

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

Original Document Date: 03/31/03

Revision Date: 1/21/2009

This new publication --

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

Re-establishes the requirement to submit a plan annually, prior to the submission of any request for resources.

Revises recruiting campaigns. The campaigns are now identified as: High School, Incoming Freshman, Retention/Progression, Leader's Training Course (LTC)/ Accelerated Cadet Commissioning Training (ACCT)/Alternate Entry Option (AEO)/Compression, Lateral Entry and Green to Gold. Battalions with a nursing mission will address nurse recruiting and retention as it applies to each campaign.

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

Summary:

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

POC/Impact:

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

Supplementation. Do not supplement this regulation without approval of Commander, U.S. Army Cadet Command (USACC), ATTN: ATCC-OR, Fort Monroe, VA 23651-5000.

Availability. This regulation can be accessed on The Right Site on the Enterprise Portal at: **<http://my.usaac.army.mil/portal/dt>**.

Suggested Improvements. The proponent of this regulation is the G2, USACC. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, USACC, ATTN: ATCC-OR, Fort Monroe, VA 23651-5000.

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

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1-1. Purpose **TOC**

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

1-2. References **TOC**

Required and related publications are listed in Appendix B.

1-3. Explanation of Abbreviations

Abbreviations are found in Appendix A.

1-4. Objectives of the REAP

- a. Achieve contract mission success by identifying specific objectives by mission set and campaign. Address basic course enrollment goals by mission set, LTC attendance requirements, Military Science Level (and Instructor) retention goals, and lateral entry requirements in the blitz year.
- b. Ensure resourcing of past successes and new initiatives to reach contract mission. The REAP should minimize resources devoted to events or actions which previously resulted in negligible return on investment.
- c. Synchronize recruiting efforts with Senior ROTC (SROTC) battalion activities, campus activities and when advantageous, activities associated with other Army (United States Army Recruiting Command, Army Reserve, Army National Guard, etc.) recruiting efforts.

1-5. General

- a. The SROTC battalion Mission Essential Task List (METL) includes four key tasks:
 1. Recruit Quality Prospects
 2. Develop Confident, Competent Leaders
 3. Retain Quality Cadets to Commission
 4. Sustain the Force
- b. The recruiting function is directly or indirectly related to all four tasks. Finding quality leads and recruiting quality prospects (Scholars, Athletes and Leaders (SALs)) is both the start point and the end point of a successful program. Developing confident, competent leaders can only be done when high quality students enter the program to become high quality competent Cadet leaders. Retaining quality Cadets to commission comprises a set of four standards: quality of recruiting, quality of development, quality of life and quality of support. Sustaining the force includes the wise application of resources at critical points on the recruiting-retaining-commissioning continuum.
- c. Retention may be seen as re-recruiting. A focus on recruiting, including both campaign plans and individual recruiting plans, provides the cadre with a foundation of commitment to which they can return when Cadets are distracted or facing retention challenges. See Cadet Command Pamphlet (CCP) 145-37, Retention Guide, for specific retention techniques, tactics and procedures for battalion operations.

1-6. Responsibilities

a. Headquarters, USACC:

1. G2 will serve as the proponent for this regulation and for all training related to Recruiting and Enrollment Planning, including the resident Recruiting Operations Officer (ROO) Course, the recruiting modules of the School of Cadet Command (SOCC) Distance Learning (DL) package, brigade ROO sustainment training conferences/workshops and any distributed learning, sustainment training or new equipment training relating to incentives, recruiting and retention. G2 will also:

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

(b) Maintain, via contract, the ROO Zone web-based lead and event/activity management application. Through this application, battalions will have visibility of those students who responded positively to the national Army ROTC awareness campaign(s), have expressed an interest in Army ROTC and who have identified their host campus as their school of choice. Battalions will receive referrals from USAREC and other ROTC battalions through ROO Zone and will accurately enter data into ROO Zone which will directly impact marketing and advertising funding in future budget cycles.

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

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

(e) Oversee brigade functions pertaining to the receipt, review and maintenance of battalion REAPs.

