRG delegation memo (dated 26 October 2018) but must not exceed \$50.00 total, and this authority cannot be further delegated”

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## **Chapter 1 – Introduction**

### **1-1. Purpose**

This regulation sets forth the objectives, policies, procedures, and responsibilities for the national and local marketing and advertising programs in support of college Army ROTC recruiting and enrollment. The primary purpose is to support mission accomplishment at the local level (i.e., at BDE and Battalion) as specified in Cadet Command Regulation 145-17, Recruiting and Enrollment Planning.

### **1-2. References**

Required and related publications and forms are listed in [Appendix A](#).

### **1-3. Explanation of Terms**

Please refer to Section I and Section II (also referenced in the Table of Contents Glossary).

### **1-4. Responsibilities**

a. Commanding General (CG), United States Army Cadet Command (USACC) will—

(1) Exercise managerial and operational responsibilities, except for those retained by Headquarters, Department of the Army (HQDA) the Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA M&RA) and its subordinate Army Marketing and Research Group (AMRG).

(2) Provide command guidance regarding marketing and advertising needs.

(3) Coordinate advertising and marketing activities with other commands, services, and government and civilian agencies.

(4) During the Army Marketing Plan (AMP) annual planning process, in conjunction with AMRG, US Army Recruiting Command (USAREC), US Army Reserve (USAR) and the Army's contracted advertising agency of record; select national partnerships, national conventions, related national outreach events, national media programs and other related advertising and marketing initiatives for participation by ROTC in the following fiscal year.

(5) Budget for advertising funds at HQ USACC level and BDE and Battalion level in support of local marketing buys (Direct funds) and media buys (LAMP funds).

(6) In conjunction with the AMRG market research staff and appropriate HQ USACC staff, ensure market research information is available to USACC HQs, BDEs and Battalions as necessary to support USACC marketing and recruiting efforts.

b. Commanders, ROTC BDEs will—

(1) Monitor and provide policy guidance for local marketing, advertising, publicity, recruiting and enrollment programs in accordance with published USACC, AMRG and applicable DA guidance. This responsibility specifically includes monitoring fund expenditure to ensure cost-effective programs and preclude improper utilization/obligation.

(2) Conduct appropriate advertising and publicity programs to assist the marketing efforts conducted by Professors of Military Science (PMS), their assigned Recruiting Operations Officers (ROOs), Brigade Recruiting Operations Officers and BDE Nurse Counselors in keeping with USACC CG directed marketing priorities and guidance.

(3) Provide office space and support for those advertising agency field marketing representatives (FMRs) that are co-located at the USACC BDE headquarters.

(4) Ensure all requested locally generated advertising materials come from the Enterprise Marketing Management (EMM) catalog. EMM is the system of record for advertising placement. In the rare case that a media buy requires advertising creative not found in the EMM catalog, be aware that the development of a new advertising creative **must** be coordinated through HQ USACC RMID and requires a minimum 8 week lead time. Exceptions will be considered on a case by case basis.

(5) Provide guidance and support to Battalions on marketing and advertising issues.

(6) Monitor the development, submission and implementation of Battalion and BDE Recruiting and Enrollment Action Plans (REAP) in accordance with [CC Reg 145-17](#).

(7) Establish local administrative procedures and management controls for marketing and advertising.

(8) Provide input to HQ USACC on the allocation of Direct and LAMP funds to subordinate elements based upon current mission requirements and USACC CG marketing priorities and guidance.

(9) Ensure BDEs and subordinate Battalions using funds under this authority maintain records in RooZone for Direct funds. BDE will maintain records for LAMP funds in the EMM system reflecting BDE and Battalion requirements and expenditures by fiscal year for management review.

(10) Ensure that each Battalion (PMS and ROO) and BDE (S2, ROO and Nurse Counselor team) --

(a) Develop Recruiting Plans with input from the agency field marketing team (Para 2-3, below) that support the REAP requirements in [CC Reg 145-17](#).

(b) Administer marketing and advertising programs in support of their missions.

(c) Target High School students, counselors and other educators and Centers of Influence (COI) with messaging that clearly delineates the advantages of the Army Officer career path and the college Army ROTC program.

(d) Conduct appropriate marketing awareness programs to educate students, faculty, parents, and other COIs of the advantages of the Army Officer career path and the college Army ROTC program.

## **Chapter 2 – Marketing and Advertising Planning and Implementation Procedures**

**2-1. General.** The college Army ROTC marketing and advertising program is designed to—

a. Create and maintain public awareness understanding, and support for the Army Officer career and the college Army ROTC program as a path to becoming an Army Officer.

b. Educate the public on the Army Officer career and its benefits to college-bound young people.

c. Educate quality students, their parents, and other COIs on Army Officer career opportunities. Engage and enroll quality prospects into the college Army ROTC program.

### **2-2. Policy.**

a. All national, regional, and local marketing and advertising will consistently stress Cadet Command's common theme, as established in the in the Commander's Marketing Guidance. HQ USACC will coordinate with AMRG to ensure that national efforts support the USACC need to educate the public on the ROTC path / Army Officer career, using the specific "Key ROTC Army Officer Messaging Points" at para b. directly below.

b. All marketing and advertising will present the college Army ROTC key messaging points:

(1) Army ROTC provides Cadets with priceless mentorship and leadership development opportunities and training that are essential to success in a military or civilian career path.

(2) Starting a career as an Officer provides for immediate middle-management leadership opportunities.

(3) Regardless of background, service as an Army Officer provides leadership development and long term career advancement to allow one to rise above his/her peers.

(4) Army ROTC gives Cadets the opportunity for a bright future in a military or civilian career through leadership training and educational opportunities.

(5) Reserve Army Component Officers are able to leverage their leadership training in civilian world and reap the benefits of serving in the Military.

(6) Military life and college are not mutually exclusive. Army ROTC allows one to fully experience college and Military life simultaneously.

(7) Army ROTC helps students focus on the future instead of how they will pay for education.

(8) Army Branch or civilian employers that receive Army ROTC graduates are consistently highly impressed with their leadership ability, demonstration of values, adaptability and intellectual foundation.

c. Marketing and advertising must be credible, relevant, meaningful, and not deceptive or misleading.

d. BDE S2 staffs will approve and submit EMM LAMP job starters for the placement of all Battalion and BDE media advertising. They will ensure all advertising materials come from the EMM catalog (ie: already approved) or have both HQ USACC and AMRG approval. When a media buy requires advertising creative not found in the EMM catalog, the development of a new advertising creative **must** be coordinated through HQ USACC RMID and requires a minimum 8 week lead time. USACC HQ will review exceptions to policy required by short notice targets of opportunity that arise within a less than 8 week timeframe.

e. Media advertising may be used if it targets the specific USACC priority markets and audiences, particularly diversity students, those who demonstrate “scholar-athlete-leader” (SAL) traits and those enrolled in specific academic disciplines such as nursing or Science, Technology, Engineering and Mathematics (STEM) academic disciplines such as engineering. Our limited ROTC advertising dollars should be used for programs and opportunities that provide the greatest Return on Investment.

f. In conjunction with the assigned agency Field Marketing Representative (FMR), BDE and Battalion personnel will determine where best to employ their direct and LAMP funds in support of their REAP and their overall marketing and advertising plan.

### **2-3. Planning Procedures.**

a. BDE Commanders may reallocate funds among their Battalions as they deem necessary in support of Battalion REAPs.

b. BDEs and Battalions will plan fiscal year marketing and advertising activities in conjunction with their assigned agency FMR following guidance and procedures established by [CC Reg 145-17](#) and will submit their budget requirements for the following Fiscal Year via the REAP process entry in ROOZone per the suspense date (usually in Q1 of the Fiscal Year) established by the RMID-Published Annual REAP guidance.

#### **2-4. Target Audiences.**

The college Army ROTC primary target audiences are:

a. Full-time college students, primarily freshmen and sophomores, particularly those who meet the Command's standards for designation as "scholar-athlete-leader" (SAL). However, all students that meet ROTC qualifications and have at least two remaining full academic years of study are eligible to enroll in and complete ROTC, to include graduate and post-graduate students.

b. College-bound high school juniors and seniors.

c. College-bound military personnel.

d. COIs to include parents, counselors, teachers, coaches, other educators, community leaders, National Guardsmen, Army Reservists, contracted Cadets and Army ROTC alumni.

#### **2-5. Specific Communications Vehicles/Media.**

a. Printed materials.