2. G7/9 will:

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

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

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

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

(e) Collect marketing and advertising budget information from the brigades based on battalion forecasted needs in the ROO Zone application. Submit USACC marketing and advertising budget to U.S. Army Accessions Command (USAAC) for approval. Receive USAAC approved marketing and advertising

budgets and notify brigades of their approved marketing and advertising budgets.

3. G3 will coordinate and maintain process oversight of all resident and non-resident (to include distance learning) instruction for recruiting.

b. Brigade Headquarters will:

1. Assign staff responsibility for supervision of the recruiting function and provide oversight of battalion enrollment action planning activities. Brigade S2 officers will: receive, review and maintain copies of each annual battalion REAP; coordinate on a regular basis to share good ideas via brigade-level training conferences; update USACC G2 on recruiting best practices, needs and concerns from the field, and changes to organizations.

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

3. Produce and publish annual battalion planning guidance NLT **15 December XXXX**, as outlined in Appendix C. This guidance will incorporate USACC's REAP Planning Guidance and the final battalion adjudicated commission and contract missions.

4. Conduct recruiting operations geographically at the Brigade level. Brigade S2 will provide visibility of the Army ROTC program at key events in the high school market, including scheduling and managing booth presence at college fairs that SALs attend and annual regional guidance counselor or school district conferences attended by key centers of influence (COIs). Brigades can task battalions in the brigade area to support national marketing events/activities and to conduct regional recruiting events/activities in battalion's areas of operation. Brigades will provide support to battalions for these events/activities, as necessary. In addition to the calendar of events, establish a list of key COIs in their brigade area. Minimally, establish contact with COIs annually, to provide basic Army ROTC information and information on new initiatives and incentives.

5. Maintain ROO Zone at the brigade level and roll-up advertising and marketing budgets information submitted by battalions. Submit brigade advertising and marketing budgets to USACC G7/9 representative NLT **1 March XXXX**. Brigades must include brigade level budget requests to support brigade area advertising purchases, national and regional event participation, memberships in state/regional organizations and other items historically provided or forecasted by regions. The REAP Advertising Report will allow brigades to roll up battalion requirements for submission to the USACC G7/9 representative.

c. ROTC Battalions will:

1. Establish a REAP as outlined in Chapter 2 and Appendix D. The REAP is designed to cover the period from 1 July of the current year through 31 December of the following year, overlapping school, calendar and fiscal years. Battalions will submit their REAP to the Brigade S2 NLT **1 February XXXX** each year.

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

(b) The timing of the REAP submission assist with the preparation for the upcoming fiscal year and pre-fiscal year ordering of marketing and advertising support materials and media placement. Marketing and advertising budget requirements will rely on well planned, detailed entry of recruiting events and

activities in ROO Zone. Planned local and contract advertising costs associated with recruiting events and activities will be the mechanism for battalions to receive funding.

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

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

(b) This evaluation may be constructed as a SWOT analysis -- identifying Strengths and Weaknesses of the program as well as Opportunities available and Threats to the program's viability, quality or reputation. Program flexibility might be an opportunity that could be exploited, and cadre skills and personality may be a strength, while a hostile registrar would be considered a threat or an opportunity. Additional threats can be competing ROTC programs from other services and perceptions of individuals of better options from civilian employers, civilian scholarship programs, etc.

(c) This evaluation must include a review of the sources of the Cadets currently in the program. Battalions should conduct an After Action Review (AAR) of past recruiting and enrollment efforts as well as a thorough review of Cadets who were successfully enrolled/contracted and retained. Migration and disenrollment, the two greatest issues in retention, are often a result of the quality of recruiting. Retaining quality Cadets to commission starts with the quality of recruiting. REAP development must include a review of Cadet retention and be addressed in the Retention/Progression campaign.

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

(e) During this thorough evaluation the PMS and ROO should identify:

(1) What are the commission mission, contract mission, and enrollment goals that must be met in each mission set?

(2) Based on these missions, how many current Cadets does the battalion project to retain into next school year in each mission set.

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

(4) Do current prospects meet the delta?