(1) HQ, USACC coordinates with AMRG to produce and update current Recruiting Publicity Items (RPIs) such as brochures, folders, booklets, posters, DVDs and other electronic / printed materials to provide information on specific programs. RPIs will be distributed as described in [Chapter 4](#) below. These RPIs will be available to HQ USACC, BDEs and Battalions on the online Accessions Distribution Center (ADC) PPI and RPI fulfillment service.

(2) Units may also print their own recruiting and marketing materials (RPI type brochures, direct mail letters, stationery, envelopes,) using their Direct funds. All USACC elements must order printing through Defense Logistics Agency (DLA)/DA Printing Services (DAPS) other approved DOD/DA government channels. We are authorized to use Direct funds to pay for postage costs for marketing materials targeting prospects and COIs. Use of Direct funds is NOT authorized for any other type of postage or mailing costs.

b. Space advertising (advertising placed in print / electronic publications and media or in broadcast media). USACC HQ, BDEs and Battalions will use only approved creative

located in the EMM catalog (ie: already approved) or creatives approved by both HQ USACC.

(1) National. HQ, USACC will seek opportunities to place advertisements in publications which effectively reach the national high priority markets. (Para [2-4](#) above).

(2) Local. Agency FMRs, on behalf of the BDE and Battalions they support, will use the Local Advertising Placement (LAP) module in EMM to order, place and fund print advertisements in publications that target BDE or Battalion markets. BDEs will coordinate with HQ USACC to ensure BDE / Battalion ad placement does not duplicate HQ USACC / AMRG national level ad placement.

c. Direct Mail & Email

(1) National. National mail / email campaigns are directed to:

(a) high school juniors and seniors who score well on the PSAT, SAT/ACT

(b) US Military Academy (USMA), West Point Qualified, Non-Select applicants list (QNS list)

(c) other groups that fall within the college Army ROTC target market.

(2) Local. Direct mail / email activities initiated by BDE and Battalions will not duplicate national projects. BDE / Battalion mailings may duplicate the list buys of national mailings but will focus on providing local information. Battalions may send letters to students accepted by the institution's admissions officials, inviting attention to college Army ROTC. Battalion direct mailings must be tightly targeted to those students on campus who meet the command's criteria for designation as diversity, STEM, SAL rather than an entire class, all incoming students, etc. Procurement of targeted student lists is covered in [CC Regulation 145-17](#).

(3) HQ USACC will review BDE direct mail / email list buys during command inspections and staff assistance visits.

(4) BDEs will review Battalion direct mail list buys during command inspections and staff assistance visits.

d. Exhibits and displays. ROTC exhibits and displays provide an easily transportable, low cost format for presenting the Army Officer and college Army ROTC message to the public at community- and civic-sponsored events as well as other recruiting events BDE / Battalion personnel attend. The primary purpose is to increase awareness of, interest in, and support to Army Officer and college Army ROTC. The Marketing Engagement Brigade (MEB) (formerly: Accessions Support Brigade (ASB) ) can produce various graphics products at no cost to BDEs / Battalions to enable fielding such an exhibit / display. MEB graphics services are described in paragraph 8-3 of this regulation.

## **Chapter 3 - Administration and Placement of Advertising Under the Army Advertising Contract**

### **3-1. General.**

a. This chapter provides guidance for the administration and placement of advertising in the Local Advertising Placement (LAP) module of the Enterprise Marketing Management (EMM) system. This chapter does not prescribe accounting procedures for official accounting performed at the fiscal stations (see the [AR 37](#)-series for these procedures).

b. Local advertising media fund designation.

(1) The Army advertising agency of record is the only entity authorized to contract for national and local advertising and related services for college Army ROTC. Army civilian and military personnel are not authorized to contract with vendors for media advertising and/or related services. Army personnel must not sign promissory notes or otherwise obligate government funds. Vendors who request or insist that any Army personnel sign such a note, or sign any form “just to reserve the space” must be referred to the agency FMR that is assigned to support USACC HQ, or that BDE and its subordinate Battalions.

(2) Local Advertising Media Placement (LAMP) is a fund category designation for the money spent on media placement and other regional and local advertising services administered by the national advertising agency through their BDE-assigned Field Marketing Representative (FMR) and/or other Agency Field Marketing Team (FMT) member under the direct control of USACC and AMRG.

### **3-2. Funding.**

a. Local advertising costs are paid by the LAMP budget for each BDE’s advertising account managed by the FMR in conjunction with the BDE S2.

b. HQ, USACC RMID will work in coordination with AMRG and the designated Agency FMR to ensure that the correct FY funding levels, as requested in the BDE REAP, are reflected in each BDE LAMP account and in the HQ USACC LAMP account.

### **3-3. Responsibilities.**

a. HQ, USACC is the overall proponent for local advertising media funds allocated by AMRG and will—

(1) Notify BDE commanders and their S2 staffs when the LAMP funds that BDE requested in its REAP are available. Be aware that AMRG may not fund the entire BDE FY LAMP budget up front, but may allocate it in segments throughout the year, usually by Fiscal Year Quarter. A BDE that does not obligate its requested LAMP funds for a given quarter may place their follow-on allocation at risk.

(2) Supervise the performance of both the national advertising agency Field Marketing Team (FMT) and the ROTC BDEs in the administration and obligation rate of local advertising media funds versus that BDEs spend plan projected in their REAP.

b. BDE Commanders will—

(1) Assign a primary and alternate BDE staff individual (typically S2 staff) to act as the BDE commander's designated EMM LAMP advertising order approval authority – hereafter referred to as “Army POC” in this chapter for the purposes of EMM roles. BDEs will coordinate with HQ USACC RMID, their BDE S6 and the AMRG EMM management POC to ensure those individuals have the correct authorizations and access in the EMM system.

(2) Approve requests for advertising services prior to the performance date. Disapprove any requests for advertising services rendered after the fact and take appropriate action to ensure all involved understand procurement and financial policies. (see [AR 15-6](#).)

(3) Ensure that only Agency personnel (typically that BDE’s designated FMR) make agreements (oral or written) with vendors to spend LAMP funds, and that such agreements are initiated by the issuance of an approved EMM Job Starter by the designated Army representative.

(4) Approve only requests, via their designated Army POC, that meet the following criteria:

(a) Represent valid requirements.

(b) Are authorized as local advertising media purchases (see [Chapter 8](#)).

(c) Use available, appropriate fiscal year LAMP funds.

(5) Not approve local advertising orders for more than the unspent balance of the local advertising budget on hand. Doing so violates 31 U.S. Code 1571 and **AR 37-20**, and can result in an individual being held financially responsible.

(6) Through the designated Army POC working in conjunction with the assigned FMR, ensure all EMM Job Starters are properly processed through completion and vendors paid.

(7) Not exceed funding allocated by HQ AMRG to USACC BDEs through HQ, USACC RMID for local advertising. BDE Commanders will notify HQ, USACC RMID of desired adjustments to local direct and LAMP fund levels and request that funds be moved between the local LAMP and Direct accounts at specific windows during the FY, as well as submit UFRs when applicable. BDE commanders will forward such requests, usually via their BDE S2 staff, to HQ, USACC RMID. AMRG will then move funds and

confirm to BDEs via USACC RMID that new account balances are in place before BDEs / Battalions place any orders.

(8) Not pursue contracts using a new fiscal year's funds until clearance is given by HQ AMRG via HQ, USACC RMID that new FY funding is in place.

(9) Place all advertising using LAMP funds in EMM through the services of the assigned advertising agency FMR.

c. Field Marketing Team (FMT).

(1) A Field Marketing Representative (FMR) employed by the national advertising agency is assigned as an ROTC-specific representative to each of the five Partnership Zones (PZs) we operate in. FMRs provide BDEs and Battalions with assistance to regional and local advertising efforts within those PZs. FMRs are the Command's Subject Matter Experts on media buys and the use of EMM to execute these media buys.

(2) Army national advertising agency staff, to include FMRs, are the only individuals authorized by the national advertising contract and the national agency contractor to execute performance under the contract or delivery order. Other personnel may contact vendors / potential vendors regarding potential advertising placement. However, only agency staff (usually the FMR) are authorized to enter into a contracted obligation or make any promise to spend Army advertising funds.