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

3. Execute campaigns which best support the program, once requirements by mission set are determined. The determination to prioritize specific campaigns and the level to which they are resourced

should be based on true potential and not on historic production. Campaigns will be fully developed in the Battalion REAP, designated by priority, with key tasks identified.

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

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

(b) **Incoming Freshmen.** This campaign details actions taken by the battalion to recruit on-campus college freshmen during new student orientation through the end of the first semester of their freshmen year.

(c) **Retention/Progression.** This campaign details actions taken by the battalion's cadre and Cadets to retain enrolled Cadets through contracting and contracted Cadets through commissioning.

(d) **LTC/ACCT/AEO/Compression.**

(1) Compression details actions taken by the battalion to recruit college freshmen beginning in the second semester of their freshmen year through the beginning of the first semester of their sophomore year. Compression students will take MSL I and MSL II in some concurrent and compressed fashion to satisfy Basic Course requirements.

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

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

(f) **Green to Gold.** This campaign is primarily for counterpart battalions and addresses efforts to recruit Soldiers who are eligible for the Green to Gold programs. Battalions other than counterpart battalions have achieved success with recruiting Green to Gold prospects, as many enlisted Soldiers want to attend schools other than counterpart battalions. See CCR 145-6, Green to Gold Program.

5. Establish a plan to use national recruiting assets to support recruiting activities, as appropriate. All assets are planned as tentative resources in ROO Zone when recruiting events/activities are planned.

Battalions will have back-up plans should the assets not be approved during the USAAC quarterly review and approval process. Assets are not requested through ROO Zone.

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

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

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

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

10. Ensure the battalion has a systematic marketing, advertising and local purchase plan to support campaign recruiting and retention actions. Develop, maintain and execute planned local and contract advertising/purchases in ROO Zone to capture timing, vendors, quantities and costs.

Chapter 2, The Recruiting and Enrollment Action Plan

2-1. REAP Organization. The REAP consists of five paragraphs in an Operations Order (OPORD) format. The outline/example is at **Appendix D**.

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

a. **Campus Market:** This paragraph will identify, in ten sentences or less, the key market factors that drive achievement of the contract and commission mission (recruiting success) at the host campus and any partnership schools.

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

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

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

2. **Mission.** This section will answer the question, "What is our mission and what must be done to accomplish it?"

3. **Execution.** The Execution section will begin with the Commander's Intent. This section will answer the question, "What will we do to accomplish the mission?" It will include descriptions of the actions, events, required resources, and desired results (in ROO Zone). Address each of the five required campaigns (High School, Incoming Freshmen, Retention/Progression, LTC/ACCT/AEO/Compression and Lateral Entry) as well as any additional campaigns necessary based on the market (i.e., Green to Gold). This section will include all activities planned by the battalion for the year to meet overall assigned missions.

a. **Concept of the Operation, Campaigns by Priority.** Each campaign will be addressed.

b. **Scheme of Maneuver:** ROO Zone Recruiting Events Matrix.

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

(2) Enter into ROO Zone required information including: event/activity, location, date/time, campaign(s), mission set(s), asset(s), personnel requirements, planned cost data to included vendor information (local and/or contract), planned performance (ROI) and comments. Information will be entered into ROO Zone for the 18-month period the next REAP covers - 1 July XXXX to 31 December XXXX. This is a long period to build events/activities in ROO Zone. Remember, this is just a plan and these events/activities can be changed/updated in the future. Much like the REAP, the Recruiting Event Matrix is a living document.

c. **Tasks to Battalion Cadre and Staff:** Enter Cadre and Staff requirements for recruiting and retention during the period covered by the REAP.

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

4. **Service and Support.** This section will answer the question "What is available to finance our plan?" Justify unusual requirements and include desired/expected results. ROO Zone's Recruiting Event Matrix

will be utilized to forecast budget requirements for local purchase and contract purchase. Brigades and battalions can forecast recruiting events/activities in ROO Zone that cover a time period to account for expenditures that cover multiple events/activities (i.e., PPI-Give-aways). Subparagraphs include:

a. Local purchase are those advertising efforts that include expenditures managed at the local battalion level. Local purchase input into ROO Zone includes: Group Meals, Memberships, Out of Pocket, Photo Service, PPI-Give-aways, Printing and Other.

b. Contract purchase are those advertising efforts requiring support from the Army advertising agency. Contract purchase input into ROO Zone includes: Booth Space, Mailing List/Service, Out of Home, Print Ad Classified, Print Ad Display, Radio and Other.

c. University Incentives. Available to influence recruiting and retention.

5. Command and Signal.

a. University points of contact.

b. High School points of contact.

c. MALO point of contact.

d. Vendor points of contact.

e. USAREC/Army National Guard/USAR points of contact.

f. Centers of Influence (COIs).

Chapter 3, REAP Flexibility

3-1. General

The REAP is a living document used at all levels of the command. The heart of the REAP are recruiting campaigns and events created and managed in ROO Zone.

3-2. Process

a. Recruiting Event Matrix in ROO Zone. Review all planned actions to determine if those actions will achieve the battalion mission or make up mission shortfalls. If so, execute. If not, modify existing plans to address projected shortfalls. This may mean adjusting current planned events or developing new actions and activities to increase mission set recruiting by specific campaigns. Nothing is ever static when it comes to current projections and their impact on plans and activities. Cadets migrate, disenroll, and go on leave of absence. Prospects come and go depending on their degree of commitment and the discovery of conditions that make them ineligible for enrollment into the program. Battalions must be flexible to adjust actions to meet the recruiting shortfalls encountered in mission set projections. Successful events should be rescheduled the next year. Battalions must ensure that planned contract purchase advertising and local purchase advertising execution stays in sync. At a minimum:

1. Review all contract purchase advertising in the near term to ensure it is still valid and required for mission execution.

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

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

ARTHUR M. BARTELL
Major General, U.S. Army
Commanding

OFFICIAL:

////Original Signed////
WILLIAM T. WISEMAN
Colonel, GS
Chief of Staff

DISTRIBUTION:
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Section I, Abbreviations [TOC](#)

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

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

Appendix B, References [TOC](#)

**Section I
Required Publications**

[Army Regulation 145-1](#)

Senior ROTC Program: Organization, Administration and Training

[Cadet Command Regulation 145-1](#)

Army ROTC Incentives Policy

[Cadet Command Regulation 145-4](#)

ROTC Marketing, Advertising and Publicity to Support Enrollment

[Cadet Command Regulation 145-6](#)

Green to Gold Program

[Cadet Command Pamphlet 145-1](#)

Army ROTC Incentives Procedures

[Cadet Command Pamphlet 145-4](#)

Enrollment, Retention and Disenrollment Criteria, Policy and Procedures

[Cadet Command Pamphlet 145-35](#)

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

[Cadet Command Pamphlet 145-36](#)

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

[Cadet Command Pamphlet 145-37](#)

ROTC Retention Guide

**Section II
Related Publications**

[Army Regulation 601-2](#)

Army Promotional Recruiting Support Programs

[Cadet Command Regulation 145-16](#)

ROTC Mission Management, Performance Assessment, and Unit Status Reporting

[Cadet Command Pamphlet 601-33](#)

ROTC Partnership for Youth Success (PaYS) Program

MEMORANDUM FOR:

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

1. REFERENCES:

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

2. Current State of the Command:

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

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

a. Purpose of the REAP:

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

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

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

4. Commander's Guidance by Campaign:

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

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

BDE	MS 09		MS 10		MS 11				MS 12				MS 13				MS 14	
	Comm		Comm		Cont		Comm		Cont		Comm		Cont		Comm		Comm	
	T	N	T	N	T	N	T	N	T	N	T	N	T	N	T	N	T	N
1																		
2																		
3																		
4																		
5																		
6																		
7																		
8																		

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

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

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

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

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

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

f. National Recruiting Assets. Units should plan for the use of national recruiting assets to support their recruiting activities where appropriate. All assets are planned as tentative resources in ROO Zone as you input a particular recruiting event, with the battalion having in mind a back up plan should the assets

not be approved during the USAAC quarterly review and approval process. Assets are not requested through ROO Zone.

g. Other Commander's Guidance, as necessary.