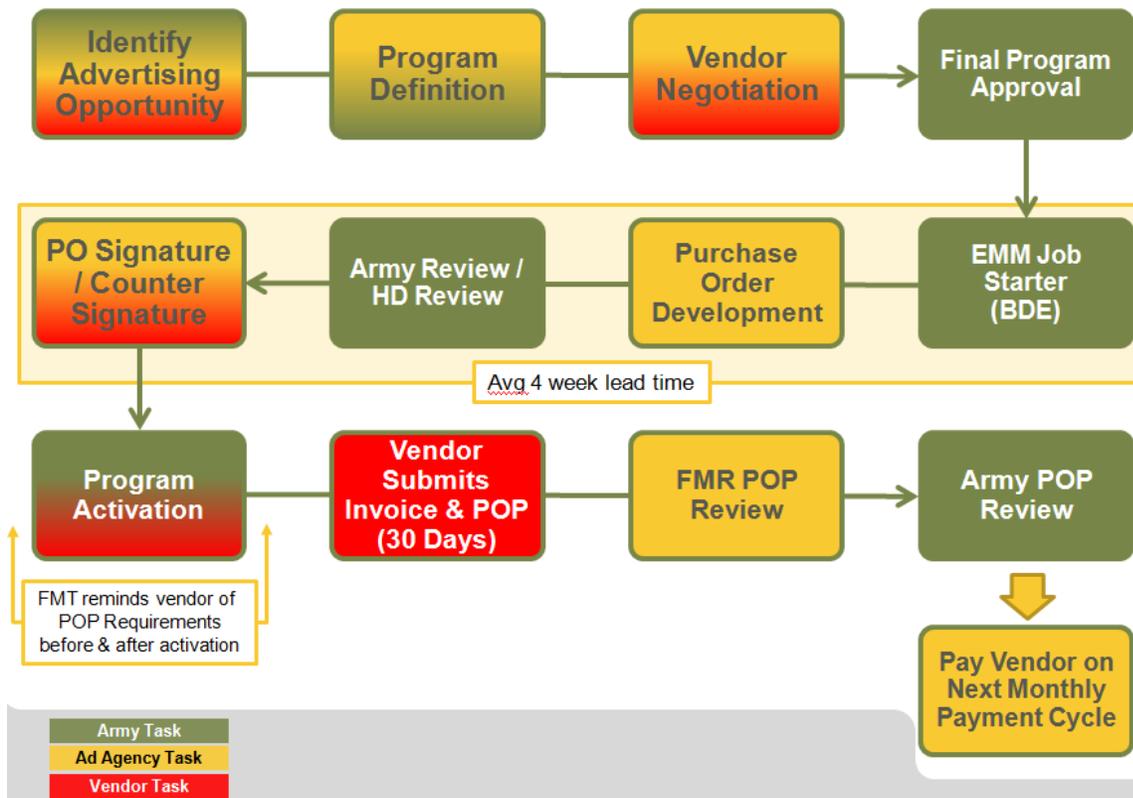
(3) The FMR is authorized to procure specified local advertising media services, normally not to exceed \$10,000.00. Single purchase orders exceeding \$10,000.00 require approval in EMM by HQ USACC RMID. The EMM system will not allow further processing of a media buy until this HQ USACC approval is in place in EMM.

### **3-4. Local Advertising Order and Processing Procedures.**

a. The BDE designated Army POC enters a Job Starter (a request for paid advertising services) through the EMM LAP (Local Ad Placement) system.

b. The Army POC, in coordination with the designated FMR, processes the Job Starter through vendor execution of the order and obtains the necessary vendor documentation to include Proof of Performance (POP) to allow the Army POC to authorize agency payment to the vendor. The EMM system maintains a copy of every Job Starter media order/Purchase Order (PO), all creatives and other documentation related to that PO. Refer to 'EMM LOCAL AD PLACEMENT WORKFLOW' chart below for the detailed EMM sequence.

## EMM LOCAL AD PLACEMENT WORKFLOW



c. Upon completion of vendor performance required by the terms of the PO, vendor will ship invoice and required POP to the appropriate BDE S2 and FMR.

### 3-5. Liquidation of Fiscal Year Outstanding Obligation.

Brigade commanders will—

a. Ensure the designated BDE S2 EMM Approval authority works with their assigned FMR to complete and close all EMM LAMP media orders appropriating funds for a fiscal year **not later than 90 days after the close of the fiscal year, or during the FY, 90 days after all vendor requirements for a specific media order are met.**

b. Make notation in EMM for those orders voided due to vendor not responding to requests for invoices. If the vendor submits the billing invoice and proof of performance at a later date, coordinate with USACC RMID to determine if payment to vendor is justifiable.

c. The EMM systems tracks progress of all media orders and will identify all orders that are unresolved at the end of the second quarter of the new fiscal year.

### **3-6. Fiscal Year-End Transactions.**

a. Brigade Commanders will ensure that funds committed at the end of a fiscal year for items or services delivered in the next fiscal year are absolutely necessary for the vendor delivery of the required product and meet 'Bona Fide' needs requirements. The buy-ahead lead times into the next fiscal year must be kept to an absolute minimum. FMRs are the subject matter experts the BDE should initially contact regarding Bona Fide needs questions. USACC RMID will assist BDEs and work with AMRG and the Agency to resolve Bona Fide needs questions that need resolution above the BDE level.

b. Obligations incurred prior to the end of a given fiscal year will be paid with funds from that year. BDE Army POC will coordinate with their assigned FMR to ensure payment is made in EMM from the correct fiscal year funds.

### **3-7. Carry Over of Funds.**

Do not use funds appropriated for one fiscal year to pay for advertising activities in the next fiscal year, except as provided by "Bona Fide Needs" as (BFN) listed below:

a. Funds for advertising in the next fiscal year in which lead time for procurement action is essential to providing services and supplies on the required date.

b. Order or contract is entire and continuous, e.g., the contract cannot be severed at the end of the fiscal year and a new contract cannot be negotiated in the new fiscal year for remaining, undelivered products or services.

c. A BFN buy must have the below items to be deemed valid:

(1) On vendor letterhead.

(2) States latest date for a commitment, and when a PO needs to be sent.

(3) States the dates the program will run.

(4) States "(Vendor name here) will provide all invoice/s and proof of performance within 30 days of the end of the program."

(5) Signed and dated by the vendor.

EMM orders which run past 30 SEP (ie: FY end) must have a BFN attached in EMM.

**3-8. Records.** EMM maintains all advertising transactions records.

## **Chapter 4 - Personal Presentation Items (PPI) and Recruiting Publicity Items (RPI) Requisitioning Procedures**

**4-1. General.** This chapter delineates responsibilities and procedures associated with ordering national PPI and RPI from the Accessions Distribution Center (ADC) warehouse at Fort Knox, KY.

### **4-2. Responsibilities.**

a. CG, USACC will--

(1) Provide guidance through the USACC RMID to BDEs about PPIs and RPIs ordering procedures for the Accessions Distribution Center (ADC) online fulfillment system.

(2) Monitor PPI and RPI warehouse stockage levels for ROTC items and coordinate with AMRG to restock PPIs and RPIs as needed.

b. During inspections and assistance visits, HQ USACC and BDE commanders will inspect subordinate unit PPI and RPI inventory on hand and ensure they contain no dated material and that usage is solely for recruiting prospects and COIs.

c. Accessions Distribution Center (ADC) account holders will--

(1) Update in the ADC any changes to required information: full shipping address as well as their POC name and phone #. Post office box or mail stop addresses are not acceptable and ADC will not ship to these.

(2) Ensure that all current required personnel in their BDE or Battalion have access to the ADC, to include updates to account for departed and newly assigned personnel.

(3) The ADC system monitors monthly ordering point limits and will not allow an account holder to order more than their available ADC points in a given month. The ADC system cannot cross-level point between units, but BDEs can direct Battalions with sufficient remaining points place orders for those Battalions with no remaining points. BDEs will monitor ADC point usage to determine where to direct cross-level ADC orders when needed.

### **4-3. Accessions Distribution Center (ADC) Ordering Procedures**

a. General. PPI and RPI inventory is stored and distributed by the ADC PPI and RPI fulfillment center located at Fort Knox, KY.

b. Ordering method. PPIs and RPIs are ordered online through the ADC.

(1) This site employs typical commercial “shopping cart” methodology for placing orders. It also allows units to update shipping addresses, POC names and telephone numbers and other information online, as well as track shipments.

(2) After connecting to the ADC, authorized personnel with an ADC account will be able to select and order PPIs and RPIs.