7. Normal Timeline:

a. REAP Documents.

- (1) REAP will cover 1 July 20XX – 31 December 20XX (18 months).
- (2) NLT 15 November – CC guidance published to brigades.
- (3) 15 November – 15 December – brigade adjudication of commission and contract missions.
- (4) NLT 15 December – brigade guidance published to battalions.
- (5) NLT 1 February – battalion REAPs due to Brigade IAW attached format.
- (6) NLT 1 March – brigade marketing/advertising budget due to USACC POC.
- (7) NLT 31 March – CC marketing/advertising budget request due to USAAC for approval.
- (8) O/A 15 August – AAC sends approved marketing/advertising budget back to CC.
- (9) NLT 31 August – CC sends approved marketing/advertising budgets to brigade POCs.

b. Financial Planning and Execution.

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

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

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

(a) PPIs and recruiting giveaway items.

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

- (c) Meals/refreshments to support recruiting events.
- (d) Reimbursement for approved out-of-pocket recruiting expenses.
- (e) Memberships in civic organizations (i.e., Rotary, Lions, etc.).
- (f) Local photo services.

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

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

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

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

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

RECRUITING AND ENROLLMENT ACTION PLAN

1 July 2009 – 31 December 2010

Cadet Command University (CCU)

“University logo”

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

I. SITUATION

a. Campus Market.

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

(2) Partnership School: University Name Here: This is a high cost private Engineering college with a full time enrollment (FTE) of 2600 students. The college draws students from all over the United States and 25 countries. Entrance into this school is considered extremely difficult and an entering freshman has an average high school GPA of 3.9 and an average ACT score of 29. Approximately 10% of high school students who apply are accepted; approximately 70 transfer students enter each year, primarily from four-year universities at the junior year. Students who progress beyond their freshman year tend to retain at this school because of the school's outstanding reputation. The most popular activities are wrestling, tennis, student government, Greek Council, and the Society of Civil Engineering. The school offers BA/BS degrees in 16 majors – almost exclusively in engineering. The three most common majors are Civil Engineering, Aerospace Engineering, and Electronic Engineering. The college is ranked as the 4th best undergraduate engineering program by U.S. News and World Report. We define SALs on this campus: using Cadet Command's A and L criteria, but because of the academic quality of the students who

enroll here, we use a standard of 3.3 GPA for "S." This helps us to narrow our market and focus our recruiting. (this should be no more than 10 sentences).

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

b. Markets of Sustainment and Markets of Opportunity.

(1) Markets of Sustainment: Incoming freshman, high school, SMP Cadets from local Army National Guard/Reserve units who attend CCU, progression and lateral entry nursing students at CCU, and MSL-I / MSL-II Cadet retention.

(2) Markets of Opportunity: Recruiting from graduate school programs at CCU for LTC as well as Cadet hometown recruiting, and becoming a presence at intramurals. We have also made the Air Force program aware of the opportunity afforded its Cadets by the "Blue to Green" program.

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

III. EXECUTION.

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

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

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

Fall 09 Enrollment Line Goal: Contract 5 Cadets into MS 13 (one 4-yr and one 3-yr Advance Designee (AD) for CCU, one 4-yr and two 3-yr ADs for partnership school). Enroll 12 non scholarship Cadets into MS 13.

Fall 09 Enrollment Nurse Goal: Contract 2 scholarship Cadets into MS 13 at CCU.

Fall 10 Enrollment Line Goal: Contract 6 Cadets into MS 14 (one 4-yr and one 3-yr AD for CCU, one 4-yr and three 3-yr ADs at CCU). Enroll 10 non scholarship Cadets into MS 14.

Fall 10 Enrollment Nurse Goal: Contract 2 scholarship Cadets into MS 14 at CCU.

Key Tasks:

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

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

Fall 09 Enrollment Line Goal: Enroll 12 non scholarship Cadets into MS 13.