(3) Note that the ADC system monitors monthly ordering point limits and will not allow an account holder to order more than their available ADC points in a given month. It is the responsibility of the BDE to monitor ADC point usage. The ADC system cannot cross-level point between units, but BDEs can direct Battalions with sufficient remaining points to place orders for those BNs with no remaining points.

(4) All unused ADC points go to zero at the end of the FY and do NOT transfer to the next FY.

(5) For technical questions or problems regarding the ADC and its usage, contact USACC RMID.

c. Non-receipt of inventory. When an ADC is completed on line, the requester receives an immediate confirmation screen containing the order confirmation number, use this number to check on order status or delivery problems. Requestor will also receive an e-mail notification when the order is shipped. It is the responsibility of the ordering unit to contact the ADC and follow up on non-receipt of an order.

## **Chapter 5 - Memberships in Civic Organizations**

**5-1. General.** This chapter outlines the policies and procedures for procurement of memberships in civic organizations in the name of the U.S. Army for ROTC HQ, BDES and SROTC Battalions.

### **5-2. Responsibilities.**

- a. HQ USACC has overall responsibility for the civic membership program.
- b. BDE Commanders are responsible for monitoring the civic organization membership program within their commands.
- c. PMSs are responsible for the program at their Battalion level.

### **5-3. Policy.**

a. Title 5, United States Code, Section 5946, precludes the use of appropriated funds (ie: taxpayer funds) to pay a membership fee or dues of any military person or civilian employee of the government except as authorized by express statutory authority. Accordingly, no member of USACC will use appropriated funds to pay for memberships in private organizations in the name of, or for the benefit of, any individual.

b. The Comptroller General of the United States has held that 5 USC 5946 does not prohibit a Federal agency from joining a society or association in its own name if such membership would further its authorized activities (33 Comp Gen 126 (1953); 32 Comp Gen 15 (1951); 24 Comp Gen 814 (1945)). "Furthering authorized activities" is defined as essential to enhancing enrollment activities as opposed to a purely community relations role.

c. Membership in a civic organization may be procured in the name of the U.S. Army for appropriate members of USACC. ROTC personnel will use memberships in these private organizations to contact important members of the public (ie: COI(s) in the areas served by their headquarters or institution).

d. The use of appropriated funds for membership in a civic organization that excludes persons from its membership or functions because of race, color, sex, or national origin is prohibited.

#### **5-4. Restrictions.**

a. Membership in civic organizations must be procured in the name of the U.S. Army, not the individual ROTC Cadre member. Guidance concerning participation of DA elements and DA personnel is provided in [DoD 5500.7-R \(Joint Ethics Regulation\)](#). ROTC personnel should avoid—

(1) Honorary memberships.

(2) Allowing the use of the U.S. Army name to imply sponsorship of any civic organization.

(3) Participation in the management and control of any association by accepting an office in the organization.

(4) Participation in the policy-making of private organizations, particularly in such a manner as to suggest compliance by an element of ROTC or Department of the Army.

b. The Army representative may vote IAW the rules of the organization, provided it is made clear that the vote indicates the opinion of the representative only, and in no way binds U.S. Army Cadet Command, or the Department of the Army.

c. The term "civic organization" encompasses many organizations that qualify in all respects for membership in the name of the U.S. Army, except that they do not meet the essential prerequisite of being necessary to further the college Army ROTC enrollment effort.

d. In all cases BDE commanders, in conjunction with the appropriate Battalion PMS, must ensure that memberships are of primary direct benefit to the Army and are essential to accomplish college ROTC awareness and recruiting activities, rather than merely serve a community relations function. Consider such factors as the size and geographical sources of the university or college student body and whether there exists

a significant relationship between recruiting college Army ROTC Cadets and civic involvement in the local community at the institution concerned. Under no circumstances will this chapter be construed as providing blanket authority to purchase memberships for any BDE or Battalion unless these specifications are met. Likewise, a membership may not be purchased when it is not required for participation, as might be the case with veteran's organizations such as the Veterans of Foreign Wars or the American Legion. Active duty personnel can normally participate in these organizations without joining.

e. When doubt exists as to the appropriateness of procuring membership in a specific civic association, provide HQ, USACC RMID sufficient information to support a decision.

## **5-5. Procedures.**

### **a. Fiscal.**

(1) Within available dollar guidance, ROTC BDEs and Battalions may budget for civic organization memberships from 331 funds (ie: OMA-A or marketing funds) as limited by GPC spending limits, provided funds are available.

(2) Obtain memberships exclusive of meals. The individual member representing ROTC must defray meal costs from personal funds. Army membership is prohibited if such arrangements cannot be negotiated.

(3) Funds will be expended for memberships and applicable initiation fees only. Obtain memberships exclusive of any ancillary costs such as "contributions to the national headquarters" or other similar charges.

## **Chapter 6 - Reimbursable Out-Of-Pocket Recruiting Expenses**

### **6-1. General.**

This chapter outlines the policies and procedures for requesting reimbursement of Out-Of-Pocket (OOP) recruiting expenses for military or DA Civilian personnel.

### **6-2. Responsibilities.**

- a. HQ USACC is assigned overall responsibility for the OOP program.
- b. Brigade Commanders are responsible for monitoring OOP within their commands.
- c. PMSs are responsible for the program at battalions.

### **6-3. Policy.**

a. Reimbursement for actual and necessary out-of-pocket expenses defrayed from personal funds in the performance of recruiting duties is authorized for personnel performing recruiting/enrollment duty Authorization reference: Joint Federal Travel

Regulations (JFTR), 4/1/2019 Chapter 2, paragraph 020605 'RECRUITING EXPENSE REIMBURSEMENT').

b. Personnel will submit such out-of-pocket expenses (to include all invoices/receipts for these expenses) for reimbursement in DTS as a local voucher separately from other, non-recruiting related expenses (see para 7-5 below – 'Procedures' for details of local voucher submission process). Recruiting expenses allowed under this provision are those incurred when making initial or follow-up contacts with individuals not enrolled in college Army ROTC and with Centers of Influence (COI), prospects' immediate families, and other influencers who directly assist the recruiting effort. These funds are not authorized for personal expenses. See details of restrictions in para 6-4 below.

c. Except in unusual cases, the reimbursements authorized will not exceed \$100.00 per person in any calendar month. BDE Commanders are authorized to approve any monthly expense that exceeds \$100.00. Reimbursement is not authorized for expenses covered by other regulations or elsewhere in the JFTR (e.g., temporary duty (TDY) and local travel expenses or meals purchased by the member for their own consumption; mileage; tolls).

d. Above guidance applies to DA Civilians and military. Contractor employees engaged in recruiting activities must request reimbursement of out-of-pocket recruiting expenses from the contractor, following procedures established by the contractor. The contractor will then bill the Command for reimbursement of these expenses.

#### **6-4. Restrictions.**

Per JFTR, authorized expenses are limited to:

a. Snacks, non-alcoholic beverages, and occasional lunches and dinners purchased for prospective recruits and candidates, their immediate families, and other individuals who directly assist the recruiting effort.

b. Parking fees at itinerary stops.

c. Official telephone calls.

d. Photocopies of vital documents for prospective recruits and candidates, such as birth certificates, school transcripts, diplomas, and registration certificates;

e. Other small, necessary recruiting expenditures

f. Personally procured and consumed meals at non GOV'T events when:

(1) A meal is incidental to the event and the recruiter is required to participate because of assigned duty.

(2) Attendance during meal time is necessary to full participation in the business of the function

(3) The recruiter is not free to take the meal elsewhere without being absent from the event's essential formal purpose.

#### **6-5. Procedures.**

a. Personnel will complete a DTS local voucher using a specifically designated BDE DTS line of accounting for marketing funds:

ie: "XX1BDEMKTG" Where XX is the last 2 digits of the current Fiscal Year. USACC HQ & BDE DTS LOAs shown below are for FY18, follow on FYs will use similar FY-specific LOAs :

18 RMID MKTG

18 1BDE MKTG

18 2BDE MKTG

18 3BDE MKTG

18 4BDE MKTG

18 5BDE MKTG

18 6BDE MKTG

18 7BDE MKTG

18 8BDE MKTG

b. BDE S2 personnel will coordinate with their BDE DTS POC to request transfer of needed amount of Direct funds (also known as "331", "OMA-A" or "Marketing" funds) to this LOA and will manage the use of these funds to ensure they are fully obligated each year before FY end. Note that the BDE can request funds be transferred between the BDE 331 funds account and the "BDE MKTG" DTS LOA as needed throughout the fiscal year.

c. Work with your Battalion or BDE DTS POC for guidance on DTS procedures for submitting a local voucher and for making this LOA available to those personnel that submit such vouchers. (ex: requesting a BDE DTS LOA be made available as a cross-org LOA to Battalion personnel filing a DTS voucher.)