Fall 09 Enrollment Nurse Goal: Enroll 2 non scholarship Cadets into MS 13.

Fall 10 Enrollment Line Goal: Enroll 13 non scholarship Cadets into MS 14.

Fall 10 Enrollment Nurse Goal: Enroll 2 non scholarship Cadets into MS 14.

Key Tasks:

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

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

Fall 09 Line Goal: Retain 15 (60%) MSLI into MSLII class. Enroll 2 Compression Cadets into the MSLII class. Retain/contract 12 (45%) MSLII into MSLIII class. Retain 11 (55%) MSLIII into MSLIV.

Fall 09 Nurse Goal: Retain 3 (75%) MSLI into MSLII. Retain/contract 2 (66%) MSLII into MSLIII. Retain 2 (100%) MSLIII into MSLIV.

Fall 10 Line Goal: Retain 15 (60%) MSLI into MSLII. Retain/contract 12 (45%) MSLII into MSLIII. Retain 11 (55%) MSLIII into MSLIV.

Fall 10 Nurse Goal: Retain 3 (75%) MSLI into MSLII. Retain/contract 2 (66%) MSLII into MSLIII. Retain 2 (100%) MSLIII into MSLIV.

Key Tasks:

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

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

Summer 09 Line Goal: AEO: [Contract 1 Cadet into MS 11.](#)
ACCT: [Contract 2 Cadets into MS 11.](#)
LTC: [Send 4 and contract 3.](#)

Summer 09 Nurse Goal: AEO: [None.](#)
ACCT: [None.](#)
LTC: [Send 1 and contract 1.](#)

Summer 10 Line Goal: AEO: [Contract 1 Cadet into MS 12.](#)
ACCT: [Contract 1 Cadet into MS 12.](#)
LTC: [Send 5 and contract 4.](#)

Summer 10 Nurse Goal: AEO: [None.](#)
ACCT: [None.](#)
LTC: [Send 1 and contract 1.](#)

Fall 09 Line Goal: [Compression: 2](#) [Contract: 1](#)

Spring 10 Line Goal: [Compression: 2](#) [Contract: 1](#)

Fall 10 Line Goal: [Compression: 2](#) [Contract: 1](#)

Key Tasks:

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

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

Fall 09 Line Goal : SMP: [Contract 4 into MS 11.](#)
Vet: [Contract 2 into MS 11.](#)

Fall 09 Nurse Goal: SMP: [Contract 1 into MS 11.](#)
Vet: [None.](#)

Fall 10 Line Goal: SMP: [Contract 4 into MS 12.](#)
Vet: [Contract 2 into MS 12.](#)

Fall 10 Nurse Goal: SMP: [Contract 1 into MS 12.](#)
Vet: [None.](#)

Key Tasks:

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

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

- Line Goal: Oct 09 Board Goal: Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.
- Apr 10 Board Goal: Submit 6 Active Duty Option (ADO) packets and contract 4.
Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.
- Oct 10 Board Goal: Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.

- Nurse Goal: Oct 09 Board Goal: Submit 1 scholarship packet and contract 1.
Submit 1 ADO packet and contract 1.
- Apr 10 Board Goal: Submit 1 scholarship packet and contract 1.
- Oct 10 Board Goal: Submit 10 scholarship packets and contract 8.
Contract 2 non scholarship GTG.

Key Tasks:

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

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

c. Tasks to Battalion Staff:

- PMS-primary interface with University.
- MSLI and MSLII instructor responsible for coordination and awarding of 3 and 2 year scholarships respectively.
- ROO/Goldbar responsible for targeted lists (registrar/admissions/ARNG/USAR), systems lists (ROO Zone/CCIMS), high school influencer and self referral recruiting. ROO responsible for all enrollment (non-contracted) paperwork.
- XO responsible for on campus influencer coordination and referrals (financial aid, athletics, student government, clubs).
- Human Resource Assistant (HRA) responsible for contract officer responsibilities and paperwork.

d. Coordinating Instructions:

Scholarships: Requested allocations for host and partnership schools.

School	Mission Set	Allocations Required
Cadet Command University	MSL13	

	MSL12	
	MSL11	
	MSL10	
Partnership: #1	MSL13	
	MS 12	
	MS 11	
	MS 10	

IV. SERVICE AND SUPPORT.

- a. **Local Purchase:** See ROO Zone Recruiting Event Matrix and REAP Advertising Report.
- b. **Contract Advertising Purchase:** See ROO Zone Recruiting Event Matrix and REAP Advertising Report.
- c. **University Incentives:**

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

(2) Partnership: Room and board for 4-year scholarship winners, three credit hours for LTC.

V. COMMAND AND SIGNAL

a. University POCs:

<u>School</u>	<u>Name</u>	<u>Position</u>	<u>Telephone</u>	<u>Email Address</u>
CC University	Mr. Thomas	Admissions	(111) 222-9476	thomas@cu.edu
	Ms. Regis	Registrar	(111) 222-3756	regis@cu.edu
	Mr. Abrams	Veterans Affairs	(111) 222-1119	abrams@cu.edu
	Ms. Money	Financial Aid	(111) 222-9487	money@cu.edu
Capital School of Engineering	Ms. Newbee	Admissions	(111) 223-2367	newbee@cse.edu
	Ms. Paperwork	Registrar	(111) 223-4687	paperwork@cse.edu
	Mr. Sherman	Veterans Affairs	(111) 223-0084	sherman@cse.edu
	Ms. Cash	Financial Aid	(111) 223-1957	cash@cse.edu

b. High School POCs:

<u>Feeder High School</u>	<u>Distance From Host</u>	<u>Guidance Counselor/POC</u>	<u>Telephone</u>	<u>Email Address</u>
Nowhere High School	5 miles	Mr. Johnson	(111) 222-3333	johnson@nowhere.edu
Somewhere High School	7 miles	Ms. Hairpuller	(111) 222-4444	hpuller@somewhere.edu

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Bethere High School	15 miles	Mr. Best	(111) 222-5555	best@bethere.edu
Wanna Be High School	18 miles	Ms. Sunnybrook	(111) 212-1122	sunnybrook@wanna.edu
Hasta Be High School	67 miles	Ms. Hastings	(111) 212-1113	hastings@hasta.edu

c. MALO POC:

Name	Position	Telephone	E-mail Address
COL Yousma Grad	MALO	(111) 222-9476	Yousma.grad@us.army.mil

d. Vendor POCs:

Vendor Name	Purchase Type	POC	Address	Telephone	E-mail Address
University Newspaper	Print Ad Display (C)	Mr. News Man	1234 University Lane	(111) 222-9476	man1@cu.edu
TTG	Photo Service (L)	Chris Bandy	567 Tiger Lane	(111) 222-9477	chris@ttg.com
Shirt Place	PPI-Give Away (L)	Mr. Shirt	89 Shirt Street	(111) 222-9478	ilovemyshirts@shirts.com
University World Mag.	Print Ad Class. (C)	Mr. Editor	1234 University Lane	(111) 222-9476	editor12@cu.edu

e. USAREC / Army National Guard / Army Reserve POCs:

Name	Unit	Position	Telephone	E-mail Address
CPT Allie Gator	City Recruiting CO	USAREC CO CDR	(111) 222-2001	allie.g8or@usarec.army.mil
SSG Desmond Peck	City Recruiting CO	USAREC Recruiter	(111) 222-2002	des.peck@usarec.army.mil
MAJ Gary Campbell	123 rd EN BN	USAR Rep	(111) 222-1234	reserves@us.army.mil
SFC Tracy Orange	CU OCR	ARNG Rep	(111) 222-9476	goguard@cu.edu

f. Other Centers of Influence:

Name	Organization	Position	Telephone	E-mail Address
Richard Rich	Enterpime	CEO	(111) 222-1234	company@firm.com
Charles Smith	American Milsupport	Outreach Coordinator	(111) 222-9476	mainwork@abc.com

John W. Eapon
LTC, IN
Professor of Military Science

Jen R. Ollment
MAJ, SC
Recruiting Operations Officer