## Chapter 7 - Authorized and Prohibited Expenditures

### 7-1. General.

This chapter provides guidance on the types of expenditures made from marketing funds. RFIs, exceptions to policy and authorizations for buys not covered in this regulation may be requested for justifiable marketing or recruiting expenses, including unique or one-time campus opportunities. Make requests through BDE S2/S4 channels to the HQ USACC Recruiting, Marketing and Incentives Directorate (ATCC-RMID), Fort Knox, KY.

### 7-2. Authorized Expenditures.

The following types of expenditures are authorized from Direct funds (also referred to as “marketing”, “OMA-A” or “331” funds) through BDE / Battalion S4 channels. Such buys are typically executed via a Government Purchase Card but can also be accomplished, with sufficient lead time (usually 120 days or more) via a BDE S4-initiated contract for larger buys that exceed GPC \$ limits.

- a. Preparation/production of marketing and advertising items used in direct mail and local advertising campaigns, including purchase of mailing lists and related services.
- b. Postage costs for only marketing materials targeting prospects and COIs. Use of Direct funds is NOT authorized for any other type of postage or mailing costs.
- c. Digital cameras, video cameras specifically earmarked for marketing purposes (such as video and images for marketing & advertising use / posting to social media, etc.) and related supplies to include memory cards, batteries etc.) when used specifically for Army ROTC marketing, advertising purposes.
- d. Production of audio and video. All materials require approval IAW Paragraph [2-5c](#), above.
- e. Booth / table / display space rental & registration fees for USACC attendance at marketing and recruiting events, up to a limit of \$2,000.00 per event. Note: if any media buy is involved in conjunction with booth space, this transaction must be done as a LAMP buy in EMM, not as a direct/marketing funds buy.
- f. Custom-branded tablecloths, tents, and wind banners for use at marketing and recruiting events (ie: tablecloths with ROTC / BDE / Battalion logos and custom text, etc.)
- g. Production of locally-sourced Personal Presentation Items (PPI) and Recruiter Publicity Items (RPI), and related items. The recommended Course of Action is to order PPIs at no cost to the BDE or BN through the Accessions Distribution Center as described in Chapter 4 of this regulation. Units that have made the decision to order

PPIs and RPIs from local vendors can pay using their Direct funds. Cost limits are below:

(1) Centers of Influence (COI) - must not exceed \$12.00 per item.

(2) Prospects - must not exceed \$6.00 per item.

(3) Exceptions may be made by the Brigade Commander to the \$6 and \$12 limit per item, IAW AMRG delegation memo (dated 26 October 2018) but must not exceed \$50.00 total, and this authority cannot be further delegated.

h. Membership in civic organizations as outlined in Chapter 5 of this regulation.

i. Reimbursement for Out Of Pocket recruiting expenses as outlined in Chapter 6 of this regulation.

j. Orientation trips. Orientation trips for Key COIs, such as university presidents, deans, and guidance counselors. COIs must comply with the Joint Federal Travel Regulation, use the most cost efficient hotels / lodging and use the most cost efficient mode of transportation. Cadet Command will normally honor requests for exception to policy to provide orientation trips for prospects when justified by a recruiting need, e.g., for nurse prospects to visit Army medical centers in order to close the sale. Make specific requests for such exceptions through channels to the USACC RMID.

k. Meals incidental to a recruiting or advocacy event. HQ, BDEs, Battalions may use Direct funds to purchase meals for prospects and/or COIs in order to support their attendance at recruiting or promotional (advocacy) events. Such group recruiting events should be planned as part of the Recruiting and Enrollment Action Plan (REAP) campaign planning process to include projected meal costs.

(1) ROTC elements must budget these dollars from their Direct marketing funds. No other source of funding is authorized or available for such events. **Total meal cost of any event will not exceed \$2500.**

Under this Paragraph, funds are limited to meals, refreshments and non-alcoholic beverages, and are authorized only for the number of actual attendees. Purchase of such meals will be consistent with regulations pertaining to gifts, e.g., will be no more than nominal value.

(a) Federal sales taxes and gratuities will not be paid on meals; state and/or local sales or other taxes will not be paid unless units can show that the state or locality does not exempt federal agencies. Units should be aware of the tax exemption status and procedures of the states wherein they operate. Information by state can be found at <http://www.gsa.gov>.

(b) A reasonable surcharge for service for group meals (**NOT** a “gratuity” or tips), when reflected on the final bill, may be paid.

(2) The recruiting or advocacy nature of any event must be clear. Meals or refreshments are authorized only to support broader participation by prospective cadets or COIs at a function being held at meal time, or long enough in duration to justify audience refreshments. Use of Direct funds to pay for meals or refreshments at unit picnics, social events or other unit functions is not authorized.

(3) For recruiting events meals, the ratio of Cadet Command military, including enrolled and contracted Cadets, and DoD civilian hosts to prospective Cadets and their guests will not exceed one to five. These functions will not be used as social functions for enrolled or contracted cadets. Cost per meal under this subparagraph **will not exceed \$15.00** (nominal value) per person including nonexempt tax.

(4) For advocacy events, the ratio of Cadet Command military, including enrolled and contracted Cadets and DoD civilian hosts to Centers of Influence (COI) will not exceed one to five. ROTC units will follow policy guidelines in [AR 601-2](#), Chapter 6, including scheduling events early in the day to minimize costs, limiting attendance to COIs only (no guests or spouses), limiting the number of events any one COI attends, etc. Cost per meal under this subparagraph **will not exceed \$25.00** (nominal value) including nonexempt tax.

m. For media placement purchases from vendors outside the Federal Acquisition Regulations, (i.e., Goggle, Facebook, and NACAC) use of Direct funding is authorized anywhere that does not accept LAMP funding. No other media buys are allowed using direct funds. Submit request for exception to policy to RMID.

### **7-3. Unauthorized Expenditures.**

The following types of expenditures are **not** authorized from direct (marketing) funds. Make specific requests for exceptions to the USACC RMID.

a. Media space to include newspaper, magazines, radio, TV, sports programs, college/high school yearbooks, planners, schedules, billboards, bench backs, transit boards, social media, electronic/digital media and similar items. Media advertising will be purchased only with LAMP funds executed by the assigned FMR or other designated agency personnel using the EMM system.

NOTE: The exceptions are Google and Facebook media buys and NACAC registration fees as these two organizations do not accept the Army’s Federal Acquisition Regulation clauses in their media buy contracts and thus the use of direct (marketing) funds is allowed. This exception is also detailed in this chapter, para 7-2 l. directly above.

b. Premiums on insurance or any other insurance related costs of any type.

c. Gifts, mementos, souvenirs, enrollment promotion items, or any other give-aways, except as specified Chapter 7, para 7-2 f & g. of this regulation.

d. Meals at luncheons, dinners and other social events except as specified in Chapter 7, para 7-2 l. of this regulation.

e. Items of clothing for Cadets and Cadre to include Army Individual Physical Fitness Uniform (IPFU) or other uniform items.

f. Tickets for athletic events.

g. Purchase of Cadet Summer Training yearbooks.

h. Tables of Distribution and Allowance (TDA) items/equipment routinely supplied through BDE / Battalion S4 channels and/or Training and Audiovisual Support Center (TASC) channels.

i. Expenditure of any Direct funds for any reason on enrolled or contracted Cadets and civilian or military ROTC Cadre.

j. Orientation trips for enrolled and contracted Cadets and civilian or military ROTC Cadre.

k. Postage of any type, to include mail grams and telegrams, except as described in Chapter 7, paragraph 7-b for marketing related postage.

l. Exhibit construction or purchase, to include floats.

m. Newspaper or magazine subscriptions.

n. Non-publicity or marketing photos, such as official file photographs for Cadre or photographs of social events such as Cadet balls.

o. Personal services, including speakers' fees, newspaper clipping and telephone answering services, costumes, talent fees, dance bands or other forms of entertainment, to temporarily hire persons to perform duties such as manning ROTC booths at high school and college fairs, handing out ROTC information at registration, working with the USACC databases, etc.

p. Purchase or rental of administrative equipment and supplies.

q. Printing through any sources other than the Government Printing Office or Defense Automated Printing Service ([AR 25-30](#)).

r. Telemarketing, unless prior approval is granted by HQ, USACC RMID.

s. All other supplies and services not specifically authorized.

## Chapter 8 – Branding Guidance

### 8-1. Use of Army, ROTC, Program and University logos in Branding

a. Use of Army / ROTC / Program and University logos in branding must include the Army logo as well as the ROTC logo. Use of University logos requires written permission from the University. Positioning, relative sizes and appearance of logos will be in accordance with the current Army Brand Portal guidelines at:

<https://www.usarmybrandportal.com/login/>.

b. Correct colors for both the ROTC and the Army logo:

-Yellow: Pantone PMS 123 (same as Army Star logo)

- Black: Pantone PMS Black (no # reference)

### 8-2. Cadet Command-Specific Branding Guidance.

a. Authorized only for marketing and recruiting events. Note that non-marketing related branding (ex: Chain of Command photo boards) CAN NOT be paid for by marketing funds and must be funded by non-marketing funds via channels such as TASC / commercial vendor.

b. USACC Branding must comply with current Army Branding guidance.

c. Focus on ROTC activities, eliminate combat images (ie: Individual Body Armor, weapons, etc...)

d. Goal of all images is to portray the academic focus of ROTC – use following as guideline:

(1) 60%: images of: Cadets in a Collegiate academic setting

(2) 40%: images of: Obstacle Course // FTX/STX // Physical Training

e. Use “Army ROTC”, not “US Army Cadet Command” wording in all marketing and advertising products and messaging. Reason: “US Army Cadet Command” has no brand recognition by the US public.

f. Emphasize STEM disciplines but also include branching opportunities for other non-STEM degree paths.

g. Diversity (ethnic, gender, etc...) in images must fit the specific setting and reflect reality

Example: don't use an all-female Cadet photo if not relevant and accurate for that location/activity.

h. Ensure all ROTC Recruiting Publicity Items (RPI) and other print products used in officership marketing and advertising include the current Key ROTC Officership

## Messaging Points:

(1) Army ROTC provides Cadets with priceless mentorship and leadership development opportunities and training that are essential to success in a military or civilian career path.

(2) Starting a career as an Officer provides for immediate middle-management leadership opportunities.

(3) Regardless of background, service as an Army Officer provides leadership development and long term career advancement to allow one to rise above his/her peers.

(4) Army ROTC gives Cadets the opportunity for a bright future in a military or civilian career through leadership training and educational opportunities.

(5) Reserve Army Component Officers are able to leverage their leadership training in civilian world and reap the benefits of serving in the Military.

(6) Military life and college are not mutually exclusive. Army ROTC allows one to fully experience college and Military life simultaneously.

(7) Army ROTC helps students focus on the future instead of how they will pay for their education.

(8) Army Branch or civilian employers that receive Army ROTC graduates are consistently highly impressed with their leadership ability, demonstration of values, adaptability and intellectual foundation.

### **8-3. Branding Resources.**

a. Army Brand Portal: <https://www.usarmybrandportal.com>. This portal has AMRG & USACC approved imagery and features to help you with branding design.

b. The MEB's Branding Support Program (BSP), formerly known as Managed Unit Production Account (MUPA): <https://www.usarec.army.mil/asb>. This is the link to the catalog of Army and USACC approved graphics products that are available AT NO COST to USACC. Items include banners, static cling graphics, posters, sandwich boards and other similar graphics products. MEB can also produce custom-designed products to customer's specs.

## Appendix A

### References

#### Section I

##### Required Publications

[AR 15-6](#) (02 OCT 06) Procedures for Investigating Officers and Boards of Officers

[AR 25-30](#) (27 MAR 06) The Army Integrated Publishing and Printing Program

[AR 25-400-2](#) (02 OCT 07) The Army Records Information Management System (ARIMS)

DoD Financial Management Regulation 7000.R14 (JUN 11)

[AR 37-104-4](#) (08 JUN 05) Military Pay and Allowances Policy

[AR 145-1](#) (06 SEP 11) Senior ROTC Program: Organization, Administration, and Training

[AR 340-21](#) (05 JUL 85) The Army Privacy Program

[AR 350-66](#) (27 AUG 12) Small Arms Competitive Marksmanship Program

[AR 600-9](#) (28 JUN 13) The Army Body Composition Program

[AR 601-2](#) (02 MAR 10) Army Promotional Recruiting Support Programs

[AR 601-208](#) (16 JUL 13) The Army Brand and Marketing Program

[Joint Federal Travel Regulation \(JFTR\)](#) (01 APR 2019)

[CCR 145-1](#) (06 NOV 12) Reserve Officers' Training Corps Army ROTC Incentives Policy

[CCR-145-17](#) (21 JAN 09) Reserve Officers Training Corps Recruiting and Enrollment Planning

#### Section II

##### Related Publications

[AR 614-100](#) (10 JAN 06) Officer Assignment Policies, Details, and Transfers

[CCR 145-6](#) (20 SEP 11) Green to Gold Program

[AR 614-100](#) (10 JAN 06) Officer Assignment Policies, Details, and Transfers

[AR 614-100](#) (10 JAN 06) Officer Assignment Policies, Details, and Transfers

[CC PAM 145-4](#) (12 SEP11) Enrollment, Retention and Disenrollment Criteria, Policy and Procedures

### **Section III**

#### **Prescribed Forms**

This section contains no entries.

### **Section IV**

#### **Referenced Forms**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate Web site at <http://www.apd.army.mil>.

#### **DA Form 11-2**

Internal Control Evaluation Certification

#### **DA Form 2028**

Recommended Changes to Publications and Blank Forms

## APPENDIX B – Required Parts of a Publication

PART	CC SUP	CC REG	CC PAM	CC CIR	CC MEMO
<b>Front</b>					
Cover	R	R	R	R	R
Summary of Change	R	R	R	R	NA
Preface	NA	O	O	NA	NA
Foreword	NA	O	O	NA	NA
Title Page	R	R	R	R	NA
Table of Contents	R	R	R	R	R
List of Tables	O	O	O	O	NA
List of Figures	O	O	O	O	NA
<b>Body</b>					
Purpose	R	R	R	R	R
References	R	R	R	R	R
Explanation of Terms	R	R	R	O	O
Responsibilities	R	R	NA	O	O
Policies	R	R	NA*	R	R
Procedures	O	NA	R	R	R
Figures and Tables	O	O	O	O	O
Forms	O	O	O	O	O
Reports	O	O	O	O	O
<b>Rear</b>					
Appendixes	R	R	R	R	O
Glossary	R	R	R	O	O

R = Required

O = Optional

NA = Not applicable

\*Policies are explained in a CC Pam rather than prescribed.

## APPENDIX C – Title Page Requirements

ELEMENT	CC SUP	CC REG	CC PAM	CC CIR	CC MEMO
Heading	R	R	R	R	R
Authentication Block	R	R	R	R	R
History Statement	R	R	R	R	NA
Summary	R	R	R	R	O
Applicability	R	R	R	R	R
Proponent and Exception Authority	R	R	R	R	R
Army Management Control Process	R	R	NA	NA	NA
Supplementation	R	R	NA	R	NA
Suggested Improvements	R	R	R	R	NA
Distribution Statement	R	R	R	R	R

R = Required

O = Optional

NA = Not applicable

\*Policies are explained in a CC Pam rather than prescribed.

## **Glossary**

### **Section I**

#### **Acronyms/Abbreviations**

**ACT**

American College Test

**AMRG**

Army Marketing and Research Group

**APMS**

Associate Professor of Military Science

**ARNG**

Army National Guard

**ASA (M&RA)**

Assistant Secretary of the Army (Manpower and Reserve Affairs)

**ATLP**

Army Trademark Licensing Program

**CAC**

Cadet Advanced Course (formerly known as LDAC)

**CBC**

Cadet Basic Course (formerly known as LTC)

**CG**

Commanding General

**CHRA**

Civilian Human Resources Agency

**COI**

Center Of Influence

**CST**

Cadet Summer Training

**DA**

Department of the Army

**DASA**

Deputy Assistant Secretary of the Army

**DOD**

Department of Defense

**DODD**

Department of Defense Directive

**DOIM**

Director of Information Management

**EMM**

Enterprise Marketing Management

**FMR/FMT**

Field Marketing Representative/Field Marketing Team

**HQDA**

Headquarters, Department of the Army

**IAW**

In Accordance With

**JROTC**

Junior Reserve Officers' Training Course (High School Level)

**MEB**

Marketing Engagement Brigade

**PaYS**

Partnership for Youth Success Program

**PPI**

Personal Presentation Item

**PMS**

Professor of Military Science

**PSAT**

Preliminary Scholastic Aptitude Test

**REAP**

Recruiting and Enrollment Action Plan

**ROO**

Recruiting Operations Officer

**ROI**

Return on Investment

**RPI**

Recruiting Publicity Item

**SAT**

Scholastic Aptitude Test

**SROTC**

Senior Reserve Officers' Training Corps (College Level)

**TRADOC**

United States Army Training and Doctrine Command

**USAMEB**

U.S. Army Marketing Engagement Brigade

**USACC**

U.S. Army Cadet Command

**USAR**

U.S. Army Reserve

**USARC**

U.S. Army Reserve Command

**USAREC**

U.S. Army Recruiting Command

## Section II

### Terms

**314 funds:** Budgeting code for non-marketing/non-advertising funds. Some categories of use of 314 funds include: TDY travel, training, supplies.

**331 funds:** Budgeting code for marketing/advertising funds to be used specifically for recruiting / awareness purposes targeting prospects and influencers. As delineated in the BDE or Battalion REAP, can be directed to either a marketing budget (also known as OMA-A or local marketing funds) or an advertising budget: the LAMP funds executed by the agency in EMM. HQs/BDEs/Battalions may direct transfer of 331 funds these two budgets throughout the fiscal year, although this is not a rapid process as it requires a \$ amount change (a "Mod", or modification – see definition below) to the ad agency contract.

#### **NOTE: Advertising funds vs. Marketing funds:**

- Marketing purchases include custom PPIs for Battalion, BDE, CC HQs use, recruiting-related printing jobs, custom wraps/graphics for vehicles, branding, etc... These purchases are made by a Battalion or BDE S4 or HQ RMID to a vendor, either by Gov't Purchase Card up to the specified GPC \$ limit, or via an S4/G4 contract process for higher \$ amount purchases and must specifically be used for recruiting purposes that target prospects and COIs.

- Advertising purchases - buying print/broadcast/web and other advertising services from a vendor. These media buys involve placing an advertising creative (ie: a print ad, TV spot, radio spot, web banner etc...) that is specifically recruiting-focused on either prospects or COIs. These advertising media buys are executed by our Agency Field Marketing Representatives (FMRs) via the EMM system on behalf of USACC HQs, or a USACC BDE or Battalion. The FMRs process the payment to vendors in EMM, with BDE S2 staff approval, upon receiving vendor Proof of Performance (POP).

**ADC:** Accessions Distribution Center. An AMRG-funded and managed asset stationed at Ft. Knox which warehouses Personal Presentation Item (PPIs) and Recruiter Publicity Items (RPIs). The ADC gives supported commands access to these recruiting support items via an online system for ordering and shipping and handles all order fulfillment.

**AMRG:** Army Marketing and Research Group. Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) subordinate Field Operating Agency that replaced the former US Army Accessions Command commanded by a Lieutenant General. AMRG is based in Alexandria, VA with a forward positioned element at Fort Knox, KY. The AMRG mission is to conduct Marketing and Marketing Research support to US Army Cadet Command, US Army Recruiting Command and US Army Reserve Command (the Supported Commands). The Director, AMRG is also the Deputy

Assistant Secretary of the Army (DASA) for Marketing and is the principal advisor to the Secretary of the Army, Chief of Staff, Army, ASA (M&RA), and other senior Army leadership on Army branding, Army marketing, and marketing and accessions analysis.

**Marketing Engagement Brigade (MEB):** Formerly ASB: Accessions Support Brigade. A Fort Knox stationed AMRG subordinate unit which supports USAREC, USACC, and USAR. ASB has 3 major subordinate elements:

1. The Mission Support Battalion (MSB) - "owns" the travelling mobile recruiting vehicles as well as travelling display assets that support USACC, USAREC and USAR recruiting events. BDEs / BNs can request this asset support for their events.

2. The US Army Marksmanship Unit (USAMU)

3. The Golden Knights Army parachute team

**MEB Branding Support Program (BSP)** – formerly MUPA (Managed Unit Production Account). Funds graphics production for USACC and USAREC units and the USAR. Supported commands can request any of a number of existing or custom-designed graphics products, at no direct cost, from the MEB graphics shop.

**Battalion - also known as Host Program** The Army Senior ROTC Department, led by a Professor of Military Science and includes both Cadre and students, located on college campuses. It is important to note that a Senior ROTC Program is considered a Department of the institution on which it is located (usually the Department of Military Science) and the Professor of Military Science and Cadre are on an equal standing with their counterparts in that institution with all the same rights and privileges and support as any other Department of that University or College.

**Blackboard:** an education-focused company out of Washington, DC that provides web-based services to educational institutions and education professionals. ROTC Blackboard has a Command level page which opens up when going to the link: (<https://rotc.blackboard.com/webapps/portal/frameset.jsp>). This page provides a communication channel to the field for HQ level messaging and placement of relevant links to other sites, typically focused on instruction and professional development topics. At the BN level, Blackboard is the platform to which our Cadre post their Military Science class (MS, also known as BOLC A) lesson plans and other related instructional materials, it also allows BN messaging to Cadre and Cadets and serves as a forum for Cadre and Cadets to communicate. At the BDE level it allows BDEs & BNs to communicate and disseminate messages to BNs.

**Centers of Influence (COI):** Individuals other than active duty members who, by virtue of their relationship with and access to ROTC prospects, are capable of directly or indirectly influencing these potential prospects to seek more information about ROTC. Cadets and newly commissioned lieutenants awaiting attendance at Officers' Basic Course (OBC) may be considered COIs provided they are regularly and actively engaged in enrollment promotion activities.

**Civic Organization:** Includes (but is not limited to) non-government or private societies, associations, and organizations. Does not include religious or sectarian groups, fraternal organizations, or quasi-religious or ideological movements or organizations.

**Communications Objectives:** What the communication vehicle is to accomplish, e.g., increase awareness.

**ECP:** Early Commission Program. Available only at one of the four Military Junior Colleges (MJC) under 1<sup>st</sup> BDE Cadet Command, this program allows an MJC student enrolled in Army ROTC to be commissioned in two years, subject to then completing their undergraduate degree at a 4-year institution after their commissioning and graduation from the MJC.

**EMM:** Enterprise Marketing Management system. Fielded to USACC and USAREC at the start of FY12. EMM is a commercial-off-the-shelf (COTS) marketing software system purchased by Accessions Command from Aprimo, an integrated marketing software and applications company based in Indianapolis, Indiana. Current USACC applications, fielded to the BDE level, include Advertising buys and the Event Management System (see definitions below)

**EMS:** A subordinate function or “module” of EMM (prior to EMM, this function was done via the AEMCP: Army Event Management Command Post). EMS is an online system through which the recruiting force requests National recruiting assets, the final allocation for which is conducted via the quarterly Accessions Targeting Board (ATB).

**Expenditures:** For the purposes of this regulation, expenditures occur at the time of completion of:

-an EMM advertising media order

-obligation of Direct funds (aka: 331, Marketing or OMA-A funds) via Government Purchase Card, contract or other GFEBs mechanism.

-reimbursement of Out of Pocket marketing expenditures from 331 marketing funds via a DTS voucher funded by a marketing LOA (see Ch. 6).

**EMM Job Starter:** The initial step in creating a media buy purchase order. An EMM LAMP Job Starter is initiated in the EMM system by a designated BDE S2 staff (must be active duty Army or DA Civilian, not a contractor). The designated BDE FMR then completes, in conjunction with the BDE S2 staff at designated points in the process, the EMM LAMP action through the final stage of payment to a vendor, on behalf of the ROTC HQ, BDE or Battalion. The EMM LAMP Order generates a Purchase Order (PO) which is the contract between the Army’s ad agency and the vendor, and is the only vehicle that authorizes media advertising or similar marketing services to be performed.

**FMR:** Field Marketing Representative: The Advertising Agency personnel that advise and support our BDEs and Battalions.

**Invoice:** An itemized statement of quantities, values, and charges for services rendered. It may be a printed vendor form, signed letter, memorandum, or vendor or client copy of the local advertising media insertion order, signed subsequent to performance of services.

**LAMP: Local Advertising Marketing Procurement** A category of funds specifically used for making media buys.

**LAP:** Local Advertising Placement system (formerly known as MAPS) System. LAP is an EMM module through which our BDEs make a request via our FMRs to place a media buy with a vendor paid by LAMP funds. Can include radio spots, TV spots, print media buys, digital and other related buys. MAPS was a standalone system which became a module of the EMM system when it was fielded in FY12, and renamed LAP.

**LMS:** Leads Management System. A function or “module” in both the current custom-designed Cadet Command ROO Zone marketing support software system and the new EMM system which allows recruiting personnel to track a lead through all phases of the process from initial contact / follow up contacts, appointments / enrollment.

**Local Program:** Marketing, advertising, and publicity carried out by an Army ROTC BDE or BN to support the Army ROTC program on that campus or in a BDE area.

**Marketing Activity Code (MAC):** a code assigned to a specific advertising campaign, or marketing or recruiting event or activity. MACs are used by all supported commands at all levels (AMRG/National, USAREC, USACC and ad agency) to track Return On Investment from the expenditure of marketing and advertising funds.

**MAC computer:** Macintosh computer systems, a series of personal computers designed, developed, and marketed by Apple Inc. Apple launched its first products in January of 1984, and was among the very first manufacturers to introduce personal computers in the US and world markets. The MAC computer system has recognized ability in professional graphics applications. A properly configured MAC system has a much higher level of ability than a comparable IBM-based system to rapidly and securely process the very large file sizes typically used in high-resolution graphics processing and development.

**Market Segment:** A portion of the total market population which may be identified by like interests, hobbies, occupations, locations, or characteristics. The total ROTC market is the total number of students within a particular area who fit the general eligibility criteria for a commission in the United States Army through ROTC.

**Marketing:** All activities such as advertising, promotions and publicity designed to increase awareness of Army ROTC among its prospect and influencer audiences. Also includes research to identify target market segments.

**MJC:** Military Junior College. One of four military-patterned junior colleges that give the opportunity for Cadets enrolled in an Army ROTC program at that MJC to become commissioned Officers in one of the Reserve Components in two years through the

Early Commissioning Program (ECP). As is the case with the Senior Military Colleges (SMC), the MJC's have a Corps of Cadets outside of the Army ROTC program on that campus and a military type of education environment. After graduating from their MJC and getting commissioned as a Second Lieutenant, they must then go on to complete a bachelor's degree at a four year institution before serving as regular Officers on Active Duty or in the Reserve Component.

The four MJC's are:

- Valley Forge Military Academy, Wayne, Pennsylvania
- Marion Military Institute, Marion, Alabama
- New Mexico Military Institute, Roswell, New Mexico
- Georgia Military College, Milledgeville, Georgia

**Mod:** Modification to an existing contract with a vendor, can be for a change in funding levels, change in deliverables, or other changes. Requires writing up a modification document that then has to go through G4 (S4 if at BDE level and below), SJA review and administrative review and through the Military Installation Contracting Command (MICC). Once complete it results in a permanent change to the terms of a contract.

**National Program:** Marketing, advertising, or publicity developed and carried out with USACC input by AMRG at the national level to support the Army ROTC senior Battalions nationwide.

**Net Impressions:** The number of people who will see a thought or idea desired to be passed from the advertising or publicity to the prospect.

**Officer/Cadet Advertising:** Advertising designed to procure Senior ROTC candidates and attract USMA cadets. Includes radio, television, and motion picture programs; printing and reproduction of brochures, pamphlets, posters, etc.; and procurement of newspaper, magazine, and other contractual advertising.

**PPI:** Personal Presentation Item. Includes the giveaway items for prospects or influencers we use at BN-level and up through National level events, ex: t-shirts, pens/pencils, caps, coffee mugs, smart phone cases, etc... Stocked in and ordered online through the Accessions Distribution Center (ADC).

**PROSE:** (note: PROSE is not an acronym) - A prose (as in text) document developed by AMRG in conjunction with the Supported Commands and the Contracted Advertising Agency which outlines the details a particular planned program for that Fiscal Year to include program description, objectives, performance projections, goals / ROI, target audience deliverables, funding, roles and responsibilities. Each program for a given FY has an individual PROSE document. The PROSE document serves as the basis for negotiating a contract with a vendor to fulfill the program.

**Prospect:** Those persons who are of a suitable age; possess the mental, physical, and moral attributes to serve as commissioned officers in the Active Army, Army National Guard, or the Army Reserve; and are not currently enrolled or contracted in Army ROTC.

**PZ:** Partnership Zone. These are geographic zones which coincide with USAREC BDE Areas of Operation (AOs). PZs are the geographic basis for the grouping of all Advertising Agency FMRs as well as the AMRG support to USACC, USAREC and USAR.

**REAP:** Recruiting Enrollment Action Plan. A document completed by our BDEs and Battalions that lays out planned recruiting activities and associated budget requests. The REAP covers an 18-month period: 1 July of the current year through 31 December of the following year, the intent being to overlap school, calendar and fiscal years. BNs submit their REAPs to their BDEs per the timeframes and Suspense dates established in the Annual REAP Guidance published by HQ USACC, usually in the Q2 timeframe (Jan-Mar). BDEs then roll up their BN budget requests and generate a BDE-level REAP, adding in BDE-level activities and associated BDE-level budget requests which they forward to HQ USACC RMID. This consolidated REAP-based budget request from the BDEs, along with the HQ USACC RMID budget needs, forms the basis for the USACC RMID level marketing and consolidated marketing and advertising budget request to our higher echelon for the upcoming FY. The REAP is intended to be a living document which allows BDE and BN S2/ROO personnel the flexibility to exploit short-term targets of opportunity as they arise

**Regional Program:** Marketing, advertising, and publicity developed and carried out by HQ, USACC to support the Senior Army ROTC Battalion within a region.

**ROO Zone:** A custom recruiting and marketing software support system designed specifically for and fielded to Cadet Command in the 2005 timeframe. It allows BDEs and BNs to develop their REAP in an automated online database environment and share it within the Command. It also provides BNs and BDEs the ability to plan and execute their recruiting and marketing campaigns, manage and plan individual recruiting events and enter/track relevant ROI metrics. Other functions give the Cadre tools to enter and track leads, receive leads from outside sources (ex: Nat'l recruiting events, or forwarded from USAREC) or forward leads to USAREC, enter and track prospects as well as prospective and current community leaders and educators (ie: COIs), and all initial and subsequent contact with these individuals and ROI/results of these contacts.

**ROI:** Return on Investment – what results we get from marketing funds (LAMP and Direct funds) expenditures.

**RPI:** Recruiter Publicity Item - printed brochures, posters, pocket folders, DVDs that educate prospects and CLEs about the Army Officer career path and college Army ROTC. Stocked in and ordered through the Accessions Distribution Center (ADC). With proper AMRG approval, HQ USACC and other Supported Commands can create RPIs for national or local use and for stockage in the ADC.

**SMC: Senior Military Colleges** One of six Military-patterned four year institutions with an Army ROTC program. SMCs are specifically recognized under 10 USC 2111(a). These SMCs have a Corps of Cadets –outside of the Army ROTC program on that campus- and a military type of education experience. Cadets have formation, physical training and wear their uniforms. However, to be commissioned as an Army Second Lieutenant, students on these SMCs must be enrolled in and complete the Army ROTC program.

The six SMCs are:

- [University of North Georgia](#); Dahlonega, Georgia
- [Norwich University](#); Northfield, Vermont
- [Texas A&M University](#); College Station, Texas
- [The Citadel](#); Charleston, South Carolina
- [Virginia Military Institute](#); Lexington, Virginia
- [Virginia Polytechnic Institute and State University](#); Blacksburg, Virginia

**Target Audience** That portion of the total market composed of qualified prospects, within that particular campaign and/or segment, for the college Army ROTC program.

**Tear Sheets** Complete sample of actual published material, (now in electronic form) giving name and date of publication. Provides EMM-required Proof of Performance (POP) for all advertising media and allows an FMR to complete payment to a Vendor for a media buy in EMM.

**Visual Information Production and Services** Development and acquisition of productions and services other than audiovisual (the production or acquisition of motion picture and video production with sound), including slide sound sets, film strips, multimedia, audio and combination media. Includes costs to manage and operate product distribution, duplication, libraries, and related support functions. **(NOTE:** *Audiovisual productions are distinguished from other visual information productions by the combination of sound and motion media in a self-contained completed presentation developed according to a plan or script.*